



# A Guideline for the Formation of Sub-national Climate-Smart Agriculture Alliances in Tanzania

**About the guideline:** This document summarizes recommendations on best practices on how to form and operationalize of sustainable sub-national Climate Smart Agriculture (CSA) alliances for CSA actors in Tanzania. These are based on the experience and recommendations of existing District CSA Alliances and views from selected CSA actors in the country. It seeks to support ongoing efforts in the country to promote the adoption of CSA practices and technologies.

## Background

Tanzania aspires to be a middle-income country by 2025. However, and similar to other countries across the globe, climate change is currently one of the greatest threats to these efforts.

The government recognizes that the agriculture sector is critical for the delivery of the country's development vision by, among others, ensuring food self-sufficiency and food security. However, the sector is also particularly vulnerable to climate change.

In response, the government of Tanzania (URT) has undertaken various initiatives, including enacting relevant policies at national and sub-national levels. These include the National Climate Change Strategy (2013), which directed every sector to put in place actions to address climate change.

Accordingly, the Ministry of Agriculture developed the Agriculture Climate Resilient Plan (ACRP, 2014-2019) as a road map for stakeholders to address the most urgent challenges of climate change to the agriculture sector. One of ACRP's priority actions is to accelerate the uptake of Climate Smart Agriculture (CSA). CSA is also a key priority in the country's Agricultural Sector Development Program (ASDP II) which outlines the policies, strategies and priority areas for achieving agricultural and rural development to meet Vision 2025 and Agricultural Sector Development Strategy (ASDS). ASDP-2 calls for action to build resilience in the agriculture sector, improve productivity and farmer incomes, and contribute to climate change mitigation, wherever and whenever possible. This is through implementation and scaling up of CSA practices and technologies.

CSA is a widely accepted approach to guide the management of agriculture in the era of climate change. Tanzania defines CSA as "agriculture that sustainably increases productivity and income, increases the ability to adapt and build resilience to climate change and enhances food and nutrition security while achieving mitigation co-benefits in line with Tanzania's development priorities".

## History of CSA Alliances

One way to advocate and accelerate the uptake of CSA practices and technologies has been the establishment of voluntary and action-oriented, multistakeholder platforms at various levels from international to the local levels. CSA platforms facilitate networking, generation and sharing of knowledge, and better coordination of both CSA initiatives and actors. Some examples of these platforms include:



**Global Alliance for Climate Smart Agriculture (GACSA)**



Launched in 2014

GACSA brings together diverse partners including governments, international and regional institutions, research organizations, the private sector, civil society, and farmers' organizations to learn, share knowledge, partner and facilitate dialogue, and debate on issues around CSA. ([www.fao.org/gacsa/en/](http://www.fao.org/gacsa/en/)).



**Africa Climate Smart Agriculture Alliance (ACSAA)**



Established in 2015 at the AU Summit.

This is a multistakeholder platform for championing CSA in the continent. It was identified as key in pursuing the AU 25 x 25 target of assisting 25 million farmers in adopting CSA approaches by 2025. ACSAA facilitated the formation of regional CSA Alliances including the Eastern and West African CSA Platforms.



**Tanzania Climate Smart Agriculture Alliance (TCSAA)**



Established in December 2016.

TCSAA is a national, broad-based forum bringing together CSA stakeholders in both the Mainland and Zanzibar, to promote the adoption of CSA. This is by creating effective linkages amongst key CSA initiatives at country, regional, continental, and global levels. The platform was facilitated by the CGIAR Research Program on Climate Change and Food Security (CCAFS) and ACSAA, among others. ([www.tanzaniacsalliance.or.tz](http://www.tanzaniacsalliance.or.tz)).



**District Climate Smart Agriculture Alliance (DCSAA)**



Tanzania went a step further and initiated multistakeholder platforms to coordinate and promote CSA initiatives at the district/council level. Three initial district alliances were established in Kilolo, Kilosa and Lushoto districts with support from the PACCA project and TCSAA.



## Recommendations on formation and operationalization of sustainable sub-national CSA alliances in Tanzania

**Why form CSA alliances?** CSA alliances accelerate the promotion of CSA practices. The alliances not only facilitate the exchange of information and experiences but also linkages and synergies with other actors such as the public and/or private sector to promote innovative solutions to challenges facing the community/smallholder farmers in the implementation of CSA.

### Steps to follow to establish and run robust and sustainable CSA alliances

#### Step 1. Mobilize founding members

This involves:



**Stakeholder mapping:** This helps to identify all stakeholders and actors involved in CSA/ Agriculture activities in the district. Diversity is key here and representatives from local government authorities, NGOs, CBOs, private sector, universities, youth, women and farmer groups should be included.



**Consultative meetings:** Convene a meeting or a series of meetings to bring together all identified actors to create awareness on the need and importance of establishing a CSA alliance.

#### Step 2. Structure and formalize

This involves defining the structure and governance of the CSA alliance, including its membership, leadership, management, and norms. These are spelled out in its constitution.



**Development of a Constitution:** This spells out the leadership, membership categories, regulations, and organization structure.



**Registration:** This is based on the existing legal framework. At the district level, the registration is through the District Community Development Officer. Registration is important as having a certificate of registration allows an alliance to open and operate a bank account.



