

External Evaluation Management Response

Project identification data			
Project title:	SUSTAIN-Africa		
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Project manager:	Programme/office:		
James Dalton	Global Water Programme		

Management Response Summary Data	
Name of evaluation or midterm review: Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN-Africa): End of Phase Evaluation Report Date received: 15 February 2019	Unit/person responsible for managing/tracking follow-up: Global Water Programme/James Dalton & Maria Ana Borges
Date Management Response approved: 14 May 2019 Last updated: 14 May 2019	Units/individuals requested to take action: SUSTAIN global, national and landscape level partners
Overall response: IUCN welcomes the candid review and recommendations provided by MDF Training and Consultancy in the end of Phase 1 external evaluation of the SUSTAIN-Africa Programme. The evaluation confirms the relevance and effectiveness of the programme as well as demonstrating the need to tackle efficiency and increase focus to ensure that a proposed second phase leads to impact and sustainability. While the report usefully focuses on lessons learnt and areas for improvement to support the design of the next phase of the initiative, IUCN would like to highlight a few of SUSTAIN's results from Phase 1: <ul style="list-style-type: none"> • More than 29,000 Ha of forests and land under sustainable management as well as around 13,000 Ha of land where deforestation, degradation and illegal logging has been avoided.¹ • Improved integration of governance systems for planning and management of natural resources, especially by building linkages between village land use planning and water use associations, establishing multi-sector, multi-stakeholder partnerships for the protection and restoration of important ecosystems and enabling/strengthening inclusion and sustainability capacity of farmer groups (including associations and cooperatives). Resulting in, amongst other things, 10 villages with new by-laws focused on integrated landscape management and restoration and 9 multi-stakeholder landscape management agreements.² • Strengthened inclusion and sustainability of outgrower schemes and value chains linked to large businesses as well as supporting local communities in the development of nature-based value chains.³ • Implemented business and investment models which catalyse integrated landscape management including Payments for Ecosystems Services schemes, mobilizing private investment into water irrigation and community-based forest enterprise development. SUSTAIN also engaged with the financial sector as a lever to influence the rules for investment. 	

¹ Figures from December 2017. To be updated at the end of the project in Mid-2019.

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³ Kilombero Sugar Company – Sugar; Kilombero Plantations Limited – Rice; AMDT / GAFCO – Sunflower; Kokoa Kamili Ltd – Cocoa; Kilombero Valley Teak Company – Timber; Southern Tanzania Elephant Project (STEP) and Mozambique Honey Company – Honey; Baobab Products Mozambique - Baobab.

No	Recommendation	Response	Intended Result	Actions Planned (including timeframe)	Completed Actions (Progress update)	Responsibility
	<i>List each recommendation from the report, one per row.</i>	<i>e.g. Agree, partially agree, partially disagree or disagree (explain as needed)</i>	<i>What is the intended result of the action you plan to take?</i>	<i>Actions should be SMART</i>		<i>Responsible unit/person and any other notes</i>
3.1	On relevance					
1	Engage in dialogue with DGIS to establish clearer common understanding of IGG and the landscape approach, incorporating SUSTAIN's practical learnings, to agree how IGG can bridge thematic sectors more coherently.	Agree. SUSTAIN is open to engage and support DGIS in building a common definition for IGG across its portfolio of projects. This also links to recommendation 8 on the need to communicate SUSTAIN clearly. SUSTAIN will also engage more closely with the Embassy of the Netherlands at national level to report on results and support national priorities.	Better articulation of IGG definition and application within SUSTAIN, aligned with DGIS's portfolio of IGG projects.	Engage SUSTAIN partners to discuss how each conceives of a landscape approach and IGG and articulate how these approaches have influenced SUSTAIN implementation in the first phase (Q2 of 2019). Engage in DGIS-led dialogue on implementation of IGG through an integrated landscape approach (Q2 of 2019). Develop SUSTAIN communications strategy which clearly defines IGG implementation through an integrated landscape approach (including sectoral application) (Q3 of 2019 – if SUSTAIN 2 approved).		IUCN Global Water Programme (GWP) with inputs from SUSTAIN partners at different levels.
2	Jointly with DGIS, discuss how to better define and measure IGG, as distinct from sectoral framework targets.	Agree. During Phase 1, SUSTAIN struggled with a cumbersome Monitoring and Evaluation (M&E) framework and far too many indicators. This made monitoring difficult,	M&E Framework and indicators which measure IGG impacts linked to target sectors.	Develop an M&E framework for SUSTAIN 2 aligned with programme implementation and clearly outlining responsibilities (Q3 of		GWP with input from landscape partners and guidance from Nature-based

