



Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN–Africa)

End of Phase Evaluation Report

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Katuma River, Tanzania (M. Owen);
Cahora Bassa reservoir, Mozambique (H. van Dijkhorst)*

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Matthew Owen, Evaluation Leader
Hilde van Dijkhorst, Senior Consultant

Acronyms

ADPP	<i>Ajuda de Desenvolvimento de Povo para Povo</i> (People-to-People Development Aid)
ADVZ	<i>Agência de Desenvolvimento do Vale do Zambeze</i> (Zambezi Valley Dev't. Agency)
AMCOS	Agricultural Marketing Cooperative Society
AWF	African Wildlife Foundation
BPM	Baobab Products Mozambique
DGIS	(Dutch) Directorate-General for International Cooperation
DPASA	Provincial Directorate of Agriculture and Food Security (Mozambique)
ESARO	Eastern and Southern Africa Regional Office (of IUCN)
HCB	<i>Hidroeléctrica de Cahora Bassa</i> (Cahora Bassa Hydroelectric Company)
IGG	Inclusive Green Growth
IP	Implementing Partner
IUCN	International Union for the Conservation of Nature
IWRM	Integrated Water Resources Management
KVTC	Kilombero Valley Teak Company
KPL	Kilombero Plantations Ltd
MITADER	Ministry of Land, Environment and Rural Development (Mozambique)
MNP	Mágoè National Park
MTR	Mid-Term Review
NLUPC	National Land Use Planning Commission (Tanzania)
NTFP	non-timber forest product
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
STEP	Southern Tanzania Elephant Programme
SUSTAIN	Sustainability and Inclusion Strategy for Growth Corridors (in Africa)
TAGRODE	Tanzanian Grass Roots Oriented Development
TFCG	Tanzania Forest Conservation Group
TFS	Tanzania Forest Services Agency
ToC	Theory of Change
ToR	Terms of Reference
VCD	value chain development
VLUM	Village Land Use Management team (Tanzania)
VNRC	Village Natural Resources Committee (Tanzania)
WUA	Water Users Association

Executive Summary

Introduction

The Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN-Africa) programme supports the integration of water, land and ecosystem management with sustainable business to demonstrate Inclusive Green Growth (IGG) under an integrated landscape approach. SUSTAIN aims to link demonstration on the ground to change in businesses approaches and government policy, with a focus on strategic growth corridors. The programme operates in the Sumbawanga and Ilemi-Kilombero 'clusters' in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), and Cahora Bassa in Mozambique's Zambezi Valley Growth Corridor.

SUSTAIN's first 5-year phase ran from 2014 to 2018, with EUR 10.5 million from the Dutch Directorate-General for International Cooperation (DGIS). The programme has been facilitated by the International Union for the Conservation of Nature (IUCN) and the IUCN National Comité of the Netherlands (IUCN NL), in partnership with the African Wildlife Foundation (AWF), SNV Netherlands Development Organisation and *Ajuda de Desenvolvimento de Povo para Povo* (ADPP).

MDF Training & Consultancy conducted an evaluation of SUSTAIN-Africa to provide an independent assessment of performance and recommendations on the design of a potential second 5-year phase.

Abridged findings and recommendations

On Relevance:

SUSTAIN brings insights into landscape approaches and the sustainable management of land, water and ecosystems which resonate in both countries. It has been challenging for SUSTAIN partners to align with a DGIS vision of Inclusive Green Growth, given that DGIS results frameworks are structured on a sector-wise basis and inadequately articulate IGG and how to measure it.

- 1. Engage in dialogue with DGIS to establish clearer common understanding of IGG and the landscape approach, to agree how IGG can bridge thematic sectors more coherently.**
- 2. Jointly with DGIS, discuss how to better measure progress towards IGG, as distinct from sectoral targets.**

The development status of the three operational regions does not always sit comfortably with SUSTAIN's aspiration to support IGG in growth sectors. Additionally, while there are good examples of activities that exemplify IGG and have the potential to inform policy, learning and evidence, others have insufficient linkage to economic growth or do not illustrate new ways of working. IGG strategies with a distinctive economic growth element have not been sufficiently elaborated, especially in Mozambique. There have been mixed experiences working with the poorest, especially when selected for vulnerability. Some activities are a form of service delivery or rural development and are not sufficiently innovative to challenge prevailing policy and practice.

- 3. Conduct fresh contextual analysis to identify key economic growth sectors within each area of operation, to guide IGG entry points.**
- 4. Select strategic economic partnerships that have the potential to deliver scaleable impacts on social inclusivity and green investment.**
- 5. Screen all activities for innovation and contribution to change, eliminating work that does not challenge unsatisfactory practice.**

SUSTAIN is conceptually strong and aligned with government aspirations for sustainable economic development. SUSTAIN has become a valued partner of the SAGCOT Centre and Zambezi Valley Development Agency, but uncertainty over the future of the corridor-based development model and

the opportunity to exert wider national influence justifies parallel efforts to enhance relations with government ministries and the national private sector.

6. Increase engagement with relevant government ministries and agencies, in partnership with others, using programme evidence to demonstrate relevance and contribution.

While initial ambiguity over IUCN NL's practical contributions was resolved and resulted in a clearer focus on sustainable finance, its dual role as a sub-contracted implementor and member of the governance structure continues to be unclear and potentially conflicting. IUCN NL tools have helped develop understanding of green finance, though they have not become locally institutionalised.

7. Clarify IUCN NL's dual role and confirm added-value of services for meeting in-country needs.

On Effectiveness:

Despite being conceptually strong and potentially straightforward in terms of core principles, SUSTAIN has become jargon-heavy, with concepts that are not easy to articulate succinctly. A revision to the programmatic ToC and the addition of cluster-level ToCs enhanced local relevance but added complexity and led to inconsistent programmatic alignment.

8. Use simpler language in SUSTAIN documentation and demystify underlying theories.

9. Develop a single revised programmatic Theory of Change.

Rationalisation of the M&E approach was much-needed, but retaining 53 indicators still makes data collection and monitoring onerous and only indirectly provides evidence of IGG.

10. Develop a much-reduced set of indicators based on critical assessment of usefulness, relevance and measurability, considering the multi-sectoral nature of IGG.

Gender, equity and inclusion are so far interpreted largely through a female headcount.

11. Develop a strategy for equity and inclusion that reflects the joint decision-making and benefit-sharing outcomes of the programme's Theory of Change.

Documenting and sharing learning across clusters and to higher levels remains weak, in part because influencing needs at corridor and national level are often different from those at cluster level.

12. Document and share lessons more systematically 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.

On Efficiency:

The costs and risks of a scattered, diverse and administratively complex framework are not always offset by economies of scale, leveraged influencing or cross-country outcomes. Changing to new locations would be disruptive and counter-productive, however, given the embedded relationships and remaining time available. There are numerous conceptual levels and administrative tiers, several of which add questionable value. Budgetary allocations to IUCN at regional and headquarters level seem disproportionately high.

13. Continue to work in the same two corridors and three landscapes, but narrow to smaller geographic areas and adopt more appropriate naming.

14. Adopt a 3-level structure of landscape, country and IUCN headquarters in both programme theory and administrative management, doing away with intermediate tiers.

15. Review budgetary allocations in favour of country-level spending by IUCN and partners.

On Impact:

It is too early to identify systemic changes in business or government strategies, though examples can be found of processes that could eventually lead to such change. Bringing about systemic change requires strong national relationships, which are so far not well evidenced in Mozambique for various reasons. The impact pathway for influencing national policy and business practice in line with IGG principles is also inconsistently served by the nature of the work on the ground.

16. 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.

17. Deliver, collect and share credible local results, to build the necessary reputation and credibility for influencing IGG approaches nationally.

The implementing organisations were well chosen and generally have the skills and capacities to perform their roles satisfactorily, though private sector expertise may be insufficient.

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.

On Sustainability:

While SUSTAIN has promoted various relationships in which community-level producers and centralised processors both benefit, some targeted supply chains are informal and some NTFP markets are limited by a partner's own purchasing capacity. SUSTAIN's ToC has in-built provision for sustainability through its focus on changing government policy and business practice, but sustainability is undermined by a tendency provide material donations that engender dependency. Where new institutions have been formed by SUSTAIN, there is a reduced probability that these groups will endure or that imparted skills and knowledge will continue to be applied.

19. Link producers to functioning value chains with credible markets, rather than creating parallel markets or informal value chains that may not be sustainable.

20. Adopting elements of M4P approaches, re-orient community support by visualising local people as actors in economic growth sectors rather than project beneficiaries.

21. Work with existing landscape institutions wherever possible, building skills, capacity and market linkages.

Programme experiences provide a good basis for learning and exchange between countries and implementing partners, a process that has so far been insufficient outside annual partner meetings.

22. Budget for IPs to exchange, cross-visit and share practical experiences for inter-country and cross-partner learning.

SUSTAIN partners have secured EUR 2.8 M in direct co-funding, though this has been challenging and time consuming. DGIS funding will last for not more than five more years, so any new initiatives should either be phasing out, handing over or fully embedded within that period.

23. Remove obligation for implementing partners to raise SUSTAIN-specific co-funding.

24. Design an exit strategy that describes approaches to ensure ownership and continuation of activities after Dutch support ends.

1 Introduction

1.1 Origins of SUSTAIN-Africa

It has become increasingly clear in recent decades that sustainable economic development requires corporate interests to extend well beyond short-term profit-making to take into account the natural resources and social considerations that underpin the long-term viability of businesses and livelihoods, particularly in the increasingly uncertain context of global climate change. As part of a wider movement in civil society and corporate practice, the Dutch Directorate-General for International Cooperation (DGIS) adopted a new cross-sectoral funding approach to its programming from around 2012. This more socially inclusive and environmentally sound form of development was articulated as Inclusive Green Growth, and was exemplified through an inter-disciplinary 'landscape approach' (former DGIS Senior Policy Advisor, pers. comm.).

The International Union for the Conservation of Nature (IUCN) had meanwhile been receiving Dutch government support for its Water and Nature Initiative (WANI) since the second World Water Forum in The Hague in 2000, and The Netherlands had simultaneously been supporting the IUCN-led Livelihoods and Landscapes Strategy (LLS). The long-term relationship had been productive and DGIS recognised the value of continuing to support a globally renowned organisation with demonstrated capacity to raise complementary funds (Director of IUCN Global Water Programme, pers. comm.).

As these sector-based programmes came to an end, it was deemed mutually beneficial for IUCN and DGIS to develop a consolidated follow-on initiative that would draw upon the WANI and LLS learnings to deliver a cross-sectoral intervention that embodied the newly conceived Inclusive Green Growth strategy and the landscape approach. In a departure from traditional development approaches, economic development was to be the entry point (former DGIS Senior Policy Advisor, pers. comm.). In collaboration with DGIS and implementing partners in the Netherlands and Africa, IUCN therefore designed and launched the Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN-Africa) programme.

1.2 Programme goal and approach

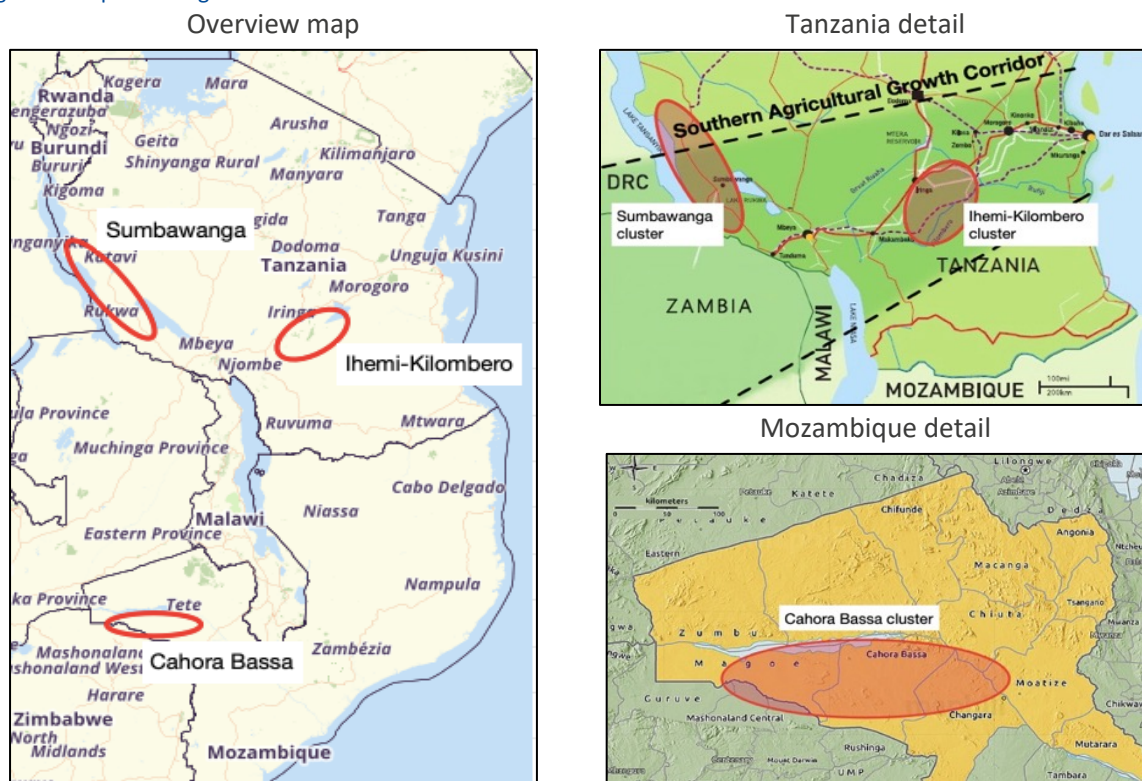
To fulfil a vision of a sustainable and socially inclusive green economy, SUSTAIN-Africa supports the integration of water, land and ecosystem management with sustainable business to demonstrate Inclusive Green Growth under an integrated landscape approach. SUSTAIN aims to link demonstration on the ground to change in businesses approaches and government policy, with a focus on strategic growth corridors in Africa. The SUSTAIN Goal is:

“To find and implement solutions in African Growth Corridors that achieve the ambitions of a climate resilient, green and inclusive economy through building new partnerships and capacity among the public and private sector and rural communities at landscape level which address in an integrated manner economic, social, water, land and ecosystems management.”

SUSTAIN's work is framed around four Strategic Objectives related to (i) water security; (ii) climate change adaptation and mitigation; (iii) new investment and business; and (iv) policy, learning and evidence. SUSTAIN is expected to leverage influence at various levels from country to region to continent, demonstrating the benefits of area-based integrated development models to business and governments both nationally and continent-wide.

The programme operates in three 'clusters': Sumbawanga and Ilemi-Kilombero in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), and Cahora Bassa in Mozambique's Zambezi Valley Growth Corridor. Refer to Figure 1.

Figure 1. Maps showing locations of the three SUSTAIN-Africa clusters



SUSTAIN was as an opportunity for DGIS and established partners to test new ways of working: Inclusive Green Growth; the integrated landscape approach; the growth corridor development model and the leveraging of influence on policy and investment at country level and continent-wide.

1.3 Programme management and implementation

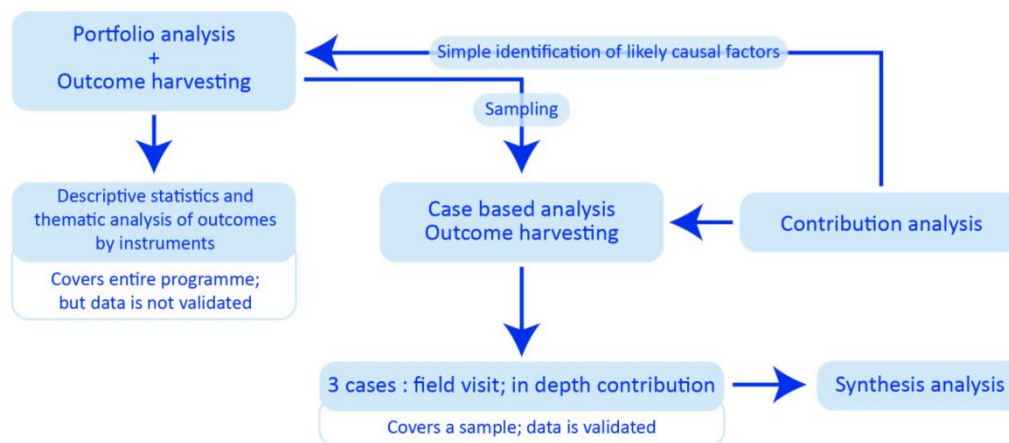
SUSTAIN's first 5-year phase ran from 2014 to 2018, with EUR 10,544,897 in support from DGIS and co-funding raised by the programme partners. A no-cost extension has been approved to June 2019. The programme is facilitated by IUCN and the IUCN National Comité of the Netherlands (IUCN NL), in partnership with the African Wildlife Foundation (AWF) and SNV Netherlands Development Organisation in Tanzania, and *Ajuda de Desenvolvimento de Povo para Povo* (ADPP) and the Micaia Foundation in Mozambique. The programme is managed by IUCN's Global Water Programme in Switzerland and implemented via its Eastern and Southern Africa Regional Office (ESARO) and country offices in Dar es Salaam and Maputo.

