



Supporting the Development of Tanzania's National Resource Mobilization Strategy for Nutrition

Applying Lessons from USAID Guidance on Transitioning Nutrition Financing from USAID to Domestic Resources

Background

As discussed in the guidance document [On the Journey to Self-Reliance: Transitioning Nutrition Financing from USAID to Domestic Resources](#), sustainable financing for nutrition occurs when nutrition activities and investments are incorporated into government-managed budgets and backed by predictable financing from domestic revenues (USAID Advancing Nutrition 2019).¹

This annex describes an application of the guidance to sustainable financing strategies for nutrition in Tanzania. The recommendations from the guidance have been used to support the development of a national resource mobilization strategy (RMS) for nutrition. The goal is to generate a cohesive strategy to mobilize resources and increase the government's ability to meet its commitment to sustainably finance most nutrition program activities within domestic budgets. This highly consultative process, building buy-in, and support of key stakeholders was spread over three key phases: inception and diagnostics, identification of strategic options for resource mobilization, and finally, drafting and validating the resource mobilization strategy. This annex first explores these three phases of developing the nutrition RMS, highlighting key aspects of the process that help ensure sustainability for nutrition financing. Next, the brief lays out the three recommendations from the USAID guidance on transitioning nutrition financing from USAID to domestic resources, applied through the strategy development process, and indicates how they were used.

RMS Development Phases

Inception and Diagnostic Phase

Initial Planning and Strategy Design

The strategy development team, including the Prime Minister's Office (PMO) and the USAID Advancing Nutrition team, held a series of meetings to reach an agreement on the goals and expectations of the RMS, the specific challenges that needed to be addressed, and the process of developing the strategy. This iterative process of reflection and discussion with the PMO helped hone the specific goals and priorities of the RMS and identified which partners should support the strategy development, including strengthening the capacity of stakeholders to support similar exercises in the future. The PMO selected individuals from four key government institutions to serve on a support committee dedicated to the RMS development process, with guidance from USAID Advancing Nutrition: Tanzania Food and Nutrition Centre (TFNC), the Ministry of Finance, the Office of the President of the Regional Administration and Local Government, and the Ministry of Health.

¹ USAID Advancing Nutrition. 2019. "On the Journey to Self-Reliance: Transitioning Nutrition Financing from USAID to Domestic Resources." Accessed September 17, 2021. https://www.advancingnutrition.org/sites/default/files/2020-10/usa_id_an_sustainable_nutrition_financing_guidance.pdf

Visioning Exercise

After the initial planning and strategy design, a visioning exercise was held to establish consensus among the key government institutions, including the PMO, on the focus and scope of the strategy, the roles and responsibilities of different stakeholders in developing the strategy, and the process for strategy development. This was also an opportunity for the participating government staff to learn about the process and content of an RMS, which they could use to support other similar endeavors.

Bringing together these different partners to provide input on the scope helped ensure the work aligned with government priorities and followed government processes. Specifically, the RMS development aligns with the development of Tanzania's costed National Multi-Sectoral Nutrition Action Plan II (NMNAP II) for nutrition, so it can address the resource needs identified through the plan². While implementation and monitoring of the RMS are important, stakeholders agreed to include those in the multi-sectoral nutrition plan as they were outside the scope of the RMS development. Participants stressed building on existing commitments to increase buy-in from high-level decision makers in government, including incorporating nutrition in the national planning and budgeting guidelines and exercise, the five-year development plan, and the Ruling Party Manifesto issued in 2020 to ensure accountability. The team discussed promoting efficiencies of linking to these plans and highlighting this in the strategy.

In small-group breakout sessions, participants discussing resource mobilization constraints and opportunities were reminded of the national planning and budget cycle for nutrition (see Figure 1³). Thinking through each step of the cycle and aligning with it reinforces the sustainability of the strategy and nutrition programs in Tanzania. To plan for the financing of key strategies, consider the fiscal space, extent of decentralization, and resource mobilization needs. Previous efforts by the Government of Tanzania to strengthen the financing for nutrition were also considered to ensure this exercise was not conducted in a vacuum. Looking at prior experience and evidence allowed the participants to both build on previous ideas and dismiss ideas that did not work, as well as an opportunity to think of new ways of raising resources for nutrition.

Figure 1. National Planning and Budget Cycle



Note: Figure adapted from SUN National Planning and Budget Cycle framework (SUN 2015).

² The current NMNAP (2016–2021) coordination structure includes a thematic group on resource mobilization. This group's specific role includes the development of a resource mobilization strategy and overseeing its implementation. This makes the RMS a critical aspect of the plan.

³ Scaling Up Nutrition. 2015. "Planning and Implementation." Accessed September 1, 2020. <https://scalingupnutrition.org/share-learn/planning-and-implementation/>.

Desk Review

Following the visioning exercise and informed by the matters raised, the USAID Advancing Nutrition team and the committee assigned by the PMO conducted a desk review on sustainable financing for nutrition. This review included available documentation on resource mobilization, fiscal space, and political economy analysis from relevant sectors in Tanzania and other countries, as well as global literature on sustainable nutrition financing. The team used government documents, including the Public Expenditure Review for Nutrition, the Health Sector Strategic Plan V, the Social Protection Financing Strategy, and Agriculture Sector Development Programme Phase Two, to inform the process of developing the strategy for nutrition resource mobilization. Here again, the research conducted on sustainable financing for nutrition helped address the knowledge gaps and support the evidence base for the different strategies to mobilize government resources for nutrition.