		inefficient and likely resulted in an inability to differentiate and prioritize activities which contribute to IGG from broader natural resource management activities.		2019 – if SUSTAIN 2 approved) Build a SMART set of indicators for SUSTAIN 2 aligned to DGIS indicators (Q2/3 of 2019– if SUSTAIN 2 approved) Develop guidance for monitoring and reporting on indicators (Q3 2019 – if SUSTAIN 2 approved)		Solutions M&E Officer
3	Conduct fresh contextual analysis (including systemic market analysis) to identify key economic growth sectors within each cluster, to guide IGG entry points.	Partially Agree. This needs to be very focused and build on recent studies carried out at landscape level to avoid a long inception phase in SUSTAIN 2. There are clear information needs in specific areas, especially with regards to prioritizing sectors and IGG interventions for impact.	Impact-driven results and intervention plan for Phase 2.	Develop a theory of change, logframe and intervention plan for SUSTAIN 2 (Q2 of 2019) Plan for inception phase (Q2/3 of 2019 - if SUSTAIN 2 approved) TORs for context analyses during inception (Q3 of 2019 - if SUSTAIN 2 is approved)	The SUSTAIN 2 concept note highlights information needs in specific areas, namely regarding value chain prioritisation, better understanding investment flows and needs and prioritising sectoral interventions.	GWP lead proposal development and inception plan and partners on specific studies during inception.
4	Select strategic economic partnerships in each area where SUSTAIN has realistic potential of achieving impact on social inclusivity and green investment, and brings distinct added value and appropriate skillsets: <ul style="list-style-type: none"> • in Cahora Bassa, these may include the cotton, mining and hydropower sectors; • in Kilombero, these are likely to remain sugar, rice, cocoa and honey, and (potentially) timber, tourism and livestock; • in Sumbawanga, these may include rice, maize, sunflower and other commodity value chains. 	Agree. Many partnerships have already been established or are in the pipeline and the sectoral focus outlined is already envisaged. While we understand the rationale for including tourism and livestock interventions in Kilombero, we are reluctant to expand the current programme to an additional sector – this could be considered in co-finance proposals. Also, prioritisation is needed to ensure focus on those value chain that have highest potential for impact.	Strengthened SUSTAIN partnership for leverage and impact.	SUSTAIN 2 proposal with clearly defined sectoral strategies, interventions and impact pathways (Q2 of 2019) Value chain assessment early in phase 2 to prioritise value chains in each landscape/country (Q3 of 2019 – if SUSTAIN 2 approved).	The SUSTAIN 2 concept already addresses this recommendation, through the sectoral focus envisaged and proposed interventions.	GWP lead Phase 2 partnership development, proposal development and inception plan and partners on specific studies during inception.

5	Screen all activities for innovation and contribution to change, eliminating work that does not challenge unsatisfactory practice and illustrate an alternative vision of IGG.	Partially Agree. SUSTAIN needs to focus on areas where there is most potential for impact and needs to be innovative in its approaches but this needs to be in line with the local context and aligned to local/national priorities. SUSTAIN should not become an initiative that showcases “boutique” approaches that have no potential for replication or scale up.	Impact-driven results and intervention plan for Phase 2.	Screening of landscape, national and programme interventions against theory of change during programme inception (Q3 of 2019 – if SUSTAIN 2 approved). Indicator framework and guidance that is aligned and supports screening for impact and innovation (Q3/Q4 of 2019 – if SUSTAIN 2 approved).	The SUSTAIN 2 concept note emphasizes the need for prioritisation of interventions that contribute to IGG impact.	SUSTAIN MEL (to be determined).
6	Increase engagement with relevant government ministries and agencies, in partnership with others, using programme evidence to demonstrate relevance and contribution.	Agree. While this is already the case both in Tanzania and in Mozambique, existing engagements should be deepened and based on programme evidence. Based on the new results framework focused engagements should also be sought with other relevant ministries and agencies and stronger linkages need to be made between landscape and national level engagements.	SUSTAIN 2 Outcome 1 implemented.	Map national level government stakeholders and policies to engage in Phase 2 (Q3/4 of 2019 – if SUSTAIN 2 approved). Strengthen engagement with existing government ministries and agencies and link to programme evidence (Q3/4 of 2019 – if SUSTAIN 2 approved). Ensure evidence from landscape level informs and is the basis for national interventions through workplan design and revised management structure (Q3/4 of 2019 – if SUSTAIN 2 approved). Improve programme governance strategy/flow and engage local authorities and national level agencies and ministries in governance	Outcome 1 of the concept focuses on implementation of public policy frameworks due to stronger linkages being needed with government.	IUCN Mozambique and Tanzania in collaboration with SUSTAIN partners.