1.4 Evaluation methodology

MDF Training and Consultancy was contracted by DGIS to conduct an independent evaluation of SUSTAIN-Africa during December 2018 and January 2019. The evaluation aimed to assess SUSTAIN's contribution to change for Inclusive Green Growth (IGG) in the targeted corridors through the integrated landscape approach. It was intended to provide DGIS and IUCN with an independent evaluation of performance and to contribute to learning and recommendations for a potential second 5-year phase.

The evaluation used the programme’s **Theory of Change** as a starting point and analytical framework to assess intended outcomes and changes. By means of **outcome harvesting**, early markers of change in the programme context were collected through desk review, key informant interviews and case studies. In Tanzania and Mozambique, **visits to representative project sites** gave an understanding of how the theories of IGG are being interpreted and implemented, and how learning is being drawn out; **key informant interviews** with implementers, partners and stakeholders in the public and private sectors elicited views on organisation, implementation and outcomes; and **focus group discussions** with beneficiaries provided feedback on interactions and experiences with SUSTAIN. By using complementary data collection methods, information could be triangulated to strengthen the reliability of findings. The evaluation was guided by the following analysis framework:

Figure 2. Integrated analysis framework



Programme performance was assessed according to the OECD DAC criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. Data collection was structured in line with these criteria, as is this report. Based on questions from the Terms of Reference, which were summarised in an **evaluation matrix** (see Annex 4), the findings of the portfolio analysis and the programmatic investigation were merged to develop consolidated conclusions and recommendations. While the performance of SUSTAIN from 2014 to 2018 was central to the analysis, DGIS’s tentative intention to fund a second phase justified a forward-looking perspective, building upon past experiences to propose areas of future opportunity and improvement.

1.5 Evaluation process

The MDF team comprised two international consultants (Matthew Owen as Team Leader and Hilde van Dijkhorst responsible for data collection in Mozambique), supported by national experts Alais Ole Morindat and José Monteiro.

Prior to commencement, an **Evaluation Plan** was produced for DGIS which contained:

- a description of the issues to be evaluated, an evaluation matrix and assessment criteria;
- a draft programme for field visits, interviews and consultation meetings;
- a list of key documents, data sources and resource people to be consulted; and
- the draft format of the evaluation report.

Upon approval of the Evaluation Plan, a **document review** was undertaken of programme-related proposals, workplans, budgets, reports and publications, as well as external strategy documents, policies and research material, in order to map the portfolio of SUSTAIN activities by cluster,

implementing partner and workstream, and place it in the wider context of each growth corridor and country. This was followed by **structured interviews** (face to face and via Skype) with headquarters-based and regional staff of DGIS, IUCN, IUCN NL, AWF and ADPP. This included two former staff of DGIS and IUCN Mozambique.

The evaluators then undertook a 13-day **country visit** to Tanzania and a 7-day visit to Mozambique, via The Netherlands, to investigate the programme's operational aspects. The itineraries for these visits are in Annex 1, while a list of people consulted is in Annex 2 and a bibliography in Annex 3.

High-level impressions were shared with the Tanzania and Mozambique-based staff of IUCN, ADPP and AWF immediately after the country missions¹ and a **sense-making** session took place at IUCN in Gland on 18th January to share provisional insights with headquarters staff and gather their impressions. A draft report was then circulated to IUCN and partners, and revised based on their feedback. The revised draft was submitted to DGIS, discussed in person in The Hague, and then finalised after incorporating client inputs.

1.6 Evaluation risks and limitations

The evaluation faced certain risks for which mitigating actions were taken:

- **Representation bias:** Since the country missions were organised jointly with SUSTAIN partners, the locations visited and individuals consulted may not have been fully representative. This risk was addressed by close review of the programme, interrogating the reasons for site selection and modifying the itinerary where necessary. Due to high staff turnover and few interviews with former staff, the historical perspective may be limited.
- **Informant bias:** Respondents might have provided biased information, stock answers or incomplete responses, perhaps in expectation of further support. In mitigation, pre-prepared group meetings were minimised, respondent information was triangulated with observed reality and discussions were initiated with open questions on issues unrelated to SUSTAIN.
- **Reporting bias:** Project documents, implementors' reports and feedback from programme staff are not independent sources of information, so external informants were also consulted.
- **Time limitations:** The short country visits allowed only a sample of work to be seen, so efficient use was made of domestic flights, weekend travel and in-depth visits to fewer sites.
- **Incomplete knowledge:** SUSTAIN is a diverse programme in terms of geography, interventions and implementing channels. While it was not feasible to become familiar with every aspect in the time available, the evaluators feel that the essence of the programme has been captured and is a sufficiently reliable basis for the conclusions drawn.

1.7 Report structure

The report begins (section 2) with the evaluation Findings and Analysis, structured according to the OECD-DAC criteria and guiding questions for the evaluation. Section 3 sets out Conclusions and Recommendations for a potential follow-on phase, structured in line with the same criteria.

¹ It was not possible to include SNV in Tanzania due to staff pre-Christmas travel.

2 Findings and Analysis

2.1 Relevance

How did the logic between the project objectives and activities evolve?

Significant flexibility in activity design to suit local contexts and partner strengths has been a positive aspect ensuring relevance, but the diversity of activities both within and between geographic clusters has contributed to complexity and risks clouding SUSTAIN's central vision and alignment with its Strategic Objectives.

To capture the essence of the IGG concept, the landscape approach, climate resilience and the policy influencing agenda, SUSTAIN was designed with three Strategic Objectives (SO) aligned to 'technical' themes and a fourth addressing policy, learning and evidence (delivering 'Knowledge-to-Impact'):

- SO1: **Water security:** Sustainable and climate-resilient supplying water for livelihoods, production, health and ecosystems, coupled with lower water-related risks.
- SO2: **Climate change adaptation and mitigation through land resource management:** Landscape management and restoration to enhance climate change resilience using climate-smart agriculture, while supporting food security and low-carbon development through new value chains linking primary production with trading and enterprise opportunities.
- SO3: **New investment and business partnerships:** New business models and partnerships in building long-term synergies between development and biodiversity conservation and raising investment and lowering risks for rural households, commercial enterprise and sustainable economic growth.
- SO4: **Policy, learning & evidence:** Improved public and private sector strategies for sustainable water, land and ecosystems and for climate change resilience integrated into policies on economic growth.

Under the four SOs were 12 Strategic Results (also described as work packages or work streams) with their own set of activities developed on an annual basis by IUCN and the Implementing Partners (IPs) within agreed funding envelopes.

The SUSTAIN IPs have naturally given higher priority in the activity design process to areas of work that are seen as important in the environments where they operate, and which also align with their own organisational interests and strengths. Each partner has therefore chosen to implement certain unique activities not seen in the other clusters. AWF, for example, has supported Nature Reserve planning and landscape connectivity for the integrity of wildlife habitats in the Kilombero Valley, while SNV has supported biogas installation in western Tanzania (among its many other activities). In Mozambique, ADPP - an organisation with a strong track record in rural development – chose to adapt its 'farmer club' model to 'producer clubs' covering farmers, fishermen and livestock-keepers.

The significant variety of activities to suit local contexts and IP strengths has been a positive aspect ensuring relevance, though there have been instances where the leeway for partners to define their own work priorities has led to an overly diverse portfolio that is complex to administer and sometimes disjointed. The 'landscape approach' has been interpreted to mean almost anything with

a link to natural resources, meaning that a wide range of activities can be plausibly included under one of the SOs in response to the identified needs of local people, particularly when framed as a 'resource management' or 'restoration' activity under SO2. The fact that the four partners develop their workplans independently through negotiation with IUCN has perhaps made it harder to ensure consistency in intent and a compatible portfolio of work, despite the valuable sharing of experiences and planning perspectives that takes place annually at 'Global Partner Meetings'. Each partner was requested to develop its own subsidiary ToC after the 2017 Mid-Term Review, contributing to further diversification of approaches (for the original and revised ToCs, see Annex 5).

Is the logic between the objectives and activities clear?

While there are good examples of activities under the thematic work packages that exemplify IGG, with potential to inform the policy, learning and evidence strand, others have insufficient linkage to economic growth or lack the necessary innovation to challenge the status quo and exemplify new ways of working in line with IGG principles and an integrated landscape approach.

The clarity of the logic linking Activities to Objectives varies substantially, both within and between clusters. There are good examples, especially in Tanzania, of particular streams of work formulated coherently under the thematic work packages that seem to accurately demonstrate IGG principles and have the potential to inform the policy, learning and evidence strand. Examples include:

- The Payment for Ecosystem Services (PES) pilot in the Lower Mngeta River basin, trialling a commercial relationship between Kilombero Plantations Ltd (KPL)², a major consumer of water for irrigated rice, and upstream catchment protection institutions, to explore the workability of this mechanism to finance integrated water resources management;
- Efforts to establish a Participatory Forest Management initiative between Kilombero Valley Teak Company (KVTC) and 6 local communities, which - though unfortunately put on hold due to the refusal of the Tanzania Forest Services Agency (TFS) to waive royalty fees - was a good example of facilitating social inclusivity in a 'green growth' sector;
- Support for contract farming in the Sumbawanga cluster, linking small-scale farmers under Agricultural Cooperative Marketing Societies (AMCOS) with crop processors (such as RK Industries in Mpanda), to bring them into formal value chains to secure a reliable market, predictable pricing and access to extension support and financial services; MISHAMO ACMOS has 1,800 members from 16 villages in Mpanda District producing cotton, sunflower oil, rice and cashew, who now have an assured price and offtake each season thanks to SNV's brokering of deals that are sustainable and fair;
- Support to the Lake Rukwa and Rufiji Water Basin Offices for watercourse classification, to develop more pragmatic and implementable proposals for variable riverine buffer zones that reflect local needs, challenging the blanket 60m buffer stipulated in the Environmental Management Act (2004) and Water Resources Management Act (2009);

² It has recently emerged that KPL will cease operations from the end of January 2019. This is a setback for the PES scheme.

- Development of ‘Multi-Stakeholder Platforms’ in the Tanzanian clusters to bring together representatives of government, the private sector and civil society who would not otherwise have a chance to engage and find solutions for areas of mutual concern;
- Support for low-tech water quality testing by Water User Associations using the Mini Stream Assessment Scoring System (Mini-SASS)³, which provides a cheap, simple and replicable tool for monitoring; and
- The support for conservation agriculture and beekeeping in the buffer zone of Mágoè National Park in Mozambique, which seeks to enhance conservation-friendly livelihood opportunities to reduce pressure on the Park from timber extraction and charcoal burning.

On the other hand, certain activities may adequately fall within the theme of a particular Strategic Objective, but lack sufficient connection to the important fourth strand. In other words, they satisfactorily demonstrate a particular practice under one of the SOs, but fall short of contributing to the learning and influencing objective because they lack the necessary innovation to contribute new practices or challenge business-as-usual. The sum total of such activities becomes a rural development programme that does not introduce new ways of working or challenge prevailing policy or investment models, and therefore does not deliver adequately on the vision of IGG and the intent of the ToC to inform better government policy and business practice.

For example:

- Support to village land use planning (VLUP) in the Sumbawanga and Ihemi-Kilombero clusters facilitates the gazettement of village forests and enables local residents to acquire a form of community-recognised land title⁴. On the other hand, it essentially represents donor-funded roll-out of a government process which districts should be delivering. The VLUP process is also problematic because (among other reasons) it is time-consuming and expensive due to facilitator allowances⁵, it can result in mis-matches in zoning boundaries from one village to the next, the process tends to exclude transient pastoralists (who may then become disenfranchised) and – fundamentally – the plans are very often ignored. Rather than implementing flawed VLUP approaches, SUSTAIN partners could be doing more to highlight the risks and develop cheaper, cheaper, more implementable and more inclusive alternatives to planning, at wider landscape scale. This would more closely support the SUSTAIN intention of challenging and improving prevailing practice.
- Similarly, work to establish or strengthen Water User Associations (WUAs) is a valid roll-out of government policy, in line with Tanzania’s Water Resources Management Act (2009), but is a process known to be flawed for a number of reasons. Key among these is the absence of income sources for the WUAs, besides membership fees (which are rarely collected) and some minor fine revenue from bylaw infractions. It had been expected that WUAs might be

³ www.minisass.org

⁴ Once a VLUP is formally gazetted, village governments can issue residents with a Certificate of Customary Right of Occupancy (CCRO), which can be used as collateral for loans. It also opens up the previously unknown possibility in Tanzania of village land sale and, in the longer-term, the risk of some individuals acquiring large blocks while others may become landless.

⁵ The standard village planning package involves between six and nine members of a ‘District Facilitation Team’ and two staff from the National Land Use Planning Commission in Dar es Salaam, plus vehicles and drivers, for 17 to 21 days in the field, with a resulting cost often over USD 10,000 per village. It is unsurprising that land use planning had only taken place in around 15% of Tanzania’s approximately 13,000 villages in the first 15 years after the Village Land Act (1999) became operational (Massey, 2016).

able to collect Water User Fees on behalf of Water Basin Offices and retain a percentage (e.g. 20%) for their own operations. This model is now threatened by a ministerial directive that such fees should be remitted directly to the Treasury, making it highly unlikely that WUAs (or indeed the Basin Offices) can benefit from this income stream. This is an existential threat to WUAs – and indeed to the whole IWRM system in Tanzania - yet SUSTAIN partners continue to create and support these institutions, cognisant of their sustainability challenges. Moreover, when an opportunity has arisen in the Mngeta PES scheme to empower and support them, they have been bypassed in favour of village governments, who will now be the beneficiaries of the PES payments, despite the primacy of WUAs when it comes to catchment protection. Having set up these institutions and trained them in their IWRM mandate, AWF seems to have agreed to their side-lining in this catchment protection initiative.

- In the Sumbawanga cluster, support to local masons to build household biogas plants may demonstrate sustainable resource use by helping beneficiaries substitute for firewood and access organic fertilizer, but this is a well understood intervention that does not challenge technology, partnerships or ways of working to exemplify a new type of intervention that is identifiably green, inclusive and growth-led. It is said that it reduces deforestation, but this is implausible when the main driver of forest loss in Tanzania is agricultural expansion, not the collection of firewood for household use.
- Some activity design is also problematic in Mozambique, where the majority of work at cluster level delivers only weakly against the vision of the Strategic Objectives. The subsidiary Theory of Change for Cahora Bassa defines its end point as “Improved land resources and watershed management and enhanced climate change resilience of target communities” and makes no reference to the wider SUSTAIN objectives or the high-level intention of influencing government policy and private sector practice. The cluster-level work is focused on community engagement and capacity-building, again not significantly challenging prevailing practice in a way that could have scaleable national influence.

Under the IGG vision and landscape approach it is important that SUSTAIN activities should exemplify new approaches, create new partnerships, challenge business as usual and push government policy and commercial investment towards more sustainable and inclusive ways of working.

This encapsulates two recurring themes of this evaluation: (i) the need to keep economic growth central to the selection and design of programme activities; and (ii) the importance of being innovative and challenging to be a voice for change that reflects the new development vision that IGG and the landscape approach are intended to represent.

Was the project in line with the objectives of DGIS with regard to water, food security and climate, and of the IUCN global programme? How does the project contribute to these frameworks?

