

## SAIRLA Story of Change

### Making budget allocation for vulnerable groups work in Tanzania

In Tanzania, the National Learning Alliance (TNLA) on SAI was established in 2017 to provide a multi-stakeholder platform for; co-generating and sharing evidence based research and tools, capacity building, and policy dialogue, to enable the GoT, private investors and other key actors to design and implement effective SAI policies, programmes and investments. The TNLA is guided by three priority thematic areas; services, trade-offs and equity. It works hand-in-hand with five SAIRLA research projects implemented in selected districts of Mbeya, Iringa, Mtwara and Tanga regions.

This story of change describes changes brought about in policy and investment, and the processes that underpin them, as a result of the TNLA's work to improve budget allocations for agriculture and for vulnerable groups in society (women, youth and persons with disability) with the district governments of Mbarali and Kilolo and the national level government.

The Tanzanian population has been growing exponentially over the past two decades. The 2017 UNDP Human Development Report for Tanzania, for example, indicates that, between 1998 and 2018, the population more than doubled, growing from 23.2 million to 52.5 million. Agriculture is the major source of livelihood, contributing 95 per cent of food consumption and providing about 67 per cent of employment to urban and rural populations of which, over 50 per cent is women and youth<sup>1</sup>. Additionally, the agricultural sector provides 65 per cent of inputs to manufacturing industries, and accounts for about 29 per cent of GDP.<sup>2</sup> The Government of Tanzania (GoT), through its various policies and programmes has expressed its commitment to improving agricultural production, productivity and transformation of the sector. This includes a commitment to allocate 10 per cent of the national budget to agriculture, and attain 6 per cent growth rate per annum articulated in a Comprehensive Africa Agricultural Development Programme (CAADP) Compact, signed by the GoT in July 2010.

The Sustainable Agricultural Intensification Research and Learning in Africa (SAIRLA) Programme is a four-year UKAid- funded initiative aligned with GoT priorities to improve agricultural production. The TNLA's work under the equity theme examines how issues such as power relations, decision making and budgeting can be best incorporated into policies and practice to ensure the interests and needs of marginalised smallholders especially women and youth are properly addressed.

#### 1. The challenge

Rural women and youth provide a major source of labour power in agriculture (over 60 per cent) and are therefore important potential contributors to the sector's growth and transformation, poverty reduction and eradication of hunger in Tanzania. However, they are the most disadvantaged when it comes to having access to land, technology and other production resources such as water and finance. The GoT has put in place a number of initiatives to address some of these challenge including: the development of specific national policies for advancement of women and youth, introduction of special empowerment funds such as Women and Youth Development fund (WYDF), a strategy for youth engagement in agriculture, enactment of the Land Acts of 1999 and mainstreaming of gender issues in all sectors, and at all levels – both national and local. In particular, the second phase of the Agricultural Sector Development Program (ASDP II) aims to

1 Under 25 years

2 FAO, Country Programming Framework for United Republic of Tanzania, 2017-2020, p.1, Jan 2017 <http://www.fao.org/3/a-bt133e.pdf>

contribute to this by: a) undertaking both socio-economic and gender/youth analysis and b) ensuring that gender and youth mainstreaming is operationalised in all ASDP II interventions<sup>3</sup>.

At the local level, the GoT guidelines for preparation of Local Government Plans and Budgets issued by the Ministry of Finance and Planning on an annual basis, has emphasised the need to allocate budget for women and youth empowerment. In fact, in fiscal year 2016/17, the government made it a mandatory requirement for all local government authorities (LGAs) in mainland Tanzania to allocate 5 per cent of their council own sources for the special development fund to support women and youth (WYDF). The percentage rate was raised to 10 per cent in 2017/18,<sup>4</sup> with guidelines instructing that 4 per cent of the 10 per cent allocation should go to women, 4 per cent to youth and 2 per cent to people with disabilities (PwDs). In order to enforce implementation, the Local Government Finance Act Cap. 290, 2002 (Under the Finance Act, 2018) has been amended to empower the minister responsible for local government to require the 10 per cent allocation from LGA budgets and to issue regulations that impose a legal responsibility on the part of LGAs to support organised groups of women, youth and PwDs in their areas of jurisdiction. The LGA special development fund provides soft loans to women, youth and PwDs economic groups to enable them to engage in productive activities including agriculture.