				structures (e.g. Steering committees and advisory boards) (Q3/4 of 2019 – if SUSTAIN 2 approved).		
7	Clarify the IUCN NL status and 'dual' role in the programme, and confirm institutional added-value and relevance of IUCN NL services for in-country needs.	Agree. IUCN NL's role and added value were not clearly articulated in Phase 1 resulting in confusion and inefficiency, until mid-2017 when a new strategy and more defined programme of work were developed. In developing Phase 2, defined roles and responsibilities, clear programmes of work and accountability are needed for all SUSTAIN partners, including IUCN NL. In the case of IUCN NL, it will be important to also build stronger linkages with other DGIS funded work such as Shared Resources Joint Solutions.	Partner contracts with clearly defined roles and responsibilities.	Partner roles and responsibilities as well as added value are clearly articulated for each partner in the proposal (Q3 of 2019). Develop a focused plan for IUCN NL contribution to SUSTAIN 2 which adds value and builds on engagement of Dutch businesses and especially the Dutch finance sector and is aligned with other DGIS funded work (Q3 of 2019). Develop partner contracts with defined roles, responsibilities, programmes of work and accountability (Q4 of 2019 – if SUSTAIN 2 approved).	Overview of strengths and remit of existing SUSTAIN partners in SUSTAIN 2 concept note.	GWP to lead discussions and planning with Partners.
3.2	On effectiveness					
8	Use plain language in SUSTAIN documentations and reporting, and demystify the underlying theories, to enhance understanding and make the programme more accessible.	Agree. This is greatly needed for impact and sustainability of the initiative and needs to include internal and external communications (including donor reporting).	Learning and knowledge from SUSTAIN is accessible to and assimilated by relevant stakeholder groups.	End of phase reporting, knowledge and communications present clear and consistent language and concepts (Q2 of 2019). Simplify technical donor reporting both for end of phase reports and for Phase 2 (Q3/4 of 2019).	The SUSTAIN 2 concept note has begun to address this as well as ongoing communications efforts.	GWP

				Develop a communications strategy for SUSTAIN that is aligned and developed according to the various target groups. Work linked to recommendation 1, 2 and 9 should support this exercise (Q3/4 of 2019 – if SUSTAIN 2 Approved).		
9	Develop a single revised programmatic Theory of Change that all partners feel reflects their local needs and to which they can contribute.	Agree.	Impact-driven results and intervention plan for Phase 2.	SUSTAIN 2 theory of change and logframe agreed upon by SUSTAIN Partners (Q2 of 2019).	A draft results framework and intervention plan was developed for the SUSTAIN 2 concept.	GWP and Nature-based Solutions M&E Officer with Partners.
10	Develop a much-reduced set of indicators with critical assessment of usefulness, relevance and measurability, considering the multi-sectoral nature of IGG, and bearing in mind that indicators should be collected for learning purposes help to review the programme and adjust where necessary.	Agree. MEL was a challenge in Phase 1 due to the large quantity of indicators developed for monitoring. This is being rethought entirely for Phase 2, especially in terms of alignment to DGIS indicators and to measure impact, learning and value for money more effectively. Links with recommendations 1 & 2.	M&E Framework and indicators which measure IGG impacts linked to target sectors	Develop an M&E framework for SUSTAIN 2 aligned with programme implementation and clearly outlining responsibilities (Q3 of 2019 – if SUSTAIN 2 approved) Build a SMART set of indicators for SUSTAIN 2 aligned to DGIS indicators (Q2/3 of 2019– if SUSTAIN 2 approved) Develop guidance for monitoring and reporting on indicators (Q3 2019 – if SUSTAIN 2 approved)	Mapped DGIS indicators to draft results framework and reviewed existing indicators for relevance.	GWP with guidance from Nature-based Solutions M&E Officer.
11	Develop a more explicit strategy for equity and inclusion that reflects the joint decision-making and benefit-sharing outcomes under the programme's Theory of Change.	Agree. Inclusion has been defined and forms an integral part of SUSTAIN though emphasis and quality of interventions for this component vary from landscape to landscape. An explicit strategy will strengthen the programme's	Rights-based approach and inclusion, including gender, fully integrated into SUSTAIN results and interventions.	Implementation of co-finance project focused on implementing rights-based approaches in SUSTAIN landscapes (Open Society Foundation) (Started Feb 2019 for 2 years).	GreACT tool used for reporting by SUSTAIN partners. Mapping of rights and power (including gender roles) and use of	IUCN Mozambique and Tanzania with SUSTAIN partners supported by IUCN Global Programme on