It has been challenging for SUSTAIN partners to align with a DGIS vision of Inclusive Green Growth, given that the Ministry itself has not produced a consolidated IGG framework and only recently developed sector-specific results frameworks. Nevertheless, only one SUSTAIN indicator is currently shared with DGIS frameworks and there is a need for closer alignment. SUSTAIN could also usefully contribute to DGIS's own learning about IGG as a concept and how in practical terms it can bring together sector-oriented approaches.

SUSTAIN's aspiration to link social inclusion and sound environmental management with economic growth was a close fit with the newly developed (2013) policy of the Government of the Netherlands for development cooperation and trade, which called for better alignment of aid, trade and investment, and more support for green economy strategies and corporate social responsibility. It has been challenging to align more precisely with a DGIS vision of Inclusive Green Growth, given that the Ministry of Foreign Affairs has not yet produced its own consolidated IGG framework. The IGG Department within DGIS covers a number of thematic clusters, for which separate sectoral results frameworks were only produced in 2018. These are inconsistent in terms of terminology and structure. Table 1 is a summary of the most relevant themes and indicators extracted from the DGIS results frameworks for Water, Climate and Food and Nutrition Security.

Table 1. Extracts from DGIS Water, Climate and FNS results frameworks with potential relevance to SUSTAIN

	Water				Climate		Food & Nutrition Security		
Impact	Water security and water safety for people & ecosystems				Climate change mitigation & adaptation				
Impact indicator	n/a				n/a		No. of family farms doubling productivity &/or income	Ha of farmland converted to sustainable use	
Remarks	Transboundary water mgmt and WASH service delivery themes not relevant				Renewable energy theme not relevant. Water & food security covered by separate frameworks		Undernourishment theme not relevant		
Selected themes	Water resources mgmt at country level		Efficient water use in agriculture		Forests & land use		Farm productivity	Sust. land use	
Outcomes	Water used sustainably and equitably, ensuring the needs of all sectors and the environment		Water efficiency in agriculture increased		Decreased deforestation, enhanced sinks and increased climate resilience of ecosystems & livelihoods		Performance of family farming systems increased	Ecological sustainability of land use strengthened	
Indicators	No. of people having enough water of good quality throughout year		Change in crop yield per unit of water used over time		Used by SUSTAIN: Ha of forest(ed) land under sustainable forest management or other improved practices contributing to decreased deforestation, enhanced sinks & increased adaptive capacity of ecosystems and livelihoods		No. of family farms: - with increased productivity &/or income - with improved access to input &/or output mkts - whose farming enterprise became more resilient to possible stresses &/or shocks	Ha of farmland: - used more eco-efficiently - that became part of improved watershed/ landscape mgmt - that agro-ecologically became more resilient to possible stresses &/or shocks	
Outputs	Institutions able to carry out their duties with respect to water mgmt Plans for integrated climate resilient water resources mgmt Projects for increased water security & safety implemented		Govts, farmer orgns, NGOs & river basin orgns use database to improve water efficiency Projects which contribute to increased water efficiency implemented		Int. Outcome 1: Improved public & private governance (conditions) which enable halting deforestation, forest restoration & forest consvtn	Int. Outcome 2: Increased resilience & strengthened livelihoods of forest-dependent communities & small producers	Family farms benefitting from activities to improve performance	Farmland benefitting from activities to strengthen ecological sustainability	
Indicators	No. of basin orgns	No. of people benefitting from operational	No. of people supported in projects for	No. of instns using FAO database to	No. of projects using FAO database to	Int. Outcome Indicator 1: Adoption & implementation of inclusive forest (smart)	Int. Outcome Indicator 2: No. of beneficiaries supported on	Family farms benefitting from activities to	Farmland benefitting from activities to strengthen

	Water					Climate		Food & Nutrition Security	
	supported on water mgmt No. of professionals trained in water mgmt	plans for IWRM of basins Area of basins with operational plan for IWRM	protection against floods No. of people supported in projects for improved irrigation & drainage No. of people supported in projects for improved watershed protection	measure water productivity No. of institutions using database for more efficient water allocation	monitor water productivity No. of 'ready-to-use' applications for farmers & policy officers developed and distributed Ha using the database to measure water productivity	public & private policies, plans, commitments & practices	sustainable agric &/or forestry practices	improve performance	ecological sustainability

Note: (i) The Climate results framework includes Intermediate Outcomes, which have been pasted here into the 'Outputs' row to save space;
(ii) The Food & Nutrition Security sector has a second results framework for the Enabling Environment (not presented here) which has four themes (Knowledge & Innovation, Food- & Agribusiness, Land Rights and Policies), each with indicators for short-term Outcomes, long-term Outcomes and Outputs.

The Private Sector Development results framework meanwhile adopts a different format, with six 'Policy Areas' and associated indicators (**Error! Reference source not found.**).

Table 2. Extracts from DGIS Private Sector Development results framework with potential relevance to SUSTAIN

Policy Area	1. Improved mkt access & sustainable trade	2. Laws, regulations, policy plans, social dialogue, development strategies adopted	3. Economic institutions & actors	4. Improved access to infrastructure	5. Improved access to finance / financial sector development	6. Business development by investment or trade of local or Dutch companies with(in) low & middle income countries
Indicators	Average time to export/ import goods through ports No. of land- and & workers with improved labour conditions in accordance with int'l agreements No. of small farmers trained in sustainable agricultural production practices Ha under sustainable land use	Description of changes achieved in laws, reg'ns, policy plans, outcomes of social dialogue or development strategies enacted or adopted by local govt or social dialogue partners, yielding tangible benefits to business climate	No. of strengthened (farmer/ worker/ entrepreneur/ trader) organisations for a sustainable local business climate No. of members of supported organisations No. of supported Dutch interventions in local business environment for private sector dev't	No. of completed infrastructure projects No. of committed infrastructure projects (financially closed) No. of end users with access to new or improved infrastructure	No. of firms or individuals obtaining financial services No. of improved or introduced new financial products No. of people enrolled in pro-poor insurance programmes	No. of companies with a supported plan to invest, trade or provide services No. of jobs supported Amount of private co-investment by companies & financial institutions; amount of donor investment

Given that DGIS lacks a clear multi-sectoral indicator framework and these sectoral frameworks are inconsistent in format and were only introduced in SUSTAIN's final year, it would be unreasonable to expect close programmatic alignment. As a flagship IGG programme, SUSTAIN in fact has much to contribute to DGIS's own learning about what Inclusive Green Growth and the landscape approach actually mean in practice, and this could help develop clearer and more effective DGIS guidance. The opportunity for two-way dialogue and learning from SUSTAIN to guide DGIS policy has not been sufficiently exploited.

Notwithstanding the absence of a unified DGIS strategy for IGG and the late development of the sectoral results frameworks, it is noteworthy that only one SUSTAIN indicator is currently shared with these frameworks. As indicated in Table 1, this is cluster level indicator no. 10 ("*Number of hectares of land and forests under sustainable management*") which is similar to a DGIS Outcome indicator under the Forests and Land Use theme in the Climate sector: "*Number of hectares of forest(ed) land under sustainable forest management or other improved practices contributing to decreased deforestation, enhanced sinks & increased adaptive capacity of ecosystems and livelihoods*". None of the other 53 SUSTAIN indicators matches any of those used by DGIS.

It is important from the point of view of Dutch parliamentarians that The Netherlands' development assistance should be properly aligned with the government's agreed priorities, so there is a need in a second phase to strive for closer compliance with the DGIS results frameworks, to the extent that this is possible in the absence of an overarching IGG strategy.

Lastly, alignment with Dutch Embassy priorities in Mozambique is said to be good, especially in food and nutrition security, though less-so in climate and water (Thematic Expert at Dutch Embassy in Maputo, pers. comm.) The Embassy also influenced the choice to work in the Zambezi Corridor. Alignment with Dutch development priorities in Tanzania is less clear and the functional relationship with SUSTAIN is not as close.

Was the project in line with the strategies for economic development and growth for the growth corridors in Tanzania and Mozambique and the priorities of national ministries and agencies?

SUSTAIN is conceptually strong and well aligned with government aspirations for sustainable economic development. SUSTAIN has become a valued partner of the SAGCOT Centre in Tanzania and the Zambezi Valley Development Agency in Mozambique, but uncertainty over the future of the corridor-based development model and the opportunity to exert wider national influence justifies parallel efforts to establish closer relations with central government ministries and the corporate sector.

In **Tanzania**, the concept of SUSTAIN is well aligned with Vision 2025 and the National Strategy for Growth and Poverty Reduction through its explicit association with key economic drivers, especially commercial agriculture - now spearheaded by the second phase of the Agricultural Sector Development Programme (ADSP II). Through its landscape approach, SUSTAIN has also adopted an appropriate focus on the natural resources that underpin growth, especially water, land and forests. The emphasis on resilience is meanwhile a good fit with the current global discourse around climate change. SUSTAIN also appropriately seeks to bring together government, civil society and the private sector, to ensure a shared tripartite vision and coordinated approach. The programme in Tanzania is therefore conceptually strong and aligns with government priorities and wider global thinking.

SUSTAIN has been working closely with the SAGCOT Centre Ltd, the agency responsible for catalysing responsible and inclusive agricultural investments in Tanzania's Southern Corridor. As evidence of this close relationship:

- SUSTAIN's Strategic Objectives are well-aligned with SAGCOT's three objectives of food security, green growth and economic impact;
- SUSTAIN operates in three of SAGCOT Centre's six priority development clusters⁶;
- The SUSTAIN Country Coordinator chairs the SAGCOT Environmental Feeder Group, a technical committee of SAGCOT's Green Reference Group (an advisory unit on IGG); through this channel the programme has a visual presence beyond cluster-level to share experiences for influencing government and the private sector, and potentially take learnings into other SAGCOT clusters;
- IUCN has partnered with WWF, CARE International and The Nature Conservancy to develop a set of four IGG Guiding Tools for SAGCOT, targeted at agricultural producers and processors at different scales; and
- SUSTAIN works with the Donor Partner Group (Environment), which represents SAGCOT's main funders, in order to voice issues of interest or concern related to SAGCOT.

SUSTAIN does not work only with SAGCOT, given that political support in Tanzania for the growth corridor concept is currently uncertain. While the primacy of agricultural development under (former) President Kikwete's '*Kilimo Kwanza*' ('agriculture first') campaign has been sustained by President Magafuli under ADSP II, there are signs that the incumbent is more supportive of national programmes than area-focused initiatives. A recentralisation of powers is also underway from the districts and regions, to which authority was previously being devolved, alongside a significant relocation of government administrative functions from Dar es Salaam to Dodoma. Therefore, while the Southern Growth Corridor remains a relevant area of operation for SUSTAIN because of its inherent growth potential, it is prudent to diversify away from reliance on SAGCOT Centre and the corridor-based influencing model that was built into Phase 1.

This aligns with an observation of the 2017 Mid-Term Review (MTR) that SUSTAIN should "continue working with key corridor agencies but remain alert whether this type of stakeholder sufficiently assures inter-ministry collaboration as envisioned within the landscape approach, which may imply more direct collaboration with these ministries". The MTR Management Response confirmed that "cross-sectoral convening, coordination and platform-enabling remains essential in addition to working with those agencies."

It is therefore encouraging that the SUSTAIN Country Coordinator and IPs are already engaging with government departments *outside* the SAGCOT structure. For example:

- Partnership MoUs have been signed with the National Land Use Planning Commission (NLUPC) for the preparation of Village Land Use Plans in the Sumbawanga and Kilombero clusters, and IUCN (often with SNV) attends regular NLUPC NGO/CSO meetings; the

⁶ SAGCOT Centre calls these 'agro-ecological zones' and they include Sumbawanga, Ithemi and Kilombero.

engagement with NLUPC has the potential to shape nation-wide land use planning processes in ways which are more inclusive and green;

- Support to the development of a General Management Plan for the Kilombero Nature Reserve has established a working partnership with TFS and triggered a discussion of how this approach could be scaled up; an MoU has been signed with TFS for the development of Kalambo Nature Reserve in Rukwa Region (Sumbawanga cluster); and
- SUSTAIN and its IPs are part of the Tanzania Water Users Learning Group, a national forum bringing together experiences to strengthen Water Users Associations.

Continuing to build such links with relevant line ministries and legislators, in addition to the ongoing work with SAGCOT, is an important part of maintaining SUSTAIN's relevance for influencing work in a changing national environment.

Meanwhile in terms of influencing the private sector, a partnership with the CEO Roundtable of Tanzania has been highly relevant and forms a solid basis for more collaborative work in the proposed Phase II. The CEO Roundtable represents around 150 leading businesses and financial institutions and SUSTAIN seeks to advance the cause of sustainability within its membership. The approach adopted is first to raise awareness of why biodiversity is important for business. Following a highly rated workshop targeting the country's finance sector in March 2018, a 'Business and Sustainability Agenda' was published by SUSTAIN with four targets⁷ against which progress towards sustainability can be measured. Thus far the interaction with business at national level has focussed on relationship-building and the provision of guiding information. This forms a good basis to move towards more critical dialogue that works further with business, via the CEO Roundtable, to actively promote implementation of the agreed sustainability principles.

In **Mozambique**, renewed conflict in 2015 affected Tete Province, and unsafe conditions caused delays in the implementation of SUSTAIN. As the work in Mozambique started later than in Tanzania, results are demonstrably less advanced. The decision to work in districts along the southern side of the upper Zambezi river was made in collaboration with the Zambezi Valley Development Agency (ADVZ). ADVZ's Corridor Strategy has a Special Land Use Plan (*'PEOT Vale Zambezi'*) highlighting the important conservation functions of the region, while IUCN data revealed high prevalence of resource-related conflict in Mágoè and Cahora Bassa Districts (GOM, 2016). ADVZ reported during the evaluation that SUSTAIN's selection of these two districts, together with Marara District, were highly relevant to its own Strategy. The ADVZ Director is Chairman of the national SUSTAIN Steering Committee, which ensures that cross-checks are made during implementation on continued alignment with ADVZ policies and the Special Land Use Plan. Nevertheless, despite the support of the Mozambican government and the Netherlands Embassy for this cluster selection, there remain questions as to its relevance for SUSTAIN in light of the limited representation of economic growth sectors. Contextual analysis at the design stage may have been inadequate.

SUSTAIN has also worked closely with ARA-Zambeze (the Regional Water Administration) to ensure relevance to its work. ARA-Zambeze was consulted in the early stages and also sits on the SUSTAIN

⁷ (i) Awareness and capacity of business on biodiversity; (ii) strategic partnerships for sustainability; (iii) demonstrating the role of biodiversity conservation and ecosystem services in the tourism, agriculture and financial sectors; and (iv) sustainability reporting.

Steering Committee, which its staff report gives a positive opportunity to exchange information with regional stakeholders such as ADVZ. SUSTAIN has in turn provided ARA-Zambeze with technical inputs to its basin water strategy and data and toolkits for local water quality testing, and has assisted in the mapping of water pollution risks, installed handpumps at community wells and is identifying options for rainwater harvesting. SUSTAIN's introduction of mulching techniques is also considered an important contribution by ARA-Zambeze, since it reduces the use of water in farming by 50% (Director ARA-Zambeze, pers. comm.).

The programme's strategies are also aligned with the government's provincial and district plans. The Provincial Directorate of Agriculture and Food Security (DPASA) has been actively involved in SUSTAIN since its inception and is also part of the Steering Committee. Its staff note the programme's relevance to its livestock management policy in particular. Activities considered especially well aligned to provincial policy are the introduction of improved breeds for better meat quality; the development of a useful livestock value chain analysis; and SUSTAIN's facilitation of discussions on constraints in the livestock value chain (which led to an investor establishing satellite livestock purchasing points in more remote areas).

Alignment with government priorities within the Zambezi valley is clear, though higher-level alignment with the national development approaches of central government has been less apparent and is only recently being explored, in part due to staff turnover and delays in implementation. IUCN Mozambique has recently established a relationship with the 5th Commission of Parliamentarians, which focuses on climate change, environment and the rural economy. IUCN aims to share lessons from SUSTAIN, while the Parliamentarians' Commission has invited SUSTAIN to share information and training on subjects such as nature-based solutions to Disaster Risk Reduction. Furthermore, engagement with the new National Administration of Conservation Areas (ANAC) is supporting the development of the Mágoè National Park (MNP), including facilitating engagement with businesses dependent on ecosystem services from the Park. Nevertheless, it would have been preferable to have been building other close relations with central government from the inception stage in order to ensure alignment with the geographic and thematic priorities of national state agencies.