Despite these policy and regulatory provisions, reports from the National Audit Office have shown that most LGAs (including Mbarali and Kilolo districts) failed to honour the 10 per cent budget requirement effectively leading to continued structural exclusion of vulnerable groups, especially women and youth, in accessing production capital, extension services and other resources. For example, in FY 2017/18, LGAs failed to remit a total of 40.3 billion TZS to WYDF<sup>5</sup>.

## 2. The intervention

In order to get a better understanding of key issues, the context and challenges in the implementation of government budget guidelines at local level, the TNLA conducted budget analysis studies in two districts where SAIRLA research projects were working (Mbarali and Kilolo) and shared them with public and private stakeholders in the districts at a social learning meeting.

### *Budget analysis studies conducted*

The studies were conducted between December 2018 and February 2019 and involved interviews with LGA officials responsible for planning, finance, agriculture, livestock and community development to assess the extent to which LGA investments and expenditures in agriculture take equity into consideration. Specifically, the objectives of the budget analysis studies were to:

- (i) assess the amount of resources allocated for agriculture for the past five years (2013/14 - 2017/2018);
- (ii) find out if GoT guidelines in relation to 20 per cent LGA own source allocation to agriculture and 10 per cent allocation to the special development fund for women and youth (WYDF) have been followed; and
- (iii) establish how much of LGA revenue from different sources has been used to support agricultural development projects which benefit poorer smallholder farmers especially women and youth.

The budget analysis studies found that, despite being a major source of revenue (contributing about 80 per cent of council own source), the agricultural sector has not received the financial attention it deserves. For the past six years (2013/14-2018/19), each LGA has allocated less than 20 per cent of council own sources to agriculture as required by the government guidelines. Similarly, financial disbursements from central government to support the sector have been consistently small and unpredictable. This is contrary to a commitment by government to invest 10 per cent of the national budget to agriculture. For example, in Mbarali DC, agriculture received only 1.1 per cent (TZS 7.2 million) of the total approved budget for fiscal year 2018/19 (TZS 681.5 million). This reduced financial disbursement has been said to affect the implementation of district agricultural development plans in Mbarali and Kilolo districts.

<sup>3</sup> Agricultural Sector Development Programme Document (ASDP, II)

<sup>4</sup> URT, Guidelines For The Preparation Of Plans And Budget 2018/19 Ministry Of Finance And Planning, Ministry of Finance and Planning, November 2017

<sup>5</sup> Report of the Controller and Auditor General on Financial Statements for Year ended 30th June 17/2018, Local Government, March 2019, p.432 [http://www.nao.go.tz/?wpfb\\_dl=291](http://www.nao.go.tz/?wpfb_dl=291)

Both LGAs respect the government guideline on 10 per cent allocation from council own sources to support women and youth agriculture and other economic projects through WYDF but they have failed to implement it effectively. In the 2018/19 fiscal year, for example, the Kilolo District Council failed to remit TZS 110 million which was allocated for WYDF. Annual disbursements to WYDF districts are equitably allocated between women and youth but accessibility to the fund is limited to only a few economic groups, people with disabilities being the most disadvantaged.

The TNLA prepared and disseminated summaries of the budget analysis studies in both English and Kiswahili languages to policy makers, leaders and investors at the national and district levels.