		approach and impact on this component.		Gender and youth strategies to be integrated into the SUSTAIN 2 proposal (Q2 of 2019).	biodiversity and ecosystems by local communities in Kilombero (OSF 1).	Governance and Rights with.
12	Document and share lessons in more systematic ways and on a higher analytical level, and use fact-based evidence to engage in more critical dialogue for specific changes in policy and business practice.	Agree. While efforts were made to build learning into the programme throughout Phase 1 with the development of learning questions, the establishment of an internal learning group, and reporting on lessons learned, more can be done to systematize and disseminate learning and use evidence for structuring engagements. Important for the programme to reach and inform other programmes.	Learning from SUSTAIN is documented and used to strengthen the case for IGG implementation.	Collect the learning that has been shared to date throughout the programme and share it with other relevant stakeholders and initiatives (Q2/3 of 2019 – website updates, end of phase events, etc.) Learning strategy to be developed linked to the M&E framework and building on knowledge and evidence generated in SUSTAIN (Q4 2019 – if SUSTAIN 2 approved) Strengthen MEL capacity at national level (Q1 of 2020 – if SUSTAIN 2 approved)	Panorama solution and SUSTAIN blogs IGG lessons learned report (in progress – to be published in Q2/3 of 2019)	SUSTAIN MEL (to be determined)
3.3	On efficiency					
13	Adopt a 3-level structure of landscape, country and IUCN headquarters in both programme theory and administrative management, doing away with the cluster, corridor, ESARO and regional tiers.	Partially agree. From a programme theory perspective, this is already foreseen for Phase 2. However, from an administrative management perspective there may be organizational constraints to this – namely IUCN's financial management system requires regional oversight for nationally implemented projects. That said, the programme structure will be	Efficient and coordinated programme management structure.	Develop a detailed programme management structure for SUSTAIN 2, which strengthens ownership from individual partners and clearly outlines roles and responsibilities of organizations and specific posts, as well as financial and administrative management (Q2/3 of 2019).	The concept note for SUSTAIN 2 has already adopted this 3-level structure from a programme perspective and streamlined administrative management layers.	GWP with input from partners for the programme theory component.

