

AFRICA LEAD II PROGRAM REVIEW

TANZANIA – KEY FINDINGS

Introduction and Methodology

Africa Lead's program review presents important findings and recommendations from the Tanzania program and its partners. Field work for the program review was carried out in Arusha and Dar es Salaam, Tanzania, from 7 – 15 April 2017 and on 19 June 2017. Key informant interviews were carried out with the following beneficiary institutions:

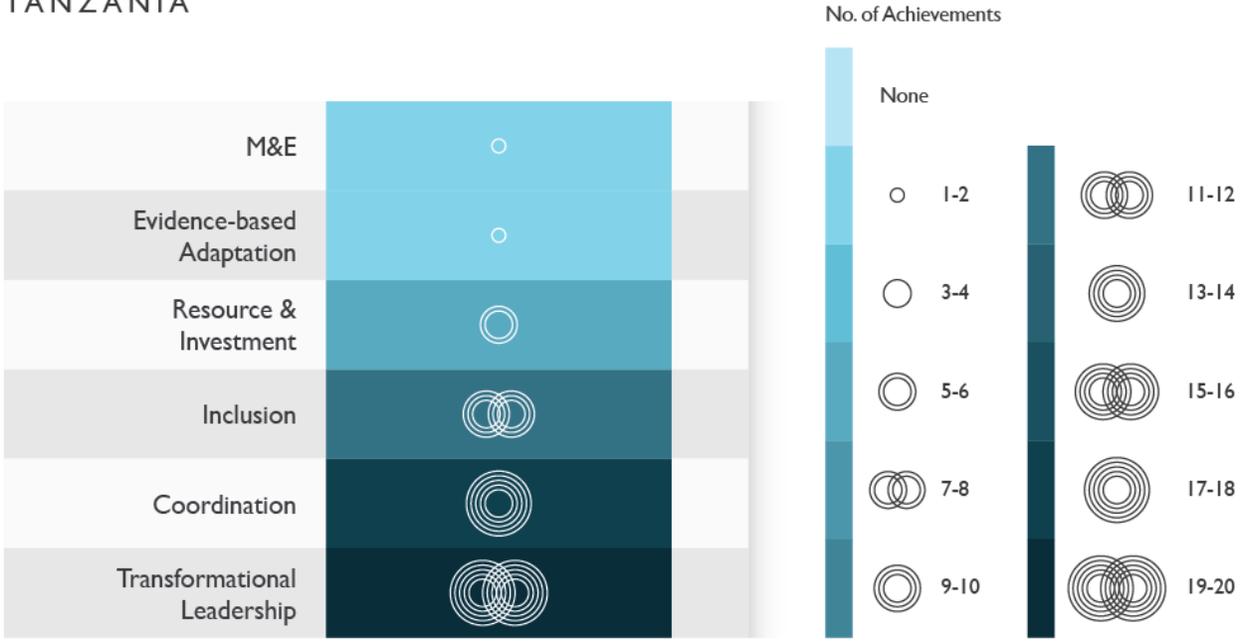
- Agriculture Non-State Actors Forum (ANSAF)
- Platform for Agricultural Policy Analysis and Coordination (PAPAC)
- Agricultural Council of Tanzania (ACT)
- Ministry of Agriculture, Livestock, and Fisheries (MALF)
- Local Government Authorities (LGAs) in Arusha and Morogoro
- Policy Analysis Group (PAG)
- Tanzanian Horticultural Association (TAHA)
- National Network of Small-Scale Farmers' Groups in Tanzania: Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)

One Africa Lead trainer was also interviewed. A follow-up round of interviews was carried out by phone with three further Local Government Officials (LGAs) in Zanzibar, Mvuha, and Iringa.