### *Social learning meetings held*

- Social learning meetings were held in Mbarali and Kilolo in March and April 2019 to present findings from the budget analysis studies to stakeholders including; relevant Regional Authorities, Councillors, Council Management Teams (CMTs), NGOs, media and farmer organisations. The objectives of the meetings were to inform stakeholders about the spending priorities, budget performance and challenges of their LGA, and to develop recommendations on planning and budgeting policies and practices that could lead to more equitable allocation of resources and sector transformation.
- These learning events were conducted in collaboration with SAIRLA research projects; Bringing evidence to bear on negotiating ecosystem service and livelihood trade-offs in sustainable agricultural intensification in Tanzania, Ethiopia and Zambia led by ICRAF (in Mbarali) and Equity and institutions in sustainable agricultural intensification – led by Lund (in Kilolo). The meeting objectives therefore included promoting the research projects’ tools and findings to key decision makers and investors at the local level.
- The ICRAF led project developed a participatory trade-off activity which was adapted from the Guide for the Sustainable Intensification Assessment Framework (Musumba et al. 2017). The activity employs a stepwise approach to assess the influence of SAI practices on the five dimensions of SAI evaluation, which include: agricultural productivity, income, land health, human condition and social aspects. In Mbarali, the participatory trade-off activity was used to understand the implications for managing trade-offs considering environmental, social and economic across the Mbarali district budget during the Mbarali budget analysis workshop. The participatory tool was presented, to great reception, to a diverse range of stakeholders attending the workshop including the district commissioner, district executives responsible for planning and members of the district planning committee.

### *Outcome of social learning meetings*

The following obstacles facing LGAs were identified;

- Too many directives (often inconsistent) from central government on where and how LGA own sources should be allocated. According to the District Planning Officer for Mbarali, the district tried to allocate 20 per cent for agriculture in the 2019/2020 budget (as per GoT directive) but failed because there were too many competing demands for the same pot of funds. For example, central government has instructed LGAs to allocate 40 per cent of own source funds for development, 60 per cent to council administration, 20 per cent to agriculture, 15 per cent to livestock, and so on including allocations to nutrition and many other areas. The total percentage exceeds 100 per cent and so LGAs find the guidelines to be impractical and impossible to implement under normal circumstances.
- Fewer and unpredictable disbursement of general purpose grant from central government which leaves LGAs having to spend a bigger portion of the council own source to finance administrative activities;
- Absence of a regulatory framework to legally bind LGAs to allocating 20 per cent of council own sources to agriculture
- Unfavourable tax policies which limit revenue collection by Mbarali and Kilolo DCs and thereby reduce funds available for allocation to WYDF and agricultural development activities. For example, the government has recently removed some important sources of revenue from LGAs such as

property taxes, billboards and parking fees. In another example, the new tax policy on crop cess takes away the right of LGAs to collect any crop cess from traders/farmers with farm produce weighing less than one tonne (1,000 Kgs).

Towards the end of the social learning meetings the stakeholders expressed their willingness and commitment to implement the key lessons and recommendations from the budget analysis studies and the learning events.

Key recommendations were;

- To hold a second meeting in Kilolo District focused on presenting findings to the LGA leadership. Attendance at the first meeting from this group had been low. This meeting was conducted by NLA facilitation team in June 2019 and it was attended by district leadership including the District commissioner, District Executive Director councillors and heads of departments – agriculture, finance, livestock and fisheries, community development and others.
- LGAs to use community radios at their localities and other information and communication pathways to provide education and provoke discussion on equitable sustainable agriculture intensification;
- Department of District Community Development in Mbarali and Kilolo LGAs to improve collaboration with Departments of District Agriculture and District Livestock Development and Fisheries in order to ensure successful implementation of agriculture-related projects supported by WYDF.

Both the Mbarali and Kilolo stakeholders asked that the TNLA to engage decision makers at the national level in order to make them aware of challenges faced by LGAs: in particular, to facilitate the review of tax policy reforms adversely impacting the ability of LGAs to collect own source revenue, and also a review of government budget guidelines on how council own sources allocations should be allocated to agriculture and other sectors. Thus in September 2019, the TNLA, in collaboration with the TNLA host, the Agricultural Non State Actors Forum (ANSAF), organised a meeting involving national level decision makers including the Ministry of Agriculture and parliamentary committee responsible for agriculture and shared results from the Mbarali and Kilolo budget analysis studies together with findings of similar studies undertaken in 25 districts from Tanzania Mainland.