Stakeholder Consultations

The USAID Advancing Nutrition team, in parallel with members of the small committee, conducted a series of consultations with relevant stakeholders to gain insights related to resource mobilization for nutrition, current challenges faced related to funding nutrition, opportunities for financing, and the need for system and capacity strengthening to increase funding for nutrition. These included consultations with government representatives, development partners, including different donors and the United Nations (UN) agencies, leaders from the Scaling Up Nutrition (SUN) networks, international nongovernmental organizations, academia, and representatives from civil society organizations and the private sector.

Identification of Resource Mobilization Options

Based on the review of the literature and consultations with stakeholders, as well as the visioning exercise's consensus-building activities, the USAID Advancing Nutrition team supported the PMO in holding a two-day workshop to identify different options for mobilizing resources for nutrition. The PMO, TFNC, Ministry of Finance, and the Ministry of Health were represented. During this meeting, the team reviewed outputs from the consultations and discussed potential mechanisms. Then participants prioritized the options based on the pros and cons as they related to the situation in Tanzania, as well as implementation considerations. This workshop allowed participants to assess the feasibility and readiness of the options based on the Tanzanian context. Due to Tanzania's transition to middle-income country status, the changing global nutrition funding landscape, and anticipated increased financial needs to implement NMNAP II, the second NMNAP would likely receive significantly less funding than the first NMNAP in 2016. An in-depth discussion of Tanzania's unique opportunities and challenges allowed the RMS committee to shortlist the most appropriate resource mobilization options to support the NMNAP II.

Draft and Validate the Resource Mobilization Strategy

The final phase involved the USAID Advancing Nutrition team working with the PMO and RMS committee to fine-tune the description of each resource mobilization option in a two-day writing workshop. Using the agreed-upon outline, the team talked through the draft from start to finish, revisiting each option to ensure that the same level of detail was included to the extent possible. The writing workshop was another capacity strengthening opportunity, as it allowed for further discussion of financing mechanisms among a team of government representatives not traditionally involved in public finance strategizing. After the strategy is drafted, the PMO, TFNC, and members of the support committee will review it again. It will then go through a broader review by nutrition stakeholders for additional input or feedback. Finally, the team will support the PMO in convening a validation workshop with all government and external stakeholders to formally agree on the strategy and discuss the next steps for implementation.

Guidance on Transitioning Nutrition Financing to Domestic Resources

In this section, we review how the process described above aligns with the three recommendations in the guidance document.

Recommendation 1. Work in concert with governments to develop a transparent, achievable, long-term transition plan.

- **Base on national priorities.** The iterative initial planning and design phase allowed the USAID Advancing Nutrition team and PMO to agree on a set of objectives and processes for developing the RMS for nutrition. The objectives and priorities reflected the national priorities, because they came from the PMO. After this process, the participants agreed on the details of the activity, which stakeholders should be involved, and a process for developing the strategy.
- **Strengthen capacity.** Stakeholders consulted through the process learned more about the process of developing these strategies and built their capacity to apply this to similar exercises conducted in the future. When the PMO formed the small committee, it was an important local adaptation that allowed for capacity strengthening by doing; each member had responsibilities at every step following the visioning exercise. Committee members perused documents for the literature review, participated in individual stakeholder consultations and the analysis workshop, and contributed language to the draft RMS. These government representatives are now more aware of all that goes into resource mobilization strategies and have also received an in-depth orientation on individual financing strategies.

Recommendation 2. Work in concert with governments to strategically plan for implementation in accordance with cyclical government processes and in alignment with the long-term transition plan.

- **Align with government planning cycles.** Bringing together different partners to provide input on the scope helped ensure the work aligned with government priorities and followed government processes. The RMS development occurred in parallel with the development of Tanzania's NMANP II so it could complement the resource needs identified through the plan. Developing the RMS alongside the NMNAP II, of course, added challenges related to coordination and scheduling but, ultimately, the strong link between the two documents should help ensure the RMS is used. In addition, participants stressed building on existing commitments to increase buy-in from high-level decision makers in government, including the inclusion of nutrition in the national planning and budgeting exercise, the five-year development plan, and the Ruling Party Manifesto issued in 2020 to ensure accountability.
- **Tailor implementation plans.** Relevant stakeholders helped assess and prioritize strategies with considerations for implementation in Tanzania. This included understanding the system strengthening and capacity needs for different resource mobilization options. The RMS team acknowledged early in the development process that the strategy document would not be a detailed implementation plan, and that such material to guide the application of the RMS is a necessary next step to follow the launch of the NMNAP II and the RMS in early October 2021.

Recommendation 3. Ensure transparent and shared data, monitoring, evaluation, and learning for the activity, intervention, and the transition.

- **Utilize evidence.** The development of the strategy was supported by research, experiences, and evidence on sustainable financing for nutrition. This helped address the knowledge gaps and support the evidence base for the different strategies to mobilize government resources for nutrition.
- **Plan for monitoring.** Monitoring of the implementation of the RMS will be included in the NMNAP II and integrated into existing policy infrastructure to ensure long-term sustainability.



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