Examples of Significant Achievements Influenced by Africa Lead

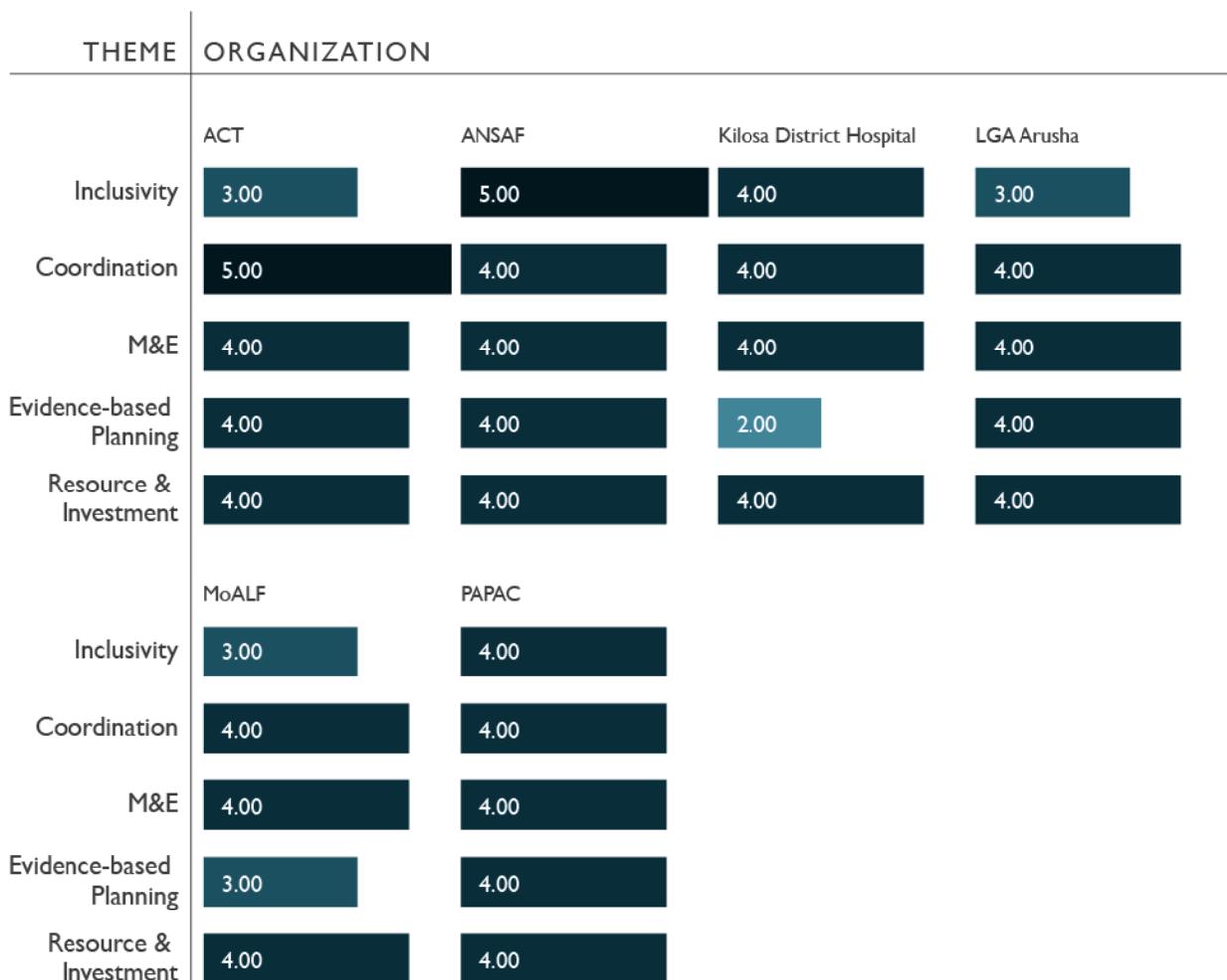
The Tanzania program beneficiaries detailed 24 significant achievements influenced by Africa Lead. The graphic below characterizes these achievements into thematic areas of focus, counting the frequency with which each of the six themes of agricultural transformation are cited within the achievement examples. Detailed definitions as well as findings and recommendations for each of the six themes can be found in the accompanying summary booklet.