**Selection of office bearers and setting up physical office:** If there was an interim team in place, it could now be confirmed. Also setting up a physical office from which to operate.

#### Key points for consideration

- ▶ Members should be well aware of the alliance and its objectives and see the value that can be derived.
- ▶ Resources (in-kind or monetary) may be needed for initial support during establishment and formation.
- ▶ The formation of CSA alliances must be guided/comply with the existing government laws, regulations, and guidelines.
- ▶ Registration of DCSAA is through the District Community Development Officers.
- ▶ Interim leadership should be clearly articulated (chairperson, secretary, treasurer, committees/departments, etc. The Management team should be able to allocate their time to the CSA alliance activities.
- ▶ It is advisable to have a physical office for the DCSAA. One suitable location is within government buildings (District councils).



## Step 3. Operationalize

To achieve its goals and objectives, it's important for the district CSA alliance to put in place strategic and operational plans to guide and implement its activities logically and coherently.



**Strategic Plan** – This spells out the vision, mission, goals and the major activities to be carried out. It helps to guide the activities of the CSA alliance. It should be agreed on collectively by members of the alliance and aligned existing government initiatives.



**Operation Plan** - This outlines the day-to-day activities of the CSA alliances to help achieve the goals and objectives in the strategic plan. It includes annual work plans and budgets.



**Organization structure** - This shows the leadership and management of the alliance. It defines who does what and when. It should be gender-responsive. Ideally, the Alliance should work through committees.



**Annual work plan and activities** - To remain dynamic and active, the CSA alliance needs a schedule of planned annual activities. These include:

- **Regular meetings and information sharing:** These will help ensure members of the alliance are involved, connected, and motivated. Information sharing platforms can include the use of mobile phones, WhatsApp, email, and the media, among others.
- **Regular field and exchange visits:** This will facilitate learning and sharing of lessons and knowledge from members' initiatives.
- **Capacity building:** This especially refers to strengthening the capacity of the alliance management and leadership. This can be done by utilizing the resources within the alliances including learning from each other.
- **Resource mobilization:** A successful CSA alliance will need to have resources for its activities. These can be raised through the development of proposals to donors, payment of membership fees, and facilitation by members with funds for CSA activities and where possible funds from districts.
- **Monitoring and Evaluation (M&E):** A CSA alliance should have a well-prepared M&E plan in place to track implementation of its activities and milestones, lessons learned and challenges.

### Key points for consideration

- ▶ CSA alliances should be guided by a Vision and Mission.
- ▶ DCSAA activities should be designed to complement, not to conflict with the Government's or members' activities.
- ▶ It is important for the DCSAA plans to be aligned with district plans and with existing stakeholders' plans.
- ▶ It is important to utilize existing opportunities in the districts and within members of the CSA alliance.
- ▶ Roles and responsibilities of confirmed office bearers should be clearly stipulated.
- ▶ Capacity building for office bearers is very important.

## Step 4. Sustainability

Other factors to ensure the sustainability of the alliance that should be addressed during establishment include:

- 1 Good leadership - The alliance should invest in building the capacity of its leadership and management team. This includes skills in good knowledge management and documentation and decision making and guiding activities of the alliance.
- 2 Succession plan - The alliance should have in place a system for proper handing over of leadership and management when any of the office bearers are transferred or retire or for any other reason, vacates their position.
- 3 Political goodwill – When the District’s leadership and management buy-in and value the alliance they will lobby for its support from the district, including allocation of financial resources and office space, among others.
- 4 Innovative capacity – This is the ability of alliance members and their management to think outside the box and identify opportunities for fundraising and running their activities.
- 5 Diversity and inclusivity - Ensuring diverse of stakeholders will enrich knowledge sharing and bring diversity of activities and creativity in addressing challenges. For example, inclusion of private sector actors including financial institutions can address the challenge of lack of markets and financial resources.
- 6 The alliance should not work in isolation. It should link with other alliances in place, including the national alliance, other district CSA alliances and other structures within and outside the respective jurisdiction/districts. Connecting and aligning with district objectives cannot be stressed enough.

### Linkages: Key points for consideration

- ▶ Link with TCSAA and use existing platforms such as the TCSAA website to increase visibility for DCSAA and for knowledge and information sharing.
- ▶ If a region has more than three alliances, there may be a need to establish a regional alliance (umbrella), which will be a member of the national alliance.
- ▶ Identify and link with existing platforms and other relevant initiatives outside agriculture in the districts such as (HIV/AIDS, Youth and women forums etc.)
- ▶ Link with existing agencies such as research and academic institutions, the Tanzania Meteorological Authority (TMA), the district councils, and the private sector, e.g. financial institutions, and development partners.
- ▶ Participate in annual events such as *Nane-Nane* and organize awareness creations events/Seasonal events (Farmer Field Days (FFDs)/Farmer Field Schools (FFS), Weather days/CSA days).
- ▶ Constantly keep reaching out to new members to grow the alliance.

### Role of District Councils (DCs): DCs have the following roles:

- oversight and advice
- registration of the DCSAA
- monitoring of activities
- providing technical backstopping and, office space, if possible
- supervision and coordination

### In summary



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**Disclaimer:** The contents are the responsibility of IITA /TCSAA and do not necessarily reflect the views of USAID/United States Government or the United Republic of Tanzania.

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