Have the cluster locations been relevant for putting into practice Inclusive Green Growth concepts?

While the development needs of the target clusters are indisputable, the choice of these three locations and two corridors does not always sit comfortably with the programme's aspiration to support IGG in relevant growth sectors. Only in Kilombero is there sufficiently vibrant commercial activity for IGG principles to be consistently applied, whereas in Sumbawanga and Cahora Bassa such opportunities are more limited and – even where they do exist – programme partners have not systematically identified them and sought engagement.

In **Tanzania**, the Kilombero Valley is a resource-rich region blessed with good soils, ample water supplies and a favourable climate that has attracted significant agri-business and forestry investments, including the Kilombero Sugar Company (owned by Illovo of South Africa), the rice and maize producer Kilombero Plantations Ltd. (part of UK-based Agrica) and KVTC (majority-owned by an international private equity fund). These anchor businesses have attracted skilled employees, supported out-grower networks and drawn in service providers such as financial institutions, further enhancing prosperity. The TAZARA railway and quickly-improving road links have doubtless helped catalyse other investments such as an organic cocoa processor (Kokoa Kamili), tourist facilities and an influx of farmers and cattle keepers, while the diverse natural environment of the Udzungwa

Range and nearby Mikumi and Selous National Parks brings a steady flow of researchers and eco-tourists. Downstream, construction of the nationally important Stiegler's Gorge dam and hydro power plant is underway, making sound management of upstream resources crucial (the Kilombero sub-basin contributes 62% of the Rufiji flow and 65% of the water to Stiegler's Gorge, according to the Water Basin Officer). Kilombero is the ideal environment for a growth-led development strategy, and an excellent choice of location for the introduction of the IGG concept, with a number of corporate interests and value chain opportunities with which to associate in order to achieve SUSTAIN's social inclusion and environmental sustainability goals. The 'Ihemi-Kilombero' cluster contains two parts, however. Ihemi is geographically separated by the Udzungwa Mountains and has more limited economic potential, making coordinated implementation across the two areas costly and sometimes inconsistent in targeting and approach.

The 'Sumbawanga' cluster is more accurately referred to as the 'Rukwa/Katavi' cluster, as Sumbawanga is only the regional town of Rukwa Region and SUSTAIN (via SNV) has been working much more extensively in five districts across both Rukwa and Katavi Regions. There is significant economic development in these Regions, particularly in Katavi, where virgin soils in newly cleared woodlands are being productively farmed for maize and irrigated rice by large populations of incoming agro-pastoralists (mainly from Mwanza and Shinyanga). There are fewer significant investors than in Kilombero, however, making it more difficult for SUSTAIN to associate with key growth drivers. The economy is largely smallholder-driven, albeit especially vibrant in Katavi. Therefore, while SNV has worked to some extent on commercial opportunities such as small-scale maize, sunflower and horticulture, much of SUSTAIN's work has entailed supporting better spatial planning and resource governance via local institutions such as village governments, WUAs and community-level farmer groups. The programme has largely met the needs of these groups in terms of the support it has provided for training, planning and institutional development, though the elements of growth-led development and the integrated landscape approach are not strongly evident, due to the combination of a weak formal private sector, the geographic dispersal of the work and the (previously mentioned) focus on village-scale land use planning.

In **Mozambique**, target areas within the three chosen districts were selected according to landscape vulnerability, especially in terms of soil degradation (leading to increased food insecurity and vulnerability to disaster and drought), and the opportunity to support alternative livelihoods, while maintaining vital ecosystem functions (ADVZ Director, pers. comm.). The choice of location was therefore guided by livelihood insecurity, which in retrospect has made it challenging to implement a SUSTAIN vision centred on economic growth. ADPP confirms that it did not in fact set out to align with growth sectors, but sought to support climate change adaptation and sustainable natural resource management, based on its interpretation of the SUSTAIN call in Mozambique. This suggests some misalignment in understanding with DGIS's intentions and the SUSTAIN project document.

The programme works in two 'landscapes' (namely Marara and Cahora Bassa/Mágoè). Agribusiness in these areas is limited to small- and medium-sized enterprises, mostly informal. The dominant economic investments are in mining, conservation (via the Mágoè National Park) and the Cahora Bassa hydroelectric dam. The relevance of SUSTAIN's community-level livelihood support activities to these sectors is far from evident, and the selection of this location for an IGG approach now appears to have been less than ideal. Although baseline studies for Tanzania were finalised in 2014 and for Mozambique in 2015, context analyses on drivers for growth in the two corridors were only finalized in January 2016, by which time project activities had already been designed and initiated.

Was the project relevant for stakeholders, local communities and private companies in the focus landscapes of the two growth corridors at the cluster/district and corridor levels?

Achieving a balance between locally relevant and appreciated interventions, and the SUSTAIN goal of working with growth sectors to improve government policy and commercial practice, has been challenging in all areas where SUSTAIN operates, especially in Cahora Bassa. Even where growth sectors are present, implementing partners have tended to focus on community-level activities that are not always aligned with the dominant economic sectors, not linking sufficiently with the significant drivers of social and environmental change.

In the Kilombero cluster there has been a deliberate strategy to adopt a tight geographic focus in the sub-basin of one river and its tributaries, with most activities taking place in Kilombero District (with some extension to Kilolo). There has been an effort to identify and work with key economic growth sectors - initially the sugar industry and later rice, honey and cocoa value chains - to improve yields, quality and farmer margins, while considering sustainable resource use. These have been relevant examples of improving existing enterprise opportunities for social (and sometimes environmental) benefit. The economic focus and the geographic compactness have facilitated a coherent programme of work that is broadly in line with both the IGG and landscape concepts.

In the Sumbawanga cluster, geographic dispersal across five districts and two regions has made it harder to distinguish the unique elements of a landscape approach, despite the naming of the four working areas as 'landscapes'. In Sumbawanga there has also been limited explicit association with growth drivers or market development, partly because of the lack of anchor investors, but also due to limited outreach to those investors where they do exist (for example, a significant irrigated maize operation by the company MPM in Rukwa Region). There have been encouraging recent efforts to engage more formally with the private sector through SNV's parallel Inclusive Business in Sunflower project, being implemented in some SUSTAIN areas.

In Tanzania there have also been tools introduced by IUCN NL to support green financing principles. For example, a Landscape Investment and Finance Tool (LIFT) and a competitive enterprise challenge fund worth €25,000 called Mobilising More for Climate Change ('MoMo for Climate'). LIFT was developed jointly with Eco-Agriculture Partners (USA) and was introduced by IUCN NL as part of a landscape dialogue workshop in the Kilombero cluster, leading in part to the development of the Multi-Stakeholder Platform with AWF as convener. The principles of these tools and approaches have doubtless helped develop IP understanding of the meaning of green finance, though it is hard to see how they will become institutionalised within the local partners. Trainings embedded through an in-country organisation would usually be preferable to short-term inputs from visiting support staff and raise the chances of eventual adoption.

In Cahora Bassa, where much of the population is focused on survival and subsistence, there has been limited leeway for new approaches that might require investment or risk-taking. ADPP's interventions are characterized by demonstration plots, geographically dispersed producer clubs (of 50 beneficiaries each) and the delivery of basic infrastructure and materials. This is achieved through transfer of knowledge, facilitation and the provision of inputs. These activities collectively represent a sustainable livelihoods or food security programme. It is difficult to discern a credible 'landscape' element to the work or any link to 'green growth', due to a combination of lack of wealth creators in the area, severe poverty, inadequate implementer capacity for market engagement and unclear articulation of IGG principles within the programme.

SUSTAIN-implemented activities in Mozambique are relevant for the needs of the rural population and the dominant livelihoods based on farming, livestock keeping and fishing, by aiming to make these practices more ecologically sustainable (and to a certain extent climate resilient). Market development and private sector engagement have remained weakly developed, however. IUCN Maputo has provided long distance technical support and training on these aspects, but this support was not availed systematically from the start of the programme and staff turnover at IUCN has not been conducive to developing a proper understanding of the SUSTAIN vision, and particularly the anticipated linkages to economic growth drivers.

ADPP and Micaia are some of the few NGOs operating in the area and this has ensured a close relationship with the local government, which is happy to publicise (and take partial credit for) SUSTAIN's tangible results - such as farmer clubs, demonstration plots and basic infrastructure such as waterpoints with hand pumps. The local authorities report on the achievements of the programme to provincial and national levels. While government officials seem aware of specific activities, however, there is limited understanding of the overall programme ambitions. The interventions are seen as relevant to the local context and are politically popular, but they seem disconnected from the overarching SUSTAIN objectives. It is not easy to achieve a balance between locally relevant and appreciated interventions, and the SUSTAIN goal of working with growth sectors to improve government policy and commercial practice.

What was the relevance of the experience in the clusters for the national ministries and agencies, steering committees, basin and corridor authorities?

Some programme experiences have direct relevance for corridor and national agencies by challenging policy or demonstrating new practice, providing evidence with which to advocate for change. This alignment is inconsistent, however, reiterating the need to ensure that sector-level work is appropriately conceived to bring new thinking and fresh approaches.

In **Tanzania**, examples have been provided of approaches that have introduced new tools, new institutional mechanisms or new knowledge that have advanced understanding and exemplify alternative development approaches. These range from significant interventions such as Multi-Stakeholder Platforms and PES, to more modest activities such as the support to watercourse classification and the introduction of Mini-SASS water quality testing kits (which has been scaled beyond SUSTAIN through the Water Basin Offices and exemplifies how partnerships can deliver IGG more widely). Interventions meanwhile deemed to provide insufficient learning for higher-level relevance include the support to VLUP and WUAs, at least in their current form.

In **Mozambique**, the portfolio of SUSTAIN activities is not strongly aligned to the programme objective of supporting IGG, and there have been few signs until very recently of linkage to national ministries and agencies. Cluster-level activities are oriented towards rural development and livelihood support, experiences that have been considered relevant for agencies such as ARA-Zambeze and ADVZ. They appreciate how SUSTAIN has included community perspectives into management of land, water and ecosystems. From these community-based experiences it is, however, hard to discern new lessons that could be usefully applied to challenge national policy or inform the private sector.

2.2 Effectiveness

Did the project deliver against its agreed objectives?

SUSTAIN's performance against the Strategic Results is variable across the Strategic Objectives and between countries. On water security (SO1), the breadth of desired results represents a challenging portfolio of work, and while practical actions have been taken and progress made to facilitate joint understanding and action, the Strategic Objective has not been achieved. On climate change adaptation and mitigation (SO2), there have been positive efforts to diversify income streams by linking to value chains for conventional crops and NTFPs, with measures to improve yields and climate resilience, though an over-reliance on donations of assets. On new investment and business partnerships (SO3), productive relationships have been established with business, especially in Tanzania, resulting in more sustainable value chains, though with limited evidence of new commercial investment. On policy, learning and evidence (SO4), good foundations have been laid in Tanzania for influencing policy and investment, though this is less well developed in Mozambique.

SUSTAIN's performance was assessed against the Strategic Results and Objectives of the 2013 funding proposal by analysing data from the desk review of annual reports and workplans, interviews and fieldwork. Table 3 presents the findings by reviewing the achievements against each Strategic Result.

Table 3. Assessment of SO1: Water security

Strategic Results	Assessment of achievement	Remarks on achievement/non-achievement
1.1 Institutions working at local to transboundary levels are integrating water, land and ecosystem management and enabling participation, joint action and cooperation needed to strengthen rights, resilience and investment	Tz: Moderate to Good	Cross-sectoral work with private companies, government and civil society, alongside facilitation of MSPs at cluster level, is developing joint understanding of water, land and ecosystem interlinkages. Some joint activities are tackling these issues (e.g. illegal dam removal upstream of Katavi National Park). Joint action to strengthen rights is not evident.
	Moz: Moderate to Good	Through facilitation of MSPs at local and corridor levels, institutions better understand interlinkages of water, land and ecosystem management, and prepare joint activities to tackle these issues. Strengthening of rights is not evident. Concrete investments are noted in initial stages of preparation/implementation.
1.2 Implementation of IWRM and application of ecosystem services as natural infrastructure is making water infrastructure more sustainable, improving cost and water-use efficiencies and strengthening climate and disaster resilience	Tz: Moderate	Support to Basin Water Offices and WUAs is raising the profile of IWRM, though these institutions face sustainability challenges due to lack of income. WUAs have been left out of PES scheme. Some demonstration of efficient water use (e.g. drip irrigation for horticulture) but no evidence of adoption. Good partnership work to remove and replace illegal water extraction infrastructure.
	Moz: Moderate	Water infrastructure was supported by water wells and manual water pump infrastructures, while mulching techniques by producer groups have contributed to increased water efficiency. IWRM

Strategic Results	Assessment of achievement	Remarks on achievement/non-achievement
		strategies and PES are at very initial stages of development.
1.3 Management of water quality and wastewater is reducing the ecosystem, health and economic costs of water pollution	Tz: Poor to Moderate	Besides introduction of Mini-SASS toolkit, little evidence of water quality and wastewater issues being addressed; MiniSass challenged by unsustainability of WUAs.
	Moz: Poor to Moderate	Risk factors, actors and locations for water pollution mapped with ARA-Zambeze and data and materials for water quality testing provided. However, this has not reduced ecosystem, health and economic costs of water pollution at wider scale.

The breadth of desired results spanning diverse aspects of institutional collaboration, IWRM and water quality represents a challenging portfolio of work, especially given the wide areas being covered, the unfamiliarity of catchment-based management approaches and the limited timeframe. While practical actions have been taken and progress has been made to facilitate joint understanding and action on water security, the Strategic Objective has not been achieved. Tighter focus on priority aspects of water security could have more effectively delivered systemic results for feeding into broader strategic and policy-oriented discussions.

Table 4. Assessment of SO2: Climate change adaptation and mitigation through land resource management

Strategic results	Assessment of achievement	Remarks on achievement/non-achievement
2.1 Landscape-level management and restoration of ecosystems is reinforcing climate resilience and enhancing carbon stocks while diversifying and improving the sustainability of farm, forest and wetland production systems and attracting new investments at household level	Tz: Moderate	Positive efforts to restore wildlife corridors, support Nature Reserves and promote climate-smart agriculture, though over-emphasis on village scale runs counter to landscape vision.
	Moz: Moderate	More sustainable farming, fishing and NTFP collection contribute to diversification and sustainable management of resources, but restricted to producer club level.
2.2 Local food security is improving as ecosystem management increases the food, balanced nutrition, income and safe water needed for food security while enhancing the stability and climate resilience of food systems	Tz: Poor to Moderate	Food security has probably been enhanced through interventions to boost scale and reliability of income from crop sales (e.g. contract farming, improved seed and cane varieties).
	Moz: Good	Food security and balanced nutrition have improved at intervention sites. More nutritious and valuable crops were introduced and largely adopted. Benefits from increased income not yet evident. Some techniques have been introduced to making food production more climate-resilient.
2.3 New value chains are diversifying primary production by linking investments in ecosystems and natural resources with climate change adaptation and low-carbon	Tz: Moderate	Promising early work on cocoa and honey to diversify production systems, with potential for expansion if focus is shifted away from inputs towards value chain facilitation.

Strategic results	Assessment of achievement	Remarks on achievement/non-achievement
economic development strategies that expand industrial processing and trading, increasing opportunities for income, livelihoods, enterprise and jobs	Moz: Moderate	NTFP value chains may diversify primary production in a more ecosystem-friendly manner, while increasing opportunities for income and livelihoods. Value chains are fragile, however, and have not led to new enterprises and jobs at community level.

In summary, there have been positive efforts to diversify income streams by linking to value chains for both conventional crops and non-timber forest products (NTFPs), with measures to improve yields and climate resilience. More strategic interventions avoiding donation of material assets could make these market interventions more durable.