TANZANIA



Benchmarking Performance for Agricultural Transformation (BPAT)

Africa Lead’s key partners in the Tanzania program carried out a self-assessment, and mapped their performance against five of the six agricultural transformation themes in the BPAT tool. The BPAT tool allows organizations to rate themselves a score out of 5. A score of “1” is given to an organization that is performing insufficiently in a certain area. In contrast, a score of “5” is given to organizations whose performance is in accordance with best practices at the top international level. The BPAT also asks partners to provide evidence and examples of change to substantiate their scores. The following sections present a summary of the most significant changes presented by each partner.



Most Significant Changes

The Agricultural Non-State Actors Forum (ANSAF)

ANSAF is an umbrella organization for agricultural Non-State Actors (NSAs) in Tanzania. The forum has more than 70 organizational members, including farmer groups, NGOs, and private companies, and focuses on two objectives: creating fora outside the public where NSAs come to discuss results in agriculture; and prioritizing key action points to move forward. ANSAF collects evidence using round tables, media, newspapers, and policy briefs to inform communication and advocacy activities.

ANSAF leadership and staff have received a variety of assistance from Africa Lead dating back to the initial Champions for Change (C4C) training delivered in 2012, which also included an element of Comprehensive Africa Agriculture Development Programme (CAADP) sensitization. In partnership with ANSAF, Africa Lead additionally facilitated a CAADP sensitization workshop for ANSAF members in 2015 and through the CAADP Non-State Actors Coalition (CNC), conducted a stakeholder mapping exercise among 25 NSA partners. In addition, Africa Lead provided technical assistance and facilitation

support to several critical learning events for ANSAF. Lastly, Africa Lead and ANSAF have worked together to create and actively facilitate the Policy Action Group, which is a group of NSAs charged with coordinating research for agricultural policy reform.

Most Significant Change

- ANSAF reported that Africa Lead's role in facilitating the Joint New Alliance and Grow Africa (NA/GA) Progress Report in conjunction with ANSAF, was critical in influencing the Government of Tanzania to lift the export ban on cereals, as well as enhance legislation and certification of fertilizers.
- Key informants stated that Africa Lead's CAADP sensitization workshop enabled ANSAF as an NSA apex group to successfully advocate for the Tanzanian government to commit to the Malabo Declaration in 2014.
- According to ANSAF staff, collaborative facilitation by Africa Lead as a member of the PAG contributed to the strengthening of inclusive policy dialogues in Tanzania and, in particular, enhanced and improved the inclusivity of the Joint Sector Review (JSR) process.

Platform for Agricultural Policy Analysis and Coordination (PAPAC)

The focus of PAPAC is to coordinate policy development within the government, with a mandate to improve policy analysis and information-sharing between lead ministries dealing with the agriculture sector. PAPAC is organized by an advisory board and an appointed secretariat based in the Ministry of Agriculture, Livestock and Fisheries (MALF).

Africa Lead has been collaborating with PAPAC to support a variety of activities to improve information-sharing and platforms for inclusive, participatory dialogue. For example, Africa Lead supported PAPAC's Annual Agriculture Policy Conference for three consecutive years, from 2014 to 2016. In addition, Africa Lead engaged PAPAC in the facilitation of the New Alliance stakeholder meeting as well as leadership training to key PAPAC staff in 2016. Furthermore, Africa Lead has provided technical assistance throughout 2017 to help PAPAC develop a Communication Plan and Roadmap.

Most Significant Change

- PAPAC leadership reported that, as a result of Africa Lead's training on Transformative Leadership for Policy Change Management, they have improved the design of their programming and evidence-based studies, moving to a more consultative process to better incorporate inputs from rural areas and taking steps to understand the needs of farmers and other vulnerable groups.
- PAPAC staff reported increased self-confidence to contribute and bring ideas forward, which it has in planning, organizing and analyzing concepts.
- Individuals stated that they have learned the importance of communicating with stakeholders because of Africa Lead, which has led PAPAC to identify and prioritize the need for a Communication Plan and Roadmap for the platform.