		streamlined as much as possible along these 3 levels.				
14	<p>Continue to work in the same two corridors and three landscapes, but narrow to smaller geographic areas and adopt more appropriate naming:</p> <ul style="list-style-type: none"> re-orient Ithemi-Kilombero to Kilombero only; consider renaming 'Kilombero Valley Landscape' within 'Sumbawanga' focus on one of the two Regions, to be selected by SNV; rename accordingly using 'landscape' terminology; in Cahora Bassa, consider renaming for clarity, e.g. 'Zambezi Valley Landscape, 'Cahora Bassa/Magoé/Marara Landscape'. 	Agree though this will need to be delineated with SUSTAIN Partners and key national government actors, based on priorities and impact potential.	Geographically delineated landscapes contributing to IGG impact.	Definition and delineation of landscapes will be further developed with the partners as part of the proposal/inception (Q2/3 of 2019).		SUSTAIN Partnership, coordinated by GWP.
15	Review budgetary allocations in favour of country-level spending by both IUCN and partners.	Agree. More capacity and resources (financial, human) need to be available at national and landscape levels to manage national and landscape engagements, provide technical support to partners, etc. Technical units need to service national and landscape levels. This is already foreseen in the revised programme structure. The partnership structure is also being revised so that partners can intervene at different levels based on their strengths.	DGIS investment ensures value for money.	<p>Develop a detailed budget for SUSTAIN 2 (Q2 of 2019).</p> <p>Ensure appropriate resourcing at different levels of SUSTAIN through workplan and budget development, commensurate to effort and delivering value for money (Q3 of 2019 – if SUSTAIN 2 approved)</p>		GWP based on agreed workplans.
3.4	On impact					
16	Credible local and more systemic results need to be delivered, collected and shared to build the necessary reputation and credibility for IGG approaches.	Agree. Prioritisation and focus is needed to ensure impactful interventions. Clearer geographical delineation of the landscapes is also a must. (links to recommendations 5 and 14)	<p>Impact-driven results and intervention plan for Phase 2.</p> <p>Geographically delineated landscapes</p>	Screening of landscape, national and programme interventions against theory of change during programme inception (Q3 of 2019 – if SUSTAIN 2 approved).		SUSTAIN Partnership, coordinated by GWP.

			contributing to IGG impact.	Definition and delineation of landscapes will be further developed with the partners as part of the proposal/inception (Q2/3 of 2019).		
17	Build on institutional reputation and landscape-level credibility in Mozambique to establish stronger relationships at national level with corporate players, the financial sector and government ministries.	Agree. This recommendation is closely related to recommendation 6 with focus on Mozambique and expanding to other stakeholders beyond government.	SUSTAIN 2 Outcomes implemented in Mozambique.	Map national level stakeholders in Mozambique and develop engage plan for Phase 2 (Q2 of 2019). National workshop that will share and demonstrate SUSTAIN outcomes to stakeholders and confirm engagements with key stakeholders at national level for SUSTAIN 2 (Q2 of 2019). Strengthen engagement with existing government ministries and agencies and link to programme evidence (Q3/4 of 2019 – if SUSTAIN 2 approved).	Results framework and intervention plan for SUSTAIN 2 concept.	IUCN Mozambique
18	Ensure recruitment of individuals with private sector backgrounds or build staff capacity in private sector approaches and the implications of a growth-oriented development model.	Partially agree. While including appropriate skillsets and staff capacity into IUCN and the broader SUSTAIN partnership is important and necessary for successful implementation of the programme, staff turnover is and will continue to be an issue, especially in more remote areas of the programme. Emphasis should therefore go to bringing the right constellation of partners into SUSTAIN and ensuring that each partners works within its areas of strength and expertise.	Efficient and coordinated programme management structure.	The proposal will provide more detailed information on the coordination structure and how to operationalise this including the key skillsets needed within the coordination and implementation teams (Q2 of 2019). Develop and invest in adequate skillsets within SUSTAIN team (Phase 2 if approved)	The concept note clearly states the need strengthen the partnership to address current thematic (and other) gaps.	GWP for developing the programme structure and skillsets. SUSTAIN partners on supplementing team expertise.