Table 5. Assessment of SO3: New investment and business partnerships

Strategic results	Assessment of achievement	Remarks on achievement/non-achievement
3.1 New partnerships that match business and social investors with communities or land and water institutions are jointly financing and implementing ecosystem management and sustainable solutions for water and food security	Tz: Poor to Moderate	Despite collaboration with the private sector, actual investments in community institutions are rare. Policy is often a constraint (e.g. import policy leading to demise of KPL and hence threatening PES scheme).
	Moz: Poor	Partnerships are still at initial stages, which few concrete results on sustainable solutions for water and food security. These partnerships rarely connect investors to communities.
3.2 Public and private investment in carbon and watershed services, using tested investment facilities or market-based mechanisms, are providing new financing streams for households, communities, land and water institutions or enterprises	Tz: Poor to Moderate	Income sources to sustain carbon and watershed services are lacking, besides a pilot PES project (not yet commissioned).
	Moz: Poor	No new financing streams for these stakeholders have been established.
3.3 Business development partnerships are supporting expanded participation of small-scale producers and processors in small enterprise opportunities created through diversification of landscapes and agricultural systems	Tz: Moderate to Good	Good examples are noted of out-growers and smallholders being brought into beneficial formal value chains (e.g. crop processors paired with AMCOS; support to sugar cane and cocoa growers).
	Moz: Poor to moderate	The NTFP value chain in Zambezi Corridor is one of few examples of a business development partnership between BMP and small-scale producers/processors. Direct partnerships/market linkages have been limited or absent with other producer clubs.

In summary, some productive partnerships have been established with business, especially in Tanzania, resulting in more reliable value chains. There is so far limited evidence of new commercial investment resulting.

Table 6. Assessment of SO4: Policy, learning and evidence

Strategic results	Assessment of achievement	Remarks on achievement/non-achievement
4.1 Monitoring data, including maps and assessments of distributional and gender equity, is in active use as evidence for strengthened policy influencing and communications	Tz: Poor	Despite a reduction in M&E indicators, monitoring data is not actively use for policy influencing and communications. Lessons not succinctly packaged and disseminated. Some targeted use of mapping in commissioned work on wildlife corridors. Gender addressed only by numerical headcount in community institutions.
	Moz: Poor	While producer clubs show high levels of female participation, evidence is not seen of using this to make the case for gender equity via policy influencing and communication. This could be explained by the lack of a strategic approach to female empowerment and gender equity, rather than a focus on number of female participants.
4.2 National and corridor-level policies and strategies influenced, supported by enhanced skills, technical knowhow and awareness across stakeholders at multiple levels.	Tz: Good	Positive early signs of influencing potential via SAGCOT, CEO Roundtable and government forums, using toolkits and sustainability publications.
	Moz: Moderate to Good	While the expectation of evidence of influenced policies and strategies might be ambitious in this time-span, there are signs of increased skills and awareness across stakeholders, though mostly at corridor level.
4.3 Programme coordination is enabling implementation with IUCN Members, business and civil society partners, and stakeholders at all levels	Tz: Moderate to Good	Coordination is strong and vertically integrated. Some services from wider IUCN networks (e.g. M&E, PES) are appreciated, while others (e.g. ROAM tool) are not seen as well aligned with local needs.
	Moz: Moderate to Good	Coordination is vertically integrated, but not all services or communication from wider IUCN networks have reached partners. Support on proposal writing to partners is well appreciated.

In summary, good foundations have been laid in Tanzania for influencing policy and investment, often through independent initiatives at national level as local work is either not aligned with national needs or lessons from the cluster-level work are not well packaged. Learning to inform policy is less well developed in Mozambique, where evidence of high-level interactions with business and central government is limited.

Although no **unexpected results** could be identified, these are likely to arise spontaneously if the programme is strategically well positioned and generating relevant new ideas. That is, unanticipated outcomes may naturally materialise if SUSTAIN is sufficiently innovative and challenging.

Did the proposed intervention strategies of the Theory of Change contribute to the intended outcomes, programme objectives and long-term goals of the programme?

The revised Theory of Change plus ‘nested’ ToCs for each cluster has allowed better alignment with realities on the ground, but has added to the complexity of the intervention strategy and led to inconsistent alignment with SUSTAIN’s long-term goals.

The Theory of Change that was revised after the MTR did not set out clear intervention strategies, but instead indicated thematic areas of intervention. The associated design of the ‘nested’ cluster-

level ToCs added to the complexity of the intervention strategy as they were only loosely connected to the SUSTAIN Strategic Objectives in the logical and multi-sectoral way that had been intended. While the nested ToCs are better aligned with realities on the ground, it has been difficult to see evidence that they have led to actual revisions to approaches that reflect the ToC overhaul. Intervention strategies at cluster level often seem to represent basic rural development, suggesting mis-interpretation of the more ambitious intended outcomes. Further analysis of the ToC and its implications may be found below.

Is the project leveraging investments in land, water and ecosystems? Are these investments used to create change on the ground or in the value chains in the two growth corridors?

SUSTAIN has successfully catalysed leveraged sustainability investments by major corporate players at cluster level, including a PES initiative in Tanzania and a Sustainability Action Plan in Mozambique. Additional efforts in Tanzania to engage with high level financial institutions and agribusiness investors may lead to systemic change in the nature of corporate investment, guided by sustainability principles. There is so far no evidence of such a sector-wide approach in Mozambique.

Funds have been raised for IGG-type activities in the targeted clusters by the project partners themselves, which are summarised below (under 'co-funding'). There are also examples where third parties have been given sufficient confidence by their work with SUSTAIN to make additional investments that might not have been forthcoming if the programme had not existed.

The most notable emerging example of leveraged IGG investment is that of KPL in the pilot PES initiative in the Lower Mngeta catchment. The company relies heavily upon the Mngeta River for its irrigated rice operation and has agreed to provide TZS 80 million (USD 35,000) p.a. for an initial three years to support protection of the upstream catchment.

Steps have also been taken in Tanzania to engage the finance sector in principles of sustainability, most notably via a high level 'Sustainable Financial Principles Event' convened jointly with the CEO Roundtable in March 2018. Through a panel discussion (which included the CEO of SAGCOT Centre, the CEO of the National Microfinance Bank and the Director of the Kenya Bankers Association) this well-attended and highly praised event aimed to build awareness and secure interest from leading local and international banks. It was followed (in October 2018) by a Smart Agriculture Workshop targeting a subset of these financial institutions with agribusiness interests.

While these outreach events may not yet have resulted in tangible leveraged investments, they are part of a rational longer-term strategy to catalyse systemic change towards more sustainable business financing principles that will be embedded permanently in investment decision-making processes. As such, they ultimately stand to have more durable, long-term impact than one-off 'green investments' by individual companies.

Meanwhile in Mozambique, SUSTAIN established a partnership with Hidroeléctrica de Cahora Bassa (HCB) and Mágoè National Park for a joint intervention in the Park to protect the surrounding area, as the start of an envisaged PES approach. A recent Hydropower Sustainability Assessment that had highlighted insufficient attention in its operations to biodiversity, climate change and social impacts, heightened HCB's interest in the partnership. With SUSTAIN's help, the company formulated Terms of Reference for an Action Plan to be implemented from 2019 onwards. Activities will include a biodiversity baseline study in MNP and the Cahora Bassa reservoir boundary zone to identify species

threatened by the hydropower operations, which will guide future conservation actions. The Action Plan may also include a socio-economic study. HCB intends to invest US\$50,000 in this Plan (HCB Director of Hydrology & Environmental Management, pers. comm.). This is a concrete example of a leveraged investment arising from SUSTAIN's reputation and outreach.

Are the principles of Inclusive Green Growth understood, accepted and used by the different stakeholders on landscape, corridor and national levels?

Despite being conceptually strong with straightforward core principles, SUSTAIN has developed into a rather complex and jargon-heavy programme, with concepts and logic that are not easy to articulate succinctly, even for some of those directly involved. This inhibits understanding, makes the programme less accessible and contributes to inadequate strategic alignment.

At national level, there is evidence from high level partners in Tanzania such as SAGCOT Centre Ltd and the CEO Roundtable that the principles of IGG and sustainable financing have been understood and are coherent with their own objectives. SAGCOT, for example, has 'green growth' as one of its own three organisational objectives.

At cluster level the understanding is less clear. While the SUSTAIN ambition for IGG is well articulated in the original proposal and programme documentation, staff and partners operating locally have not generally placed their work within this strategic framework. The three IGG pillars of economic development, environmental sustainability and social inclusivity are not articulated by government and private sector partners outside Dar and Maputo, even when prompted to explain the SUSTAIN vision, suggesting that they are unfamiliar with the programme's underlying philosophy and how their own work fits into it.

As an example, 'inclusion' has been taken in Mozambique to mean the involvement of women in community-level activities. The majority of participants in the agricultural producer clubs are indeed female. However, there are no signs of the explicit inclusion of youth and vulnerable people, nor that 'inclusion' extends beyond participation in these clubs. Understanding and application of the IGG concept is weak.

This may be due to the conceptual complexity of SUSTAIN. Despite the apparently straightforward thinking that underpins the IGG concept and the landscape approach, it is not easy to explain the programme's intentions and approach in concise language. During interactions with government authorities, SUSTAIN Mozambique staff reportedly avoid using the concept of IGG, as it is considered to cloud the discussion and promotes what was seen as 'over-conceptualization' at the start of the programme (SUSTAIN National Coordinator, pers. comm.). But without a clear vision of a growth-driven approach, it is unclear how the core elements of SUSTAIN's approach are being conveyed to its government and private sector partners.

The Theory of Change also lacks clarity on the core concepts, even for IP staff and partners, and the development of three cluster-level ToCs after the MTR arguably made the programme logic harder to deconstruct than it was before.

The landscape approach is also not clearly understood, in part because "there is no single, widely accepted definition", as SUSTAIN's own documentation states, and partly because the adopted definition is itself confusing: "a systems approach that optimises multi-functionality, paying attention to inclusivity, social choice and governance and recognising, negotiating and balancing

trade-offs”. SNV’s internal definition of the ‘landscape approach’ is quite different. The landscape approach has also been overlaid with other models – such as the idea of growth corridors as foci for development – to create a hierarchy of development concepts.

Acronyms and terms loaded with meaning are further barriers to clarity and inclusivity. Examples include clusters, landscape, corridors, Nature-Based Solutions and Green Business Innovation – terms used commonly in programme literature that impede clarity and understanding. Even concepts seen as mainstream by development practitioners - such as Integrated Water Resource Management, Value Chain Development and Climate-Smart Agriculture⁸ - may be confusing to government staff, partner NGOs and businesspeople, and certainly to programme beneficiaries in the community.

The complexity of SUSTAIN tends to conceal the simple vision underpinning the programme – that of Inclusive Green Growth and its inherent association with key economic drivers – which has tended to be over-shadowed by other concepts, with the result that even IP staff and close partners in government, companies and sub-contracted local NGOs find it challenging to articulate what the programme stands for. Participants and partners can accurately recall activity timelines, but are rarely able to verbalize the IGG vision or place the work in its wider strategic context. SUSTAIN is variously described as a programme concerned with environmental protection, rural development or smallholder agriculture; and the name of the local implementing partner (e.g. AWF) is as likely to be quoted as the name ‘SUSTAIN’, suggesting that the wide-ranging, multi-partner, two-country nature of the programme is not widely understood.

A Lessons Learned report on implementing IGG was presented at the most recent Global Partner Meeting in Tete by a former IUCN staff member, which explored options for implementing a landscape approach to IGG and ways to measure IGG success. While clearly useful, one partner in Mozambique questioned whether this apparent need for clarification of the core concept at the end of the project might explain why they had not mastered it sufficiently to convey it to their sub-partners and stakeholders.

How was the concept of nature-based solutions implemented in the programme and what concrete actions resulted? What was the role of the stakeholders in developing and implementing nature-based solutions?

The concept of nature-based solutions is not well articulated or used in programme documentation and reporting, despite being included as an Intermediate Outcome in the revised ToC. The concept is nevertheless incorporated incidentally as part of broader efforts to promote sustainable management and use of natural processes to address social and environmental challenges, most notably through support to NTFP value chains.

⁸ The SUSTAIN definition of IWRM “promotes the co-ordinated development and management of water, land and related resources, in order to maximise the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems”. There are two definitions adopted for Value Chain Development, one being “an actor/chain type that focuses on strengthening certain actors and improving relations between smallholders and other actors in a chain”, the other “a business-environment type that focuses on improving the business environment in which chain actors operate”. SUSTAIN adopts a 132 word definition for Climate Smart Agriculture that covers farmer practices, enabling policies and institutions, and mobilizing finance.

SUSTAIN partners at country level do not currently apply the concept of ‘nature-based solutions’ as distinct from Inclusive Green Growth. Indeed, in SUSTAIN’s own annual reporting, terminology such as IGG solutions, ecosystem solutions, community-based solutions and sustainable solutions are all mentioned in place of nature-based solutions, suggesting lack of consistency and mis-alignment with the ToC Intermediate Outcome that specifically refers to the ‘nature-based’ approach. The term is either not understood or is seen as another way of describing environmentally-sound development.

If nature-based solutions are understood as the sustainable management and use of natural processes to address social and environmental challenges, then there are in fact a number of practical actions that have been implemented which fit this categorisation. For instance, farmers in the Mozambican producer clubs have been introduced to the use of mulching techniques, where plant material is retained and used to cover the soils in cropped fields to retain moisture, which helps mitigate the effect of recurring droughts. The practice requires no investment and beneficiaries note that it diminishes the need to irrigate their crops.

Another example of a ‘nature-based solution’ to economic and environmental issues is the support to NTFP collection and commercialisation. The programme in Mozambique has trained community members in more sustainable beekeeping practices (avoiding the felling of trees) and more hygienic collection and cleaning of baobab (to increase market value). Whereas baobab fruit pulp was traditionally used for personal consumption or sold to small-scale local buyers, collectors are now selling exclusively to Baobab Products Mozambique (BPM) for MZN 160 (US\$2.60) per bucket – double the previous rate. These interventions have increased profitability and reduced environmental impacts, although they have not yet increased investments outside the realm of the project or resulted in stronger linkages to local markets.

To what extent were changes to the M&E approach and the Theory of Change arising from the Mid-Term Review useful in driving focus on results through project implementation?

The process of revising the ToC and producing three subsidiary ToCs for each cluster allowed programme partners to more accurately reflect local issues after the MTR. It resulted in inconsistent problem identification and prioritisation, however, which added to the already significant challenge of coordination and management. On the other hand, there is little evidence that any adjustments in approach were a result of the new ToCs and subsidiary versions. Rationalisation of the M&E approach was much-needed, but retaining 53 indicators still makes for onerous data collection and monitoring, and provides little real evidence that IGG is being achieved.

The MTR of 2017 observed that “the Theory of Change structure can remain as it is, but it will be enriched with more detailed level of changes”. The reviewers suggested “a reflection on sequencing and prioritizing of lower, intermediate outcomes to arrive at a clear result (or outcome) hierarchy”. The SUSTAIN management response agreed that the ToC should be “enhanced to better reflect experience so far”, but the opportunity then seems to have been taken to conduct a more radical overhaul of the ToC than the reviewers proposed. Partners received training to reconceptualise the ToC and a process of substantially revising the main ToC and producing three nested ToCs was facilitated by the M&E Officer from IUCN headquarters.

On reflection, however, it is not clear whether this recommendation (which the partners endorsed) was ultimately helpful. While the process was appreciated by the IPs as it allowed them to more

accurately reflect local issues (ADPP Executive Director, pers. comm.), the result – as alluded to elsewhere – has been inconsistent alignment of the cluster-level ToCs with the programme-level ToC in terms of problem identification and prioritisation. It has added to the already significant challenge of coordination and management. Returning to a single ToC for the whole programme may be a sensible approach in a second phase.

The MTR also made several recommendations for adjustment of the M&E framework for better alignment to IP contexts and realities. The management response agreed on a simplification of the indicators (and indeed had commissioned a review of the M&E system as early as June 2015), so the MTR partly reinforced a finding of the implementers themselves and a process was already underway (and completed at the end of 2017) to reduce the number of indicators from 101 to 53. This has facilitated the collection of data to a certain extent, though monitoring against 53 measures is still very demanding and the data collected against these numerous indicators does not seem sufficiently meaningful to judge overall progress towards IGG. The indicators may gauge process against particular results, but do not adequately capture higher level cross-sectoral information. This is a wider problem shared with DGIS, which has also yet to develop overall IGG indicators (as opposed to sector-specific indicators). The development of a suitable M&E framework for IGG is something on which IUCN and partners are now in fact well positioned to advise the donor.