Agricultural Council of Tanzania (ACT)

ACT is the agricultural private sector apex organization in Tanzania. This large network includes farmer groups and associations, cooperatives, companies, and institutions whose activities are related to the agricultural industry, and individuals engaged as researchers, traders, processors, and transporters. ACT has interacted with Africa Lead since 2014, when key leadership participated in Champions for Change (C4C) leadership training in Nairobi. Since then, Africa Lead has been working collaboratively with them through the PAG.

Most Significant Change

- At an individual level, key informants at ACT mentioned improved skills in management, leadership, policy analysis, and organizational change as a significant Africa Lead result.
- Key informants reported that the Africa Lead activities helped to increase their self-confidence.
- The CEO of ACT reported that Africa Lead’s leadership training highlighted how emphasizing CAADP principles can improve the performance of the network.

“Before attending the Africa Lead training, I did not have the idea of inclusiveness in leadership. But, after attending the Africa Lead training, I have been able to incorporate CAADP best practice elements such as inclusiveness, evidence-based learning, and adaptation to inform program design to address the needs of farmers from the grassroots level.”

Ministry of Agriculture, Livestock and Fisheries (MALF)

MALF is charged with building and supporting the technical and professional capacity of local government authorities and private sector to sustainably develop, manage, and regulate livestock and fisheries resources. MALF houses the CAADP focal point in Tanzania and is responsible for developing and implementing the country’s new agriculture investment plan, called the Agricultural Sector Development Program (ASDP-2), as well as coordinating the JSR. To help the government roll out the ASDP-2, Africa Lead is collaborating with other partners to conduct sensitization and capacity building workshops for 185 LGAs throughout Tanzania, which reach more than 1,000 participants.

In an effort to scale up the cadre of Ministry staff who understand the impact of strategic thinking and planning related to CAADP, Africa Lead developed and delivered a C4C leadership training targeting Ministry Directors and Assistant Directors in 2014. Lastly, Africa Lead designed C4C training for members of Parliament to strengthen their knowledge, commitment, and capacity to implement policies in support of Tanzania’s food security and agriculture development under CAADP and Malabo in 2014. Although MALF staff did not directly participate in this training, the Ministry benefited from this support due to the overlap with MALF’s mission.

Most Significant Change

- Key informants at MALF reported that Africa Lead training provided staff with the skills needed to assess organizational performance. These enhanced skills and knowledge have contributed a positive impact on MALF management.
- The Africa Lead leadership training provided to Members of Parliament in 2014 resulted in a motivational mindset shift with the participants according to MALF key informants. Parliamentarians now understand the importance of food security programming and are acting on their commitments to provide increased resources in the agricultural sector.

Local Government Authorities (LGAs) – Arusha, Iringa, Manyara, Morogoro, and Zanzibar Counties

While the national government sets agricultural policies, LGAs are the front lines of governmental interaction with rural residents, and they function as the arm of Tanzanian government that can both monitor rural agricultural production and hunger, as well as provide services and information to rural residents. Africa Lead designed and delivered a targeted C4C leadership training to staff of LGAs in five districts – including Arusha, Iringa, Manyara, Morogoro, and Zanzibar – in 2015.

Africa Lead also has done a tremendous amount of work in the domestication and awareness-raising of the new ASDP-2 with the LGAs, but this work was too early-stage to be considered within the scope of the Program Review. However, initial evidence indicates that a Collaborating, Learning, and Adapting (CLA) approach, introduced by Africa Lead, has been effective in facilitating coordination and knowledge-sharing at the local government level. For example, Africa Lead and partners have worked with more than 1,000 LGA officials to raise awareness of the ASDP-2 through five collaborative workshops by June 2017.