3.5	On sustainability					
19	Remove obligation for implementing partners to raise SUSTAIN-specific co-funding, to allow them to focus on SUSTAIN programme obligations.	Disagree. The main intention of the co-finance model of SUSTAIN is to ensure synergies are capitalised between SUSTAIN and other programmes with similar goals and geographies. This has not come across clearly to the partners and has been hindered by difficulty in communicating SUSTAIN simply and clearly. For Phase 2, co-finance and co-investment in SUSTAIN needs to be better defined and partners supported to see the value and opportunities linked to this approach to help scale up SUSTAIN programmatically. A strengthened partnership for delivering SUSTAIN which builds programmatic co-investment upfront will help ensure this. IUCN will also lead on linking SUSTAIN with relevant global financing mechanisms such as within Global Environment Facility and Green Climate Fund.	Impact-driven results and intervention plan for Phase 2. DGIS investment ensures value for money. Strengthened SUSTAIN partnership. SUSTAIN as landscape investment catalyser.	A co-investment strategy will be fleshed out in the proposal stage. An assessment of how value for money will be measured in SUSTAIN 2 will also support this. It is important to involve partners in the development and implementation of such a strategy (Q2/3 of 2019).	GCF concepts drafted in Mozambique and Tanzania with government institutions. The concept outlines the need to better define co-investment as well and build this into the programme upfront through the strengthening of the partnership.	GWP with Global Forest and Climate Change Programme with Partners (including prospective partners).
20	Link producers to functioning value chains with credible markets, rather than creating parallel markets or informal value chain that may not be sustainable.	Agree. SUSTAIN 2 will support transitioning informal value chains to the formal market and prioritise inclusive value chains as well as making linkages between value chain players, ensuring landscape level coherence.	Impact-driven results and intervention plan for Phase 2.	SUSTAIN 2 proposal with clearly defined sectoral strategies, interventions and impact pathways (Q2 of 2019) Value chain assessment early in phase 2 to prioritise inclusive value chains in each landscape/country (Q3 of 2019 – if SUSTAIN 2 approved).	The revised concept addresses this by placing a lot of emphasis creating on value chain linkages.	GWP
21	Adopting suitable elements of M4P approaches, re-orient community	Agree. The elements mentioned are part of inclusion and rights-	Rights-based approach and	Develop detailed intervention plans for	The concept tackles the need to	IUCN Tanzania and

	<p>support towards capacity-building, facilitation and addressing value chain blockages, by visualising them as actors in economic growth sectors instead of project beneficiaries.</p> <p>M4P = Making markets work for the poor</p>	<p>based approaches and strategies implemented under SUSTAIN. That said, it is clear that this has not always been reflected in partner activities especially what is described by the evaluation as rural development interventions and donations. SUSTAIN 2 is being designed to prioritise interventions which lead to behaviour change and impact. This will also require working closely with partners to ensure a common vision is implemented adequately.</p>	<p>inclusion, including gender, fully integrated into SUSTAIN results and interventions.</p>	<p>each country and landscape during the proposal and inception phases placing emphasis on inclusion (Q2 of 2019).</p> <p>Partner contracts ensure closer alignment with SUSTAIN goals and accountability (Q3/4 of 2019 – if SUSTAIN 2 approved).</p>	<p>ensure that there is much clearer alignment between SUSTAIN's vision, TOC and different intervention levels.</p>	<p>Mozambique with Partners, with input from relevant global programmes.</p>
22	<p>Work with existing landscape institutions wherever possible, building skills, capacity and market linkages.</p>	<p>Agree. This is already being done, but more can be done to be purposeful and focused in designing interventions and following these through in a way that ensures sustainability of the programme.</p>	<p>Strengthened SUSTAIN partnership.</p>	<p>During proposal development, select key landscape partners and develop engagement plan and interventions.</p>		<p>IUCN Tanzania and Mozambique with Partners.</p>
23	<p>Budget for IPs to exchange, cross-visit and share practical experiences for both inter-country and cross-partner learning.</p>	<p>Partially agree. It is key to increase information flow and exchange across the partnership. While sporadic exchange and cross-visits should be part of this, it should be at the core of the programme and therefore built into the design and coordination structure as well as a component of the communications strategy (internal communications).</p>	<p>Efficient and coordinated programme management structure.</p> <p>Learning and knowledge from SUSTAIN is accessible to and assimilated by relevant stakeholder groups.</p>	<p>Coordination structure and implementation arrangements will address limited information flow and exchange across the partnership. More resources at the country level is a key element of this restructuring (Q2 of 2019).</p> <p>Detailed budget for SUSTAIN 2 (Q2 of 2019).</p> <p>Communications strategy and contractual arrangements emphasize internal communications</p>	<p>High-level budget included in SUSTAIN 2 concept.</p>	<p>GWP lead with input from Partners.</p>

				practices (Q3 of 2019 – if SUSTAIN 2 is approved).		
24	Design an exit strategy that describes approaches to ensure ownership and continuation of activities after Dutch support ends.	Agree. This has always been the intention for Phase 2 and is one of the reasons for the focus on co-finance/investment.	SUSTAIN delivers systemic change for IGG in key landscapes and sectors.	Develop an exit strategy as part of the proposal and inception phase (Q2/3 of 2019).		GWP