In Mozambique, one challenge to collecting M&E data has been the fact that no suitable M&E staff can be attracted to Chitima, resulting in a lack of guidance on the ground for data collection, and missed opportunities to report on results that were achieved but not recorded (ADPP Project Manager, Tete, pers. comm.).

Lastly, the management response highlighted disagreement that M&E tools were prescribed from above, but at the same time there is no evidence that these tools have been further adapted to local contexts since the MTR.

To what extent were the recommendations from the MTR and Management Response implemented? What was the effect of these implemented recommendations?

The MTR was generous in commending SUSTAIN's achievements in light of locational limitations and a complex programme structure, despite the partners themselves having made these choices. A suggestion for Mozambique to reorient from livelihoods support and to build capacity in value chain development has yet to result in a substantial re-focus, in part because there are few agribusiness partners with which to associate, though new partnerships are being explored for a potential second phase. Documenting and sharing learning across clusters and to higher levels remains weak, in part because influencing needs at corridor and national level often differ from those at cluster level, making lessons only indirectly relevant. A recommendation to review the role of IUCN NL resulted in greater clarity over its organisational contribution.

The MTR noted the diversity of the selected landscapes in the two growth corridors and the different rates of development of the formal private sector, and used this to underline the importance of learning and flexibility in the design and the application of the landscape approach. This evaluation has noted the same ongoing challenges.

The MTR opted for a rather generous interpretation of the locational choices, given that the landscapes were jointly selected and agreed upon by DGIS and the SUSTAIN partners in full knowledge of their limitations as potential exemplars of the IGG model. To then note that the

private sector is poorly developed in two of the three clusters, when SUSTAIN partners selected those areas to spearhead a growth-led approach, seems to avoid assigning appropriate responsibility for those choices. The risks of a poorly developed formal private sector, especially in the Zambezi Valley, should have been evident when the programme was being designed.

The MTR also noted the complexity of SUSTAIN, both in terms of operating an inter-sectoral landscape approach at several geographic scales to arrive at IGG, and in terms of the SUSTAIN partnership itself, comprising various internal departments and management levels within IUCN and several external advisory and implementing organisations. Again, these decisions in favour of complexity were part of the programme's design and taken in full knowledge of the risks. For the MTR to commend SUSTAIN for its "very significant achievement" in "bringing all these actors or units together and achieve a sufficient level of alignment and ownership for this landscape concept" was a rather positive interpretation, considering that it was the decision of the programme implementers to adopt a multi-layered approach with numerous partners working in remote locations in two countries. The inevitable challenges arising from a multi-sectoral, multi-scale and multi-partner approach now seem to have been acknowledged by IUCN and IPs, given the significant rationalisation proposed in the Concept Note for the proposed second phase.

The MTR's recommendation on rethinking and analysing livelihoods or subsistence sectors in Mozambique and the applicability of the IGG focus in the Zambezi Corridor was only partially acknowledged by the management response. They argued that the Mozambique landscape offered an opportunity for SUSTAIN to work on IGG from a different perspective, focusing on the inclusivity of small farmers and their transition to "beyond subsistence" livelihoods, through improved productivity and market linkages. In practice it has been hard to see how this thinking has evolved productively since the MTR, and the challenges of moving beyond basic subsistence support persist. Indeed, these are significant challenges to the IGG concept in the Zambezi Corridor. Notwithstanding these limitations, a wholesale relocation of SUSTAIN in Mozambique would be expensive, disruptive and probably too late.

The MTR also highlighted a need to build the IPs' Value Chain Development (VCD) capacity. The management response acknowledged that this was particularly the case in the Zambezi Corridor and that it would build momentum on VCD activities and capacity-building for market linkages. There is so far no real evidence of a substantial re-focus towards other potential private sector partners or VCD and stronger market linkages, however, since there are few agribusiness partners in the area to associate with. SUSTAIN does, however, seem to have placed more effort in Mozambique on considering future partnerships with other economic sectors in the potential second phase. The challenge here is that only one of these sectors – cotton production – provides a genuine opportunity for wide local engagement, while the other two (mining and hydro power) offer few opportunities for 'inclusivity' by the inherent nature of their business models and specific requirements in terms of labour skills and other inputs. It is not yet clear how linkages with the mining and hydropower sectors can constitute an opportunity for area residents to enhance market linkage or participate in 'green growth'⁹ – beyond a rather basic aspiration for them to supply locally grown food to company employees.

⁹ Infrastructure and extractives are two of the four priority economic sectors earmarked in the SUSTAIN Phase 2 Concept Note.

With regard to the MTR recommendations on learning within the programme from results at corridor level, and how lessons can feed into policy influencing, the management response agreed to strengthen its approach. However, this evaluation notes that lessons from corridor level are still not systematically collected, shared and exchanged or fed into the overall programme to influence policy on national or regional levels. This is a challenging concept that is discussed at length elsewhere. It might in part be linked to the M&E system not sufficiently capturing these lessons, or insufficient space created for sharing, exchanging and communicating lessons. It might also be the case that the influencing needs and opportunities at corridor and national level are quite different from those at cluster level, making 'lessons from the field' relevant for local application within a district, region, technical sector or value chain, but not directly applicable for national learning and policy influencing, as envisaged in the original ToC.

Lastly, the MTR recommendation to review the role of IUCN NL to avoid confusion and conflict was endorsed in the management response and led to a clearer delineation of its responsibilities. Since mid-2017, IUCN NL has reoriented its support towards sustainable finance and has since had a much clearer role in SUSTAIN. It has applied its support entirely to Tanzania, with a particular focus on the Kilombero cluster and some support to national financial institutions. Concerns nevertheless remain on the relevance of IUCN NL's contributions, with local feedback suggesting that an organisational grounding in ecological principles can result in a disconnect with commercial priorities, if justifications are not adapted to align with the motivations of private sector actors.

2.3 Efficiency

To what extent were the results and benefits arising from activities in balance with the level of effort and resources spent? Are there less costly ways of achieving similar types and scale of results?

2.3.1 Programme dispersal, complexity and hierarchy

SUSTAIN is a complex programme that is geographically scattered between and within countries, spans a diverse range of activities and operates at several administrative levels. The costs and risks of this complex framework are not offset by economies of scale, leveraged influencing or cross-country outcomes.

First, SUSTAIN is **geographically over-stretched**. It is inefficient to operate over large areas and runs counter to the integrated landscape vision. Significant resources are expended on transport and logistical outreach to cover long distances, on staff downtime spent travelling, on the relationship-building that is necessary for each new district and village of operation, and on supervision and monitoring of a highly dispersed portfolio of work. This is especially so in the Sumbawanga cluster, with a travel time of 4 hours from the SNV base in Sumbawanga to Mpanda, the capital of Katavi Region, and Sumbawanga itself already 5 hours from Mbeya, the closest major airport (and home of the Lake Rukwa Basin Water Office, a key partner). Katavi Region also lies outside SAGCOT and is practically and culturally more connected with Kigoma, Tabora and Mwanza to the north, than the Dar-Zambia corridor, though the rapid influx of agro-pastoralists and the booming maize and rice sectors which are seriously degrading forests and wildlife areas provide a good case study of unsustainable economic growth that SUSTAIN could positively influence.

Within the Kilombero cluster, the tightly focussed nature of work in the Kilombero valley is offset by the satellite support to small-scale community work at Mahenge in Kilolo District. While this is justified on the grounds that it lies upstream on the Lukosi River, a tributary of the Great Ruaha and

eventually the Rufiji, similar justification could be made for working in almost any upstream catchment and the basic nature of the work does not justify the logistical workload and cost of overseeing this outlier.

Second, SUSTAIN's activities are **highly diverse** and this works further against efficient delivery and inevitably means that some activities are undertaken in a relatively shallow and short-term way. For example:

- The work on biogas plants has been flagged as an activity lacking apparent innovation or integration with an IGG vision, but has required significant effort for the recruitment and training of masons and a package of promotional work; claims that biogas aligns with IGG because it reduces deforestation are not borne out by the evidence that agricultural expansion is the primary driver of that process.
- Tree nursery establishment and seedling distribution has been widely implemented under sub-contracts with local NGOs in Sumbawanga and Kilombero, but is an overly simplified interpretation of 'green' development that perpetuates an superficial approach to reforestation that is known to be problematic (tree seedlings must be purchased or no value will be assigned and management will be poor).
- The support to fishermen's clubs in the Zambezi valley consists of providing a new boat (that they are still in the process of paying for) and more sustainable fishing nets (made from synthetic materials with wider mesh, so more durable and allows under-sized fish to escape). Yet the most pressing issue for fishermen is to get their produce to market in a timely manner. While the fishing is now conducted in more sustainable ways (using nets, further away from the shore), the fishermen are now in debt and neither new markets nor quicker access have been assured.
- Various other pieces of work in Tanzania are out-sourced on short-term contracts, often only 3-4 months in length, to local NGOs who see themselves as service providers responsible for delivering an agreed package of material support or training and then exiting.

Despite successful examples of work and committed staff, there is risk that a scattering of short-term and shallow interventions does not hold together plausibly under a shared vision. As one staff member put it when describing the multiplicity of small-scale initiatives, SUSTAIN is at times "a hammer wandering around looking for a nail". Repeating an observation already made, an overly diverse and shallow portfolio of work does not consistently exemplify the IGG concept.

Third, SUSTAIN is operating at **multiple levels** from landscape to cluster to corridor to country, and thence to IUCN ESARO (Pretoria and Nairobi) and IUCN Switzerland. Some of these levels add little identifiable value:

- Local **landscapes** at sub-cluster level should technically not be necessary if the landscape model was being effectively implemented across each cluster. Yet SNV has four 'landscapes' within the Sumbawanga cluster¹⁰. All work should be part of an integrated landscape approach, without the need to define the landscape as a sub-operating level.

¹⁰ Kasanga-Matai; Kate-Chala; Sumbawanga-Mtowisa; and Mwese-Mwamkulu.

- The **cluster** is a term apparently adopted by SUSTAIN from SAGCOT to broadly define an area of concentrated economic activity, and is the term used to define the three operating areas assigned to each IP, though it is not a term that ADPP uses in Mozambique. It seems to have no definitive meaning and in Sumbawanga extends across two Regions, five Districts and four ‘landscapes’.
- The **corridor** scale is useful in a practical sense to provide SUSTAIN with an institutional counterpart in the form of the respective corridor agency (SAGCOT Centre or ADVZ), but the lessons and practices that SUSTAIN seeks to influence are in reality at either ‘cluster’ or national level, rendering the corridor as an ‘influencing channel’ somewhat redundant. SUSTAIN in Mozambique works only with ZVDA in Tete and in Tanzania only with SAGCOT in Dar. In both cases, the relationships and channels of learning and influencing go directly from cluster to national.
- Within the IUCN hierarchy, **ESARO** is an internal IUCN management tier but for SUSTAIN’s purposes brings costs but no clear benefit to either the country offices or IPs.
- SUSTAIN had expected to work **regionally**, by leveraging on experiences from Mozambique and Tanzania to achieve influence beyond the sum of its parts (for example, through SADC or the African Union, or to other African growth corridor agencies). Aspirations to influence other growth corridors or African regional organisations were progressively dropped from programme documentation and reporting, and there have been no obvious economies of scale or such leveraging of influence that builds on the joint learning from both countries. There is also no evidence of cross-learning between the two countries, except via the annual Global Partner Meetings, due in part to the lagging development of the Zambezi target area.

The currently named landscape, corridor, ESARO and regional tiers could largely be bypassed with no detrimental effects, leaving cluster, national and IUCN headquarters as a potentially more streamlined and cost-effective combination (with ‘cluster’ potentially renamed ‘landscape’ for clarity).

2.3.2 Distribution of programme resources

Resource distribution across the clusters is fairly even and raises no cause for concern. A perception that budgetary allocations to IUCN at regional and headquarters level are disproportionately high has some validity on the basis of at least a 22% total spend in Switzerland, with relatively high staff costs and inconsistent relevance of services being offered. On the other hand: close to half of the funds earmarked for headquarters are in fact channelled to ESARO and the country offices; IUCN is handling many cost-intensive aspects of fund management and programme oversight; and most implementing partners have been under-spending. Some adjustment in favour of country-level spending by both IUCN and partners may nevertheless be appropriate.

An analysis of the 2016, 2017 and 2018 workplans shows a fairly even distribution of activities across the three clusters, as summarised in Table 7. Of the 171 discrete activities that were planned, 83% were specific to a particular cluster. Unsurprisingly (due to the later start) there were slightly fewer activities foreseen in Cahora Bassa.

Table 7. SUSTAIN-Africa activities by cluster (2016-2017)

Cluster	Ihemi-Kilombero	Sumbawanga	Cahora Bassa	Non-specific
No. of activities	47	56	39	29
Percentage	27%	33%	23%	17%

Source: SUSTAIN-Africa workplans and budgets

The contributions of IUCN staff at country level to SUSTAIN activities are well appreciated by the IPs and the working relationships are generally good. But they find it harder to articulate the added value of IUCN at regional and headquarters level. These services are perceived as poor value for money and the funding allocation as top-heavy. One interviewee described the programme structure as “a big head with no legs”.

This has been a recurring issue that was raised during the MTR, which noted “a somehow top-heavy structure”, “possibly implying that the global level spent too much time and resources in its different concepts, tools, frameworks, procedures and the like” and suggested that “it is now the appropriate moment to turn this more top-heavy orientation into a more bottom-up process”.

Total funding allocations by partner are summarised in Table 8.

Table 8. SUSTAIN programme budget allocations (2014-2018)

Category	Cost centre	Contractual allocations (EUR)	% of total budget	% combined
IUCN	Headquarters*	2,311,862	22%	41%
	ESARO	348,950	3%	
	Tz & Moz country offices	1,712,828	16%	
Implementing partners	AWF	1,690,000	16%	52%
	SNV	1,690,000	16%	
	ADPP	1,433,062	14%	
	IUCN NL	712,777	7%	
	Reserve	645,418	6%	6%
Total:		10,544,897	100%	

* - IUCN HQ includes Business & Biodiversity Programme, Forest Programme and Water Programme

Note: The exact funding split between ESARO and the country offices could not be ascertained without a line-by-line analysis of the 5-year expenditure records. Summary data from IUCN for staff time and coordination costs (which come to €953,783, about half of the combined ESARO/country office allocation) indicate a 75:25 split in favour of the country offices. A split of 90:10 was assumed for the remainder of the funds expended regionally and in-country, given that this balance will have been for travel, workshops, local consultants and overheads, which are costs mostly incurred at country level.

Source: SUSTAIN Programme Coordinator, IUCN Gland

The data show that 41% of programme funding has been allocated to IUCN, of which a little over half has been assigned to headquarters and the remainder to the African offices. Of this, 17% has been retained by ESARO and 83% has gone to the Tanzania and Mozambique country offices. A ‘reserve’ allocation of 6% is likely to be spent internally by IUCN during the first 6 months of 2019, so will slightly increase each of these percentages in favour of IUCN.

While it is understandable that partners who see over 40% of the budget retained within the three tiers of IUCN may feel that this is unequitable, it is a limitation of IUCN’s reporting system that nearly half of these funds are in fact allocated to cost centres in Africa. It is also the case that IUCN is in some sense acting as an out-sourced fund manager for DGIS and handling a sizeable workload of planning, budgeting, coordination, M&E, reporting and technical oversight that would historically

have been the responsibility of DGIS itself, and which incurs significant managerial costs. More than one implementing partner described IUCN as fulfilling a quasi-‘donor’ role, which is a fair reflection of this fund management and technical support function (though of course it is clear to all partners that the source of the funds is DGIS).