#### 4. The change (result)

TNLA engagement with policy and decision makers at the district and national levels around the issue of the WYDF budget allocation has informed some policy and investment decision making and processes at local and national levels. Significant changes reported are:

- **Increase in the level of LGA allocations and timely remittances of WYDF in Mbarali and Kilolo.** In Mbarali DC, the TNLA facilitated learning event around the budget analysis study stimulated discussion about WYDF and its importance in improving socio-economic development. In the current fiscal year 2019/20 which started in June 2019, the council has already disbursed 40 million TZS which was allocated for youth in the first quarter. In addition to that, the department of district community development (DCD) received a top up of 13.7 million TZS from the council, due to increased revenue collections in the previous FY 2018/19. This amount was not part of the total 150 million TZS budgeted for youth in FY 2019/20. According to officials, this is something that has never happened before. It has been common practice for the DCD to receive their first disbursement towards the end of the third or fourth quarter - leading to delayed implementation of women and youth economic projects.
- Similarly, in Kilolo DC, the District Youth Development Officer revealed that, by mid October 2019, all WYDF allocations for the first and second quarters i.e. 110 million TZS had already been deposited in the DCD account. This is 50 per cent of Kilolo District Council's planned 2019/2020 spend on WYDF (220 million TZS).
- Both LGAs attributed these changes to deliberations and commitments made by the council leadership during the social learning events on budget analysis.
- **Increase in allocation of WYDF for those with disabilities in Mbarali.** One of the issues emphasised by stakeholders during the learning event in Mbarali was a need for the Department of District Community Development and the District Loan Board to work on recommendations from the

budget analysis study to address some of the weaknesses related to management of the WYDF, such as under-allocation of the 2 per cent of WYDF intended for people with disabilities (PWDs). In the 2017/18 financial year only 1 million TZS had been allocated to PWDs in Mbarali. The District Community Development Officer cited poor organisation on the part of PWDs as the main reason for small allocations to them. In order to ensure PWDs have access to the fund, the staff of the Department of Community Development have been working in collaboration with other stakeholders to mobilise and encourage PWDs from different locations to come together and form an umbrella organisation which is inclusive of all people with disabilities. This organisation was formed in July 2019 and already they have received funding amounting to 10 million TZS from WYDF. The money has been used to establish a small manufacturing industry which is involved in production of soap for domestic and industrial use in Rujewa.

- **Improved process for identifying vulnerable groups in Kilolo.** In Kilolo DC, the Department of Community Development has designed and implemented a new system to locate and identify people with disabilities using village leaders. They were then mobilised to form and register their own groups in order to apply for allocation under the WYDF. To date, two groups have registered, submitted their project proposals and are now awaiting for response from the District Loan Committee.
- In addition, the Youth Development Officer from Kilolo reported that a new database was created in August 2019 to keep a record of WYDF applicants and beneficiaries. This action is expected to facilitate easy identification of those who have already benefited from the fund as well as those who have not yet benefited. This will result in reduced duplication of funding to the same beneficiary groups thereby increasing the chances of those who have not yet received WYDF to access and benefit from the fund.
- **Increased political will to allocate budget to WYDF.** In Mbarali DC, the District Planning Officer confirmed that, since the TNLA facilitated meeting on the budget analysis study, the allocation of 10 per cent of council own source revenue to WYDF has been prioritised and the council is allocating funds as per the requirement of the government budget guideline for 2019/20 financial year. The District Commissioner for Mbarali attended the learning event and is reported to monitoring WYDF allocations closely to ensure that the money is being allocated and reaches the intended beneficiaries.
- **Improved advisory support to beneficiaries of WYDF through increased collaboration between district council departments and wards in Mbarali.** The budget analysis study and the learning event with stakeholders from Mbarali DC identified the need to improve consultations and collaboration between the Department of Community Development and extension staff from the Departments of Agriculture, Irrigation and Cooperatives and Livestock Development and Fisheries in order to better support the recipients of WYDF funds with advisory services. This was further discussed during a meeting of the Mbarali District Council Management Team held in May 2019 and, as a result, the District Agriculture, Irrigation and Cooperatives Officer (DAICO) requested information about the number and names of WYDF beneficiary groups engaged in agricultural projects so that he could link them with extension staff. The District Youth Development Officer (DYDO) for Mbarali, said *"Our relationship with council extension staff has improved greatly...now there is more consultation and collaboration, and those stationed at the ward and village levels work closely with women and youth beneficiary groups by providing advisory services...To be frank, the support of extension staff at sub-district level is making our work a lot easier"*<sup>6</sup>
- Moreover, the District Community Development Officer for Mbarali has reported improved collaboration with Ward Executive Officers (WEO). The WEOs are helping to follow up on the activities of WYDF beneficiary groups. This is expected to increase effectiveness of the WYDF, reduce incidences of diversion of funds and assist the timely recovery of loans on the part of the Council.
- **Increased ability (motivation and confidence) of district council staff from the Departments of Agriculture Irrigation and Cooperatives and Livestock Development and Fisheries to demand implementation of budget guidelines in relation to the 20 per cent allocation to agriculture and 15 per cent allocation to livestock from council own sources.** In Kilolo DC the district agriculture irrigation and cooperatives officer (DAICO) organised a departmental meeting immediately after the social learning event to further discuss lessons from the budget analysis study and social learning event, engage with the District Treasurer and ask him to take the budget issue to heart and prepare a plan of action to implement the relevant budget guidelines. Further, a presentation of key