Most Significant Change

- LGAs report that the most significant outcome is the learning platform, created by the five workshops, where LGA participants gained awareness of the important leadership role they play in implementing the ASDP-2. Participants now see each other as resources and no longer rely solely on centralized Tanzania authorities.
- As a result of LGA feedback, the MALF is strengthening monitoring and evaluation under the ASDP-2 to improve decision-making and performance.
- Key informants from the Arusha District Council reported that the training led to significant changes among the five staff that participated (including the Director of Planning and Budgeting), both at an individual level and for local authority as a service provider to rural residents - One agricultural specialist's personal C4C Action Plan resulted in 2,000 -10,000 new fish per harvest season in an aquaculture pond he supported with technical assistance.
- Arusha, Iringa, Kilosa, Mvuha, and Zanzibar District Councils reported that Africa Lead leadership training helped their organizations to better articulate food security organizational goals, which helped to improve coordination with stakeholders and ultimately leverage support.
- In Arusha District Council, the training inspired a mindset shift that led to the prioritization of food security and the offering new extension services and nutrition awareness programs to rural communities in a resource-constrained environment of local budget and resource planning.

“Before the Africa Lead training, the Director of Planning would cancel out our important ideas on food security from our budget requests. But after attending the training and seeing the importance, he promised not to cut these ideas again. We agreed that food security was the priority.”

Community-Based Organizations (CBOs)

In an effort to scale up the number of women and youth who understand the status and challenges of food and nutrition security in Tanzania, Africa Lead delivered a five-day course targeting CBOs. The training brought together a total of 58 participants from 15 different organizations working to support women and youth in agriculture in Morogoro, Arusha, and Zanzibar in 2015. The aim of the training was to enhance the knowledge, skills, and capabilities of key staff of CBOs working at the grassroots level, women and youth, and LGAs to ensure these groups can effectively participate in the achievement of agricultural transformation in Tanzania.

One of the participants in the training is the National Network of Small-Scale Farmers Groups in Tanzania, or *Mtandao wa Vikundi vya Wakulima Tanzania* (MVIWATA), an organization that brings together smallholder farmers from all regions of Tanzania to have a common voice to defend and advocate for the interests of smallholder farmers.

Most Significant Change

- Key informants at MVIWATA reported that as a result of the leadership training, the Arusha team designed and implemented new programs and services that specifically targeted vulnerable, rural members to increase their food security. For example, they successfully offered a poultry package start-up loan product to more than 50 rural people and started 15 village savings and loan associations, with 268 members.
- MVIWATA and TAHA, which was another participant in the training, reported that they cascaded aspects of the leadership curriculum to their members, which has led to improved food security outcomes at the local level. MVIWATA felt empowered to coach onion growers on how to sell directly to buyers in Nairobi and to better negotiate for competitive prices, which has led to increased incomes through exporting and TAHA organized farmers into clusters to help them address issues and challenges affecting their businesses with minimal supervision and coaching.
- TAHA reported that Africa Lead training helped them to actively engage with the government to collaboratively address policy issues and ensures that their advocacy efforts are coordinated and linked to national food security priorities.

Key Findings

Transformative Leadership

- I. Leadership training can result in a mindset change that improves alignment between local government and CBOs to place a greater emphasis on food security issues.

2. While a shift in mindset can have a noticeable impact among individuals of varying levels of seniority, in all types of organizations, transformation of the mindset of the person who controls the budget is a critical enabler.
3. The most frequently reported changes in mindset related to increased self-confidence and motivation to act to solve food security – Out of 24 key informants who received C4C training, five people from a variety of government and NSA groups reported an increase in self confidence after the C4C training, and 11 people reported increased motivation to make a change in food security.
4. Individuals in a variety of roles can be motivated to spur transformational change and become a change agent in the reform process. Intuitively, individual-level changes in motivation and skills offer the most promise of impact if those targeted are in key positions of power or if they control financial resources. However, strong evidence also shows that change agents outside of government can have a profound impact.