There are nevertheless still issues worth noting from an efficiency point of view:

- With 41% of the budget expended within IUCN (perhaps rising to 47% once the ‘reserve’ has been allocated), there is a clear need to demonstrate added value and utility to the teams working on the ground. Partners had anticipated that the association with IUCN would enable them to access a range of global expertise, knowledge, standards and tools, but in practice they are unclear how to draw upon these resources and networking opportunities vested in IUCN globally, perhaps in part because the multi-layered programme coordination and management structure was less conducive to exchange and technical support than originally intended. It has at the same time been difficult to ensure that such expertise is appropriate for the local context. Tools such as the Green Guarantee Facility and the ROAM tool have reportedly not proven suitable on the ground¹¹.
- While ESARO’s allocation is a relatively low proportion of the total budget (3% to the end of 2018), it is hard to discern added value from even this relatively small share, and the merit of funding staff in Nairobi and Pretoria via SUSTAIN can legitimately be questioned, given that there are only isolated examples of support or visits outside the annual Global Partner Meetings. The requirement for SUSTAIN Country Coordinators to report first to Pretoria, then to Nairobi and then to Gland, is also clearly not efficient, though is a reflection of IUCN’s internal procedures.
- IUCN’s standard personnel costs are relatively high, with daily charge-out rates between €573 and €966 for Gland and between €455 and €521 for ESARO. Once indirect costs are added¹², these daily rates rise to between €704 and €1,127 at headquarters and between €587 and €672 at ESARO. These seem high for full-time in-house employees (as opposed to short-term external specialists). On the other hand, IUCN NL also budgets €650/day for its own staff and €800/day for Dutch partners, so rates in this range are not exclusive to IUCN.

Lastly, countering the argument about top-heavy funding, all the implementing partners except AWF are reportedly under-spent. The reasons for this could not be ascertained in the time available.

¹¹ ROAM was in fact introduced via the BMZ-funded project ‘Inclusive Green Growth for Agrarian Communities of Lower Mngeta’, which complements SUSTAIN’s work. The aim was to train staff of AWF, TFCG, KVTC, Kilombero District Council and TFS. This may now happen in 2019, but will need to be adapted to be landscape-focused rather than national.

¹² Indirect costs include ‘operational services’ (€82/day for Gland or 20% of salary at ESARO), ‘global services’ (2%) and ‘management fee’ (5.5%).

Do all the organisations involved in the implementation of the programme have the necessary (technical) knowledge and organisational capacity to implement the programme? Did IUCN select the right implementing partners in the two growth corridors? Was there a good cooperation between IUCN and the implementing partners?

The implementing organisations were well chosen and generally have the necessary skills and capacities to perform their roles satisfactorily, though expertise in working with the private sector may be insufficient, given the identified need to re-focus on commercial drivers of the economy. While vertical coordination has been effective, cross-learning between areas and organisations has relied on the annual Global Partner Meetings and this has been insufficient to ensure intra-programme consistency and to efficiently resolve shared challenges and successful solutions. Early ambiguity over IUCN NL's role was resolved in 2017 and resulted in a clearer focus on sustainable finance. IUCN NL's position as both sub-contracted implementer and member of the governance structure nevertheless causes some internal confusion and potential conflict of interest.

In Tanzania, SNV already had a 45-year track record of implementing development programmes and was a Dutch organisation well known to DGIS, so was a natural partner for SUSTAIN. AWF meanwhile had a solid reputation in protected area management in Tanzania and was looking towards broader landscape management and the role of communities in conservation, making for natural synergy with the SUSTAIN vision.

In Mozambique, ADPP and Micaia were invited by IUCN Mozambique to submit a joint proposal for implementation. ADPP signed the header contract with IUCN and co-opted Micaia for specific aspects of the work. Although neither had a strong presence in the Zambezi Corridor, ADPP had expertise in rural development projects while Micaia brought experience in the development of NTFP value chains. Since the intervention area is drought-prone and cannot support reliable commercial agriculture, the choice of partners who brought wider development expertise (ADPP) and experience in natural product commercialisation (Micaia) was appropriate.

There is some question as to the expertise of the IPs in working with the private sector, and the degree to which field staff are comfortable working with business, have the confidence and capacity to engage with commercial interests and understand the differences between economic-led partnerships and traditional project-based approaches. This is an area that requires strengthening.

IUCN NL, though independently constituted, already had a close working relationship with IUCN headquarters, both as coordinator of IUCN's Dutch members and as joint implementer of certain programmes under frameworks such as the Ecosystem Alliance. IUCN NL had also been working in Tanzania on the 'Small Grants for the Purchase of Nature' project and therefore brought country-specific experience to the partnership, as well as a network of Dutch technical expertise. There is some question over IUCN NL's dual positioning as both an implementing partner, contracted by IUCN headquarters in the same way as AWF, SNV and ADPP, and its simultaneous role on the governance team of SUSTAIN. This creates a lack of clarity and potential conflict of interest. There also seems to have been initial confusion regarding the scope of the technical contributions from IUCN NL, which was resolved in 2017 with an agreement that IUCN NL should focus its support around sustainable finance. This has not only been a good fit with IUCN NL's own expertise (e.g. from work in the Dutch Agro-Water Climate Alliance), it has also brought clarity to its role that has

been welcomed by the other programme partners. Nevertheless, its contribution and relevance to the programme is not always well understood by all partners.

The vertical hierarchy between IUCN and the IPs at country level seems to have been based on mutual respect and cooperation, and a long-term vision for these organisations to continue working together in future. The 'horizontal' interaction between partners is, unsurprisingly, more weakly developed, given their discrete workplans and budgets, and the geographic constraints to closer collaboration. There would be much to be gained by closer cross-working and cross-learning than provided for by the annual Global Partner Meetings. Several of the IPs expressed a desire to spend more time learning from each other, not only on their SUSTAIN experiences but also on broader issues of institutional learning. One felt there was insufficient time for 'head space' to periodically and critically re-assess approaches.

2.4 Impact

What are the project's main impact pathways and nodes of influence at regional, national, corridor and landscape level? Are these clear and credible?

While there are encouraging early examples of cluster-level experiences influencing national policy and business practice in line with IGG principles, the impact pathway is in reality less structured. National influencing can be unpredictable, spontaneous and based on reputation, relationships and strategic positioning. The nature of the work on the ground may in fact be of limited relevance in informing the influencing agenda, but nevertheless serves a vital role in establishing SUSTAIN's credibility and securing a 'place at the table' in forums where influence can be exerted. Therefore, while it is important that work at cluster level remains locally relevant and exemplifies IGG, it need not always be designed with a specific high-level influencing agenda in mind.

SUSTAIN seeks to develop upwards linkages that draw upon practical experiences at cluster level to inform policy improvement in government and changes in business practice at corridor and national scales, to better support and promote IGG and the landscape approach. By changing both the governance environment and corporate behaviour, it is anticipated that a sustainable legacy will not only benefit the target clusters, but will also be taken up nationally and across business sectors.

To some extent this impact pathway has been established, with identifiable examples of cluster-level work leading to national-level representation and influencing potential. In **Tanzania**, for example, local support for WUAs, in collaboration with the Rukwa Water Basin Office (Sumbawanga cluster) and Rufiji Water Basin Office (Kilombero cluster), has allowed IUCN, AWF and SNV to become active members of the national Water User Learning Group. The Group is working on guidelines for the sustainable and efficient management of WUAs, through which experiences at cluster level are reportedly filtering into national level policy on water resources management.

Certainly these links from cluster-level work to the national stage could be strengthened, and there has been insufficient space for substantive shared analysis between the partners of the learnings coming out of the clusters that could inform national discussions. The national level influencing agenda has been largely developed in isolation of what happens in the clusters, and only occasionally relates back to cluster-level engagement with businesses and government (aside from via the NLUPC) in a functional way.

On the other hand, gaining national influence from local experiences is not straightforward and the impact pathway can rarely be operationalised in quite the way envisaged. The model assumes (among other things) that the approaches being piloted on the ground are a good fit with the needs of nationally targeted institutions and companies, that those institutions and companies are open to taking new thinking on board from a programme such as SUSTAIN, and that influencing channels are structured and functional. Sometimes the national influencing needs are in fact quite distinct from the experiences on the ground, and the opportunities that arise in Dar, Dodoma or Maputo may be spontaneous and unpredictable.

An effective adaptation of the model has been for SUSTAIN to first establish itself as a useful and trusted local partner, by being present at district level, meeting felt needs and filling acknowledged gaps for government and the local private sector. IUCN and partners then become reliable allies implementing helpful work. This establishes a foundation from which to become a trusted facilitator or 'honest broker' of change at national level.

The nature of the work on the ground may thus be of limited direct relevance in informing the higher-level influencing agenda, but nevertheless serves a vital role in establishing SUSTAIN as a credible initiative and ensures that IUCN and implementing partner representatives have a 'place at the table' in important national forums where influence can be exerted. This is conceptually quite important, because it means that the work at cluster level need not always be designed with a specific high-level influencing agenda in mind.

Sustaining a credible programme of local work is therefore important for SUSTAIN, even where not linked directly to an obvious national influencing agenda, as it gives SUSTAIN a presence and establishes a reputation, ensures the programme is known and respected, and puts it in a strong position for learning and influencing. The cluster-level work must still, however, be focussed and aligned with IGG principles.

This subtler conceptualisation of the influencing model makes impact monitoring rather difficult. Influencing becomes a more qualitative process based on organisational and personal reputation, relationship-building, strategic positioning and spontaneous engagement. It requires perceptive and high calibre staff at national level, and has been developed with some success in Tanzania. Relationships are especially strong with SAGCOT Centre and the CEO Roundtable. There is a need also to strengthen links to government ministries through additional channels, with the WUA Learning Group being a good example.

In **Mozambique**, the programme is less well positioned for national influencing (due in part to a later start, IUCN staff turnover and civil unrest), though the necessary foundations are being established in Cahora Bassa through partnerships with district governments and institutional stakeholders such as ADVZ, HCB, ARA-Zambeze and Mágoè National Park. Bringing them together through the SUSTAIN Steering Committee has been a wise strategic move. MoUs are in place with these organisations, information has been exchanged and there is an increased understanding of cross-sectoral interdependency. There is, however, little evidence so far that these local partnerships have created the necessary linkages with central government and the Mozambican business community, in part due to the later start and local instability. Communication on local results has not been strategically shared with the national IUCN office, for them to use in their engagement with national level actors. Only by establishing stronger and more effective linkages will prospects develop for leveraging national impact. This highlights the importance of operating at cluster level with key economic

growth sectors under the IGG vision, to build a strong reputation and a SUSTAIN ‘brand’ that can facilitate outreach well beyond the local work in the upper Zambezi districts.

Encouraging efforts have recently been strengthened by inviting parliamentarians representing the focal districts to the SUSTAIN Global Partner Meeting in October 2018, which led to a link being established with a high-level focal point in the Ministry of Land, Environment and Rural Development (MITADER). A proposal for GCF funding has recently been prepared by ADPP in collaboration with MITADER, and it is expected that such a joint initiative with government agency can “buy a seat at the table” (SUSTAIN National Coordinator, pers. comm.).

What is the time horizon for such results? What intermediate outcomes has the project achieved?

Achieving sustained impact on central government policy and national business practice inevitably takes many years. At this stage it is important to focus on credible local results to build the necessary reputation and credibility for IGG approaches, while building complementary relationships at national level for leveraging influence in the longer term. Activities and partnerships at corridor level are currently in a consolidation stage due to uncertainty over SUSTAIN’s future, with a revised set of activities for more concrete results expected to take shape in the coming year. If communication from these results is fed into discussions at national level with government and the business community, a plausible pathway towards achieving impact can be envisaged.

Using the revised ToC of SUSTAIN and analysis of annual reports, workplans, interviews and field observations, achievements have been assessed against each of the Intermediate Outcomes articulated in the Theory of Change. See Table 9 and Table 10.

Table 9. Assessment of Intermediate Outcomes at local/landscape level

Intermediate Outcomes	Assessment of achievement	Remarks on achievement/non-achievement
Actor Behaviour – Stakeholders and communities have new perceptions, changed attitudes and practices.	TZ: Moderate to Good	Although perceptions among government, civil society and the private sector as separate groupings may not have changed, bringing them together for shared understanding of joint challenges and solutions has been an effective way to demonstrate interdependence and promote joint solutions. Nevertheless, there are major forces of migration, forest clearing and conversion in parts of the Sumbawanga cluster which the programme has not sufficiently recognised.
	Moz: Good	Community members show increased awareness of ecologically sustainable farming practices, for example through mulching to reduce water needs, and there is a likelihood that some of these practices will continue as they are cost-free and offer clear benefit.
Governance – Local actors make decisions together	TZ: Good	In Mpanda District of Katavi Region, SNV has worked collaboratively with regional and district authorities, together with WUAs in the Katuma River catchment, to tackle illegal water extraction for irrigated rice in the river feeding Katavi National Park. 46 unauthorised dams were destroyed and replaced with 8 approved structures that operate on a regulated basis. The experience demonstrated the value of collaborative working, informed by evidence, to address a resource conflict arising from rapid growth of a key agricultural sector. Joint actions involving downstream water users and upstream catchment residents can also be found in the

Intermediate Outcomes	Assessment of achievement	Remarks on achievement/non-achievement
		Kilombero cluster, including the Lower Mngeta PES scheme. Pastoralists, however, are largely excluded from forums, planning processes and decision-making.
	Moz: Moderate to Good	The involvement of crucial stakeholders such as ADVZ, ARA-Zambeze, HCB, MNP, provincial ministries and local authorities in the SUSTAIN Steering Committee and programme activities has contributed to the sharing of information and steps are being made towards joint decision-making. On national levels this is not yet taking place.
Water, Land and Ecosystems – Sustainable and more equitable management with rights recognized	TZ: Moderate to Good	Village planning processes, including demarcating the boundaries of villages, agribusinesses, village forest reserves and central government reserves, has made rights and responsibilities clearer, although pastoralists have been largely excluded.
	Moz: Moderate to Good	Various conservation agriculture, and sustainable fishing techniques and NTFP collection techniques have been introduced and are applied by beneficiaries to ensure more sustainable management of water, land and ecosystems. Whether they will continue after SUSTAIN is unclear due to dependency on donated materials such as seeds and fishing nets. Also there is still effort needed in getting rights recognized.
Investment – Increased investment in nature-based solutions boosts local economies	TZ: Poor to Moderate	The concept of nature-based solutions is not well understood, and there has been little new investment in such processes besides the fledgling PES initiative.
	Moz: Poor	Since business engagement and market linkages have been limited, the achievement of increased investment has shown very little progress. The investments that have occurred are not for nature-based solution <i>per se</i> , (e.g. satellite selling points for livestock).
Value chains and markets – New inclusive and sustainable value chains are created	TZ: Moderate to Good	SUSTAIN partners have supported smallholders in the relatively young cocoa industry, as well as honey producers, rice growers and maize farmers, to enter the formal economy to access reliable markets. Existing out-growers of sugar cane have also been assisted to improve yields and income.
	Moz: Poor	While in the case of NTFPs, a value chain has been created, this seems weakly sustainable. There is little evidence of other functioning and sustainable value chains created by the programme.

Table 10. Assessment of Intermediate Outcomes at corridor/national level

Intermediate Outcomes	Assessment of achievement	Remarks on achievement/non-achievement
Knowledge and Tools – Decision makers are equipped with tools and evidence	TZ: Moderate to Good	At national level, flagship publications on business and sustainability, and the IGG Toolkits, are relevant and well targeted, and form the basis for influencing the private sector. Government decision-makers have not benefitted from similar tools and evidence. Learnings from field work are partly encapsulated in 'Stories from the Field' posted online, but these are inconsistent in quality and wide readership is doubtful.

Intermediate Outcomes	Assessment of achievement	Remarks on achievement/non-achievement
	Moz: Moderate	By sharing information and participating in studies on water quality, environmental assessments, and value chain studies, the programme has contributed to equipping decision-makers with knowledge and tools at Corridor level. This is less evident at national level due to limited tools (and especially evidence) that can support this engagement. There have been inputs made through engagement with a Business School in Maputo, as well as contribution to the National Sustainable Rural Development Programme of MITADER.
Governance/ Policy Change – Policy and legal frameworks enable and regulate IGG	TZ: Poor	No evidence of this yet.
	Moz: Poor	No evidence of this yet.
Investments – Investment are screened to be green and inclusive	TZ: Moderate	While there is no evidence yet that such screening is taking place, good foundations have been laid with the IGG Toolkits and benchmarking process for the private sector, and the work with financial institutions (especially in agribusiness) on principles of sustainable investment.
	Moz: Poor	No evidence of this yet.