<sup>6</sup> Interview during monitoring visit September/October 2019

lessons and recommendations from the learning event was made by the DAICO during a CMT meeting to emphasise the issues and recommend actions going forward. The DAICO and his team were planning to have a separate meeting with the District Executive Director (DED) in November 2019 before the start of the new district planning and budgeting process for 2020/2021FY.

- **Small increase in LGA investment in agriculture and improved timeliness in disbursement of funds.** Findings from the budget analysis studies for Mbarali and Kilolo DC indicate that the main source of budget allocation for agriculture (90 per cent) in each of the last five financial years (from 2013/14 – 2018/19) was central government but that the amount of funds disbursed to LGAs to support agriculture was smaller than the budget approved by the parliament. There was little central funding available following the end of the (largely donor funded) Agriculture Sector Development Programme (ASDP I) in 2011/12. As a result, LGAs were advised by central government and stakeholders present during the social learning event to prioritise the sector when budgeting spend of own-source revenue, particularly as agriculture has historically been a major source of revenue for LGAs – currently contributing over 80 per cent of council own sources in both districts.<sup>7</sup>
- In Mbarali, immediately following the TNLA social learning meeting, the DAICO received a request from the District Executive Director (DED) to discuss the findings. The DED acknowledged the fact that agriculture sector has been one of the disadvantaged sectors in relation to budget allocation and promised to review the district’s allocations to the sector. As a result, the sector received 104 million TZS during the first quarter (July –September 2019). This amount is slightly more than the budgeted amount for the first quarter (100 million TZS). In the previous financial year (2018/19) there was no allocation for agriculture development projects. The only allocation was a small budget – about 16 million TZS - for an agriculture exhibition (Nanene). The DED has confirmed his intention to allocate more budget for the sector in financial year 2020/2021.
- In Kilolo DC, one Livestock officer reported an increase of about 21 million TZ in the budget for livestock development from council own resources during the quarter April-June in the 2019/20 fiscal year.
- **Increased contribution from farmers to the LGA budget for Agriculture.** In Mbarali DC, following the social learning event conducted in March 2019, agricultural officers decided to encourage and mobilise farmers in different irrigation schemes to take issues raised at the TNLA-led social learning event into consideration. As a result, for the first time in history, in August 2019, farmers from Mwendamtitu contributed a total of 40 million TZS to facilitate rehabilitation of road and irrigation infrastructure. This project is expected to help to minimise loss of water resources and facilitate transportation of farmers’ crops to markets.
- **Review of Ward Development priorities in Mbarali Lugelele and Igurusi Wards to incorporate some of the recommendations from the TNLA-led social learning event such as the need to investment in rain water harvesting and rural roads.** The councillor for Lugelele Ward shared lessons learned from the learning event with the Ward Development Council (WDC) immediately after the meeting. This led to the setting up of new agricultural development priorities that will be included in Mbarali District Medium Term Plans and Expenditure Framework for fiscal year 2020/21. In Igurusi Ward, the Market Board also met in May 2019 to review its plan of work and discuss the possibility of improving road infrastructure especially from villages where most of the crops are coming from to the markets. A total of 43 million TZS were allocated by the Board after the meeting.
- **Increased awareness among LGA staff, farmer groups and other stakeholders of government budget guidelines for LGAs on 10 per cent allocation to support women, youth and PwDs economic projects.** In Kilolo DC, for example, the community development officer responsible for gender noted that before the social learning event in April 2019, nobody even discussed the guidelines but since the meeting a lot of people, especially women, have started to talk about it and demand their fair share of WYDF allocations. The number of WYDF applicants has more than doubled in 2019/2020 (from 220 in 2018/19 to about 500 in 2019/20). In addition, the official noted that the farmers have become more motivated and firm in demanding access to WYDF.
- **Government directive issued to require LGAs to open a separate bank account for the 10 per cent budget allocation for WYDF.** Following the TNLA’s and ANSAF’s policy engagement with national level policy makers, the Minister of State in the President’s Office, Regional Administration and Local Government, Hon. Selemani Said Jafo (MP) issued a new ministerial directive instructing all LGAs