Coordination

Africa Lead's experience with local government and community groups demonstrates that there were four distinct types of results within the theme of improved coordination. Within these, Africa Lead found that it is useful for local government and subnational groups to learn about and align to the CAADP/Malabo agenda, as this effort helps to unlock funding and partnerships for local initiatives and programs.

1. **Internal coordination:** The District Council officers of Arusha and Zanzibar reported that leadership training helped to build consensus and reorient the team, which resulted in new nutrition and technical assistance services.
2. **Coordination with external input providers:** The LGAs in Iringa region, Kilosa, and Mvuha in Morogoro region reported that training in strategic planning, team building, mutual accountability, and action planning led them to coordinate with other input providers to improve food security for rural communities.
3. **System-wide coordination:** As a result of Africa Lead training, local government groups, CBOs, and national apex NSA networks initiated new activities and practices to improve coordination for national food security priorities. This type of coordination improves the functioning of the system overall, while strengthening a country's implementation capacity for food security programs and initiatives.
4. **Improved coordination with the network members and constituents:** The CBOs reported that Africa Lead training enabled them to support farmer groups within their network to take the lead in organizing their own activities and solve problems independently. In this case, improved coordination can lead to increased incomes for constituents and member groups.

Inclusivity

1. The transfer of relevant agricultural information to and from the rural grassroots level provides a critical feedback loop to effectively advocate for needed policy changes.
2. With local groups effectively functioning as an arm to reach rural beneficiaries, new services are provided to rural residents at risk of food insecurity

Scales of Change

- 1. Changes at the system level have the greatest impact but are rare, and attribution is diffuse** – Of the successes achieved in Tanzania, policy changes such as removing the ban on cereals and improving the fertilizer legislation, and collaborative systemic work, affect the most people. Changes at the organizational level affect those who were trained, their colleagues, and those affected by the work of the organization. Individual-level changes were reported most frequently (a total of 14 of 24 key informants reported a change at the individual level) and were predominantly related to changes in mindset or new skills gained. Results that were directly attributable to C4C training were more frequently recognized and voiced by beneficiaries. On the other hand, Africa Lead’s work targeting systemic CAADP reforms, such as facilitating dialogue and supporting the PAG, may have a greater impact; however, the change was diffuse and not specifically attributable to the Africa Lead program.
- 2. Individuals who are motivated to lead change are constrained by the type and complexity of their organizations** – The case of Tanzania demonstrates that CBO and NSA staff had the greatest latitude to act once inspired by Africa Lead leadership training, followed by LGA staff, with national-level governmental officials noting the most difficulty to implement change. Several national governmental officials (including key informants at MALF and PAPAC) noted they were motivated to make changes but faced obstacles and challenges to applying their skills without strong leadership empowerment.
- 3. The case of Tanzania demonstrates that it is difficult to identify individual champions that can speak to the results of Africa Lead’s system-level interventions** – While there may be several positive feedback loops for work at the systems level – compared to champions from Africa Lead’s leadership training – it was difficult to identify individuals who “speak for the system” and can assess the results of Africa Lead’s activities at this level.
- 4. Sustainability was a strong element of Africa Lead’s strategy in Tanzania** – By building capacity for sustainable local solutions to address gaps in the CAADP knowledge sharing system, Africa Lead is ensuring the viability and sustainability of the new Agricultural Sector Development Program Phase Two (ADSP-2). In this case, there was a well-defined and articulated need to share information about ADSP-2 with the LGAs in Tanzania and to improve intergovernmental coordination. Facilitating this roll out to local government structures ensures the viability and sustainability of the new ADSP-2. In addition, several innovative activities in Tanzania that promise to have large-scale reach were rolling out while the Program Review was ongoing – such as television and radio shows designed to generate excitement and interest among youth about the business potential in the agricultural sector. While not enough time had elapsed to assess impacts from these initiatives, initial results look promising. Impressively, these mass media activities include impact assessments and the use of a local external evaluation contractor as part of the programmatic design.