<sup>7</sup> TNLA, Mbarali DC Budget Analysis Report, January 2019 and Kilolo DC Budget Analysis Report, March 2019

to open a separate account for the 10 per cent budget allocation for WYDF. In Kilolo DC, the council management team (CMT) has already discussed and approved the decision to open a bank account and now awaits approval and guidance from the full council. The DYDO for Kilolo DC believes that the decision to have a specific account for WYDF will help to reduce diversion of funds to unintended activities; facilitate timely implementation of beneficiary activities and make it make it easier to monitor WYDF spending.

## 5. SAIRLA’s contribution to the change

The SAIRLA programme’s major contributions to the changes described above were:

- The SAIRLA programme partnered with ANSAF to provide funds which were needed to enable the conduct of budget analysis studies in Mbarali and Kilolo districts, to facilitate the social learning workshops in the districts and develop budget analysis summaries which were disseminated to different stakeholders at the national and local levels. Without SAIRLA funds, the studies would not have been carried out in such depth nor would the social learning events have been held. Reports and other information products on BA studies provided the basis for informed discussions and evidence based decision making in the two districts. BA reports from Mbarali and Kilolo districts provided more detailed information and input which helped to enrich the wider budget analysis work that ANSAF is doing at the national and local levels in Tanzania.
- At the national level, however, the partnership with ANSAF becomes more significant. The work supported by SAIRLA in Kilolo and Mbarali alone could probably not have resulted in positive change at the national level without the support of ANSAF. The later conducted a larger budget analysis study covering 25 districts - which enabled district comparison across and generalisation of BA findings to other districts. Moreover, ANSAF organised and facilitated engagement meetings with national level policy/decision makers which provided an opportunity for TNLA to present findings and recommendations from BA studies for Mbarali and Kilolo.
- Linkages and partnerships with the ICRAF-led research project in Mbarali district including use of the participatory trade – offs activity tool. Presentation of the tool during the Mbarali social learning event stimulated debate and enlightened stakeholders including district executives responsible for planning on how the tool can be used to make important investment decisions in agricultural sector. For example, councillors from the Mbarali district council reported that they would use the tool when receiving explanation from district planners on budget allocation and prioritisation of development activities. They would also apply the tool to plan and monitor implementation of goals at different scales, and inform and challenge policies. In addition, the review of Ward development priorities for 2020/21 by Lugelele Ward Development Committee and Igurusi Market Board in May 2019 was said to be partly influenced by ICRAF’s presentation of the participatory trade-off activity.
- Technical advice and support from SAIRLA was an important contribution to the changes observed. During the preparation of budget analysis reports, presentation and summaries members of SAIRLA management provided constructive comments, suggestions and editorial inputs which helped to improve the quality of content and presentation of budget analysis reports and information products.

## 6. Conclusions

Observations from SAIRLA boundary partners and stakeholders gathered during TNLA monitoring and follow up activities in October 2019 showed that the budget analysis studies and the social learning events conducted at the district and national levels have been effective. Firstly, in terms of improving the knowledge and understanding of the government (both national and local), the private sector, NGOs, media and farmer organisations about the important role of agriculture. Secondly, by contributing to the attainment of the goals and targets set under Tanzania’s National Development Vision 2025 to improve food and nutrition securities, employment opportunities for a fast growing youth population, poverty reduction and economic transformation – from low to middle income by 2025.

Most of these changes have the potential to be transformational and have, to some extent, exceeded expectations given the short intervention time frame (just one year). Generally, interventions that aimed at

making policy and/or behavioural changes take longer to yield results. A number of factors have contributed to the success of this intervention:

- The TNLA interventions were relevant and compatible with national development policies and priorities. In particular, the budget analysis studies in relation to agriculture and WYDF as well as the social learning events were considered useful by all stakeholders for facilitating implementation of government policies and programmes such as the second Five Year Development Plan (TFYP II), ASDP II, the Tanzania Agriculture and Food Security Investment Plan (TAFSIP) 2011/2012 – 2020/2021 and the National Strategy for Gender Development. There was, therefore, a clear perceived value for the stakeholders in engaging with the TNLA interventions.
- The timing of the budget analysis studies was right. They were conducted at the beginning of a new planning cycle for the LGAs and therefore their potential for informing the planning and budget processes for fiscal year 2019/2020 and even 2020/21 was high.
- The budget analysis studies conducted by the TNLA in Kilolo and Mbarali were supported by wider evidence gathered by ANSAF from other 25 districts. This enabled generalisation and contextualisation of results which provided a stronger basis for evidence-based decision making.
- Sustained engagement with key decision makers and relevant leadership at the national and district level (e.g. Members of the parliamentary committee responsible for agriculture, the Ministry of Agriculture, District Commissioners, District Executive Directors and Heads of Department) through feedback meetings, follow up visits and consultative sessions has helped to influence the decisions and actions of policy makers and leaders.
- Commitment and determination on the part of stakeholders to implement recommendations from the budget analysis studies and social learning events.
- The reputation of the TNLA host organisation, ANSAF, and the seniority, expertise and influence of the members of the TNLA facilitation team that carried out the interventions in Mbarali and Kilolo gave weight, credence and profile to the TNLA's intervention and was a key factor in the intervention's success.

Probably these results could have been better if:

- It had been possible to bring national and district level decision makers together. For example, if the learning events at district level had included national level decision and policy makers or had it been possible to involve representatives from the LGAs in discussion forums or engagement meetings with them. This additional engagement would have created an opportunity for the sharing of stories and live experiences of working at the LGA level. Despite countless efforts by the TNLA facilitation team, it remained a challenge to secure commitment from national level decision markers to attend social learning meetings at the local level – mainly due to their busy schedules, administrative complexities on the part of ministerial staff to get permission to attend meetings in the districts and the high cost of maintaining decision makers such as members of parliament since most of them demanded sitting allowances, fuel for their cars, allowances for their drivers and other expenses.
- Close engagement and follow up with media had been used to ensure key messages reached more stakeholders.
- More time and resources were allocated to enable smooth transition of TNLA activities for at least six months.

## 7. Looking forward

The funding for the TNLA under the SAIRLA Programme is coming to an end in December 2019. However, the TNLA, with extended support from SAIRLA management, will continue to monitor changes that are happening at the national and district levels as a result of its interventions until the end of March 2020 when the programme finishes. Thereafter, some of the activities and objectives of the TNLA will be continued by the host organisation (ANSAF) and the Tanzania Climate Smart Agriculture Alliance (TCSAA). Already SAIRLA has supported TCSAA financially to plan and engage with potential future funding agencies. However, more time is needed to monitor the sustainability of the changes that took place.

## 8. Sources of Evidence

Mbarali DC Comprehensive Agricultural Development Plan Quarterly Progress Reports 2018/19

Kilolo DC Comprehensive Agricultural Development Plan Quarterly Progress Reports 2018/19

Report of Allocations of Women and Youth Development Fund (WYDF) prepared by Department of Community Development, Kilolo DC, October 2019

Report of Allocations of Women and Youth Development Fund (WYDF) prepared by Department of Community Development, Kilolo DC, October 2019

<https://www.youtube.com/watch?v=EP6EEB7cXQg>

## 9. Acknowledgements

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