In both countries there is need for further strategic consolidation of the cluster-level activities to ensure that they truly exemplify growth that is both ‘inclusive’ and ‘green’. Otherwise they do not provide the required basis for demonstrating relevance and value.

To what extent did the project contribute to early markers of systemic change in the project landscapes and at corridor and national levels?

It is too early to identify systemic changes in business or government strategies, though examples can be found of processes that could eventually lead to such change, especially through the engagement (via the CEO Roundtable) with financial institutions in Tanzania.

In **Tanzania**, the work with financial institutions to promote sustainable investment principles has the potential to lead to systemic change in investment approaches by embedding green financing targets in the lending and investment criteria of major banks, corporations and investors. This will inevitably require the initial engagement via the CEO Roundtable to move towards more critical dialogue, where not only is good practice encouraged and lauded, but bad practice is also flagged and challenged.

Due to several factors, including a later start and civil unrest, there are few markers of systemic change of the programme in **Mozambique**, though early markers of change can be seen at community level and – to a lesser extent – at landscape and corridor level. These are related to behaviour change in relation to agricultural and production practices, as well as the change in attitude of some stakeholders at corridor level regarding the importance of sustainable management of resources. At national level there is increased interest in the programme shown by different stakeholders. See examples of these actors and identified changes above.

What key factors affected the achievement or non-achievement of the intended outcomes?

While programme staff have operated with dedication and resolve, unattractive field locations have at times hampered recruitment and retention. Some IPs also lack staff with sufficient understanding and experience from the private sector, which inevitably constrains the development of functional relationships with commercial interests for embedding IGG principles.

In Tanzania, achievement of intended outcomes has been assisted by the experience and commitment of IUCN and IP staff, who work in relatively remote locations on a wide range of challenging sub-programmes. Cordial working relations between the IUCN country office and the IPs has boosted overall performance. On the other hand, a general lack of private sector experience within the cluster-level staffing of the IPs may have limited their understanding of commercial motivations and constrained the range of potential interventions that have been explored linked to commercial opportunities. Some staff clearly feel awed by commercial investors and may not have the capacity to engage with them in both a constructive and critical way.

In Mozambique, several factors have hampered the achievement of results and impact. These have included delayed commencement, civil unrest and staffing constraints. SUSTAIN was initially developed only in Tanzania, and the scoping and baseline study for Mozambique was not finalized until September 2015. The project was not officially launched in Tete until July 2016¹³ and activities were then hampered by insecurity for the remainder of that year and started only in January 2017. The IUCN Programme Coordinator unexpectedly left in March 2017 and was not replaced until September. There was also staff turnover at crucial positions within ESARO, and ADPP had difficulty filling some positions. At the time of the evaluation it was still unable to recruit an M&E officer willing to relocate to Chitima, which has complicated the collection and reporting of data on results and outcomes.

It is clearly challenging to recruit and retain high calibre personnel in locations such as Chitima and Sumbawanga, which are considered unattractive locations with limited quality of life, especially for staff with families. Ifakara is a more conducive and appealing location, with office space available in a shared NGO compound linked to an international health institute, a cadre of educated professionals in the area linked to the medical facilities and private sector investors, the option of flights to Dar es Salaam and a scenic environment with recreational opportunities. Such factors have facilitated retention of good staff by AWF in Kilombero, and their importance should not be underestimated.

¹³ IUCN, 2016 SUSTAIN Annual Workplan, p.21

2.5 Sustainability

To what extent can project results be expected to last beyond the life of the project, or of a potential second 5-year phase of the project? What is the ownership of partners, communities, local government entities, private businesses and other beneficiaries to manage and oversee interventions beyond the life of the project?

SUSTAIN's ToC has in-built provision for sustainability through its focus on changing government policy and business practice, which has the potential to leave lasting impact after programme withdrawal. There is, however, a tendency to see cluster-level activities as rural development projects in which local people are cost-sharing, and to therefore provide donations of material assets that engender dependency and disempowerment. Visualising community members instead as actors in economic growth sectors, support could be reoriented towards capacity-building, facilitation and tackling value chain blockages.

SUSTAIN has two main target groups for the adoption of IGG principles, namely national governments and the private sector. Sustainability in the context of SUSTAIN would require these two main target groups to have adopted identifiable principles of IGG and to continue to implement those principles independently by the conclusion of a second phase in 2025. There are concrete examples where this process is well underway, especially in Tanzania, but some reorientation is required to ensure that the programme as a whole does not leave unfinished initiatives that will not deliver a sustainable legacy after its withdrawal.

There are some early examples of work that promises to leave a lasting legacy of behaviour change. For example, support for:

- embedded IGG principles in commercial enterprises and financial institutions in Tanzania, via the IGG Toolkits and the Business and Sustainability Agenda;
- 'Multi Stakeholder Platforms' bringing together disparate representatives of government (district and regional), private sector and civil society;
- market linkages for contract farming, which should be commercially sustainable after SUSTAIN ends; and
- linkages (in Mozambique) to external value chains for honey and baobab via the subsidiary arm of Micaia known as BPM, though measures are needed to make this a truly independent commercial proposition.

Sustainability within SUSTAIN is meanwhile threatened where a traditional project-based approach is being applied in favour of a more progressive facilitatory role. In simple terms, there is a tendency in several interventions to provide free handouts of materials and equipment, rather than take the time to fully understand a market system or landscape and develop a smarter package of strategic support and facilitation. This approach risks promoting dependency and undermines sustainability.

Examples seen include:

1. The donation (via TAGRODE) of rabbits and chickens to women's groups in Mahenge in the Ihemi-Kilombero cluster.

25 members of the Waminiana women's group in Mahenge were given 200 chicks plus fencing materials and equipment. The chickens were raised and sold to a hotel in Iringa and the members bought a new batch of 300. The anticipated profit at

	<p><i>sale will be TZS 150,000 (US\$65), assuming 100% survival and stable market prices, and not allowing for repairs, maintenance or labour over the 3.5 month rearing period. US\$2.60 per member represents a minimal return and even this slim margin has no allowance for losses and replacement. The initiative is too financially marginal to survive a disease outbreak, market shock or equipment breakage, and required a more comprehensive business plan rather than a donated 'starter kit'.</i></p>
<p>2. The donation (also via TAGRODE) of water tanks, solar pumps, drip irrigation system and horticulture seeds to a farmers' group in the same village.</p>	<p><i>A group was formed specifically for the project and then received a package of farming equipment and was assigned 2 acres to grow drip-fed green beans. The pump is under-performing due to insufficient solar panels and 70% of the crop has dried up. The group now wants a battery system. Members are expecting TAGRODE to find buyers for the beans.</i></p>
<p>3. The donation (by AWF) of cocoa and shade tree seedlings to farmers supplying the Kokoa Kamili processing centre in Lower Mngeta, Kilombero.</p>	<p><i>In order to assist farmers to increase cocoa output to supply Kokoa Kamili, nurseries were set up in 13 villages to produce cocoa and shade tree seedlings, which were given out to producer groups. Given that these were private farmers in commercial value chain, free donations were unnecessary. Seedlings could have been sold, or other interventions considered in market development or drying options.</i></p>
<p>4. The donation (via the Southern Tanzania Elephant Project, STEP) of beehives, beekeeping clothing and tools, honey processing equipment, a processing centre and honey packaging to groups in Mang'ula, Kilombero.</p>	<p><i>Members of the Njokomoni beekeeping group only contributed to the venture through their own labour, leaving them as passive recipients of donations. The minimal honey sales depend on STEP staff contacts and the processing centre is hardly used.</i></p>
<p>5. The donation (by local NGOs) of tree seedlings to farmers and schools throughout all project areas.</p>	<p><i>SUSTAIN partners and sub-contracted local NGOs in Tanzania have set up numerous tree nurseries that have operated for a few months using paid labour and the seedlings produced have then been given out to individuals and institutions, and the nurseries closed. This unsustainable, short-term activity fails to learn from sound forestry practice that indicates the need for recipients to pay for seedlings, to ensure genuine demand and motivate proper management.</i></p>
<p>6. The donation of materials to various groups in Cahora Bassa.</p>	<p><i>Donated assets have included including fishing nets, medicine kits for para-vets, seeds for farmers and beehives and materials for honey producers, yet in all cases these are commercial operations for which free inputs are unjustified.</i></p>

There is often a perception among IP staff that communities are contributing an in-kind cost-share to a donor-funded project. The problem is particularly acute where work is sub-contracted to local NGOs, who are often engaged for just 3 or 4 months on output-based projects so have little time to ensure community participation in design and implementation.

The hand-out approach is reinforced by the tendency of local government to prioritise visible, concrete investments on which it can report to higher authorities, which pressurises SUSTAIN partners to deliver material results. This can work against useful work in dialogue, facilitation and capacity-building, from which results are less visible.

It would be more constructive if project staff could visualise community members as actors in economic growth sectors. With that perspective, the emphasis of support changes from material donations to capacity-building; from free equipment to facilitation services; from subsidy to efforts at improving market access.

Taking examples from the list above, the honey project in Kilombero could consider working on improving packaging, branding and marketing for the honey producers; the cocoa initiative could look at ways to develop seed drying capacity at the processor in Mbingu to extend the buying season; and the chicken and horticulture support could identify existing groups and initiatives with a proven track record in business, and support them with (e.g.) better market access or skills.

In particular, how likely is it that actors/beneficiaries at the different intervention levels who gained skills and/or knowledge during the project will continue to use those skills and/or knowledge?

There are good prospects for sustained adoption of new skills and knowledge in those cases where new capacity has been built in pre-existing organisations - such as community groups, private companies and government institutions. Where new institutions have been formed by SUSTAIN there is inevitably a lower probability that the group itself will endure or that the skills and knowledge will continue to be applied, reinforcing the need for a time-limited donor-funded project to work with *existing* landscape institutions wherever possible.

Running through SUSTAIN has been an effort to work through groups, institutions and agencies, to build capacity, knowledge and skills for more sustainable and socially inclusive practices. In this way, the SUSTAIN model seeks to introduce permanent societal change and ensure sustained adoption of new skills, knowledge and practices. Whether this has meant working with sugar cane grower cooperatives, Agricultural Marketing Cooperatives, beekeeping groups or rice farmer groups, this has been a way to work through existing structures to ensure an institutional home for new skills and knowledge.

Good examples of such work can be seen with existing groups of sugar cane out-growers linked to the Kilombero Sugar Company, cocoa producer groups lined to Kokoa Kamili and AMCOS linked to RK Industries in Mpanda. Where this approach has been weakest is where groups have been created specifically for the purposes of delivering the project interventions. This can be seen, for example, in the producer groups for farmers, fishermen and livestock keepers in Mozambique, or the horticulture group in Kilolo District (Tanzania). Groups formed at the request of an external organisation are inevitably less likely to continue existing after project withdrawal.

Nevertheless, whether or not the groups continue to exist as functional entities, there are indications that the skills and knowledge will continue to be applied, provided they bring measurable benefit (usually in monetary form). Therefore it is those interventions that enable local people to improve their yields, receive higher prices or earn better margins that have greatest chance of being continued.

Do the outputs and outcomes achieved provide an experience, evidence and knowledge base for scaling-up of good practices and policies in the two corridors? Does the SUSTAIN model and learning thus far point to replicable interventions, to support inclusive green growth in other clusters in the growth corridors or in other growth corridors?

Scaling up to new corridors or within the existing corridors is currently not seen as necessary or desirable, given the need to consolidate and refine approaches. Programme experiences provide a good basis for learning and exchange between countries and between implementing partners, a process that has so far been insufficient outside the Global Partner Meetings.

The IGG concept and landscape approach have not yet been adequately tested and refined for application to other growth corridors. The draft Concept Note for SUSTAIN Phase 2 indicate that no new corridors will be chosen for implementation, and DGIS has confirmed its endorsement of this intention.

Replication at other locations outside the existing clusters would likely cause watering down of activities and hinder progress towards clear results and lessons. The programme already seems overstretched in terms of activities, locations and scales. Stakeholders articulate a desire for consolidation and further elaboration of the approach towards achieving IGG within existing areas of operation. This makes sense given the dispersed nature of work, though opportunities could still arise for replication in other sites with similar growth sectors in place.

There is considerable vested expertise in the IPs, which could benefit the other partners and help in this process of consolidation and focus. For example, SNV has wider organisational strengths in climate-smart agriculture and market-based solutions, and AWF in landscape management and wildlife issues. Micaia has extensive knowledge on NTFP value chains and ADPP on mobilizing communities and local authorities around rural development projects. During SUSTAIN implementation, particular experiences have been gained as activities have been implemented, which could allow other partners to 'leapfrog' in their learning, building on the collective experiences they are all gaining. Apart from the Global Partner Meetings, which have allowed the partners to witness implementation on the ground and discuss lessons and concepts at each cluster in turn, there seems to have been little systematic sharing of lessons so far, especially at the detailed technical level of implementation.

The implementation of the project did not occur simultaneously in the three corridors. Mozambique started later and encountered challenges that hampered implementation. This has certainly inhibited learning across corridors on an equal footing. More effort could nevertheless have been made to systematically share experiences, starting within Tanzania, then across corridors and between IPs and IUCN on national and international levels. With a lack of systematic exchange of expertise across corridors or even clusters, one partner even suggested that cross-cluster exchange and collaboration should be a contractual requirement.

Does SUSTAIN bring new insights into thinking on IGG strategies and the integrated landscape approach in the growth corridors and how to implement them in practice?

SUSTAIN brings insights into landscape approaches and the sustainable management of land, water and ecosystems, which find resonance with key stakeholders in both countries. IGG strategies with a distinctive economic growth element have not been sufficiently elaborated, however, especially in Mozambique. At overall programme level there is still a lack of clarity over exactly how IGG as a concept brings together different thematic sectors, and this is an area where more collaborative learning between IUCN and DGIS would be helpful.

The SUSTAIN programme brings insights into landscape approaches and the sustainable management of land, water and ecosystems, which are shared with institutional stakeholders through trainings, workshops and meetings. The community-level interventions especially have been recognized at corridor level and find resonance with key stakeholders in both countries such as district and regional/provincial governments, SAGCOT, ADVZ, corporate partners and HCB. Stakeholders identify insights and lessons they have learned from the programme on how to include community perspectives into management of land, water and ecosystems, and as such reduce local conflict. The focus on including communities, through better production techniques and improved livelihoods based on more sustainable practices, is perceived as contributing to, for example, ADVZ's own perspectives on an integrated landscape approach.

At corridor level in Mozambique, IGG strategies have not been sufficiently elaborated. The connections with community-level activities and economic growth sectors are at very early stages. The IPs are not yet equipped for approaching or defining corridor level activities through the lens of IGG and lack the necessary examples on the ground to formulate insights and lessons that can be used to influence policies, or to enhance stakeholders' understanding of what IGG means in practice and how it can be achieved. The experiences within the programme of connecting community activities with a landscape approach and moving towards a model of IGG should lead to important lessons being drawn on the necessary factors, conditions and context that are required to achieve IGG. It appears that systematic collection of these lessons has not yet taken place.

At overall programme level and in interaction with the donor, there is still a lack of clarity over exactly how IGG as a concept brings together different thematic sectors, and this is an area where more interaction between IUCN and DGIS would be helpful.

What co-funding has been mobilized in the three clusters?

SUSTAIN partners have secured around EUR 2.8 M in direct co-funding for programme activities, and a further 10.7 M in parallel or in-kind support. Despite significant fund-raising efforts, it has proven challenging to raise co-finance. This may in part reflect the lack of clarity around the IGG concept and the difficulty in conveying the unique selling points to potential donors. A clearer vision may help, and it would be preferable for operational staff to be relieved of time-consuming fund-raising obligations.

SUSTAIN was developed by IUCN with an overall budget of €30 million, of which DGIS initially provided €10 million and added a further €544,897 in January 2018 after a top-up funding request from IUCN. IUCN envisaged that SUSTAIN partners would raise the balance. IUCN's ability to source co-funding was a factor in its selection to manage SUSTAIN-Africa, given that both WANI and LLS had leveraged co-investment at ratios greater than 3:1.

Four forms of co-financing were envisaged: (i) Direct co-financing, with funds raised as a direct contribution towards achieving the results of SUSTAIN, (ii) indirect co-financing from an existing project whose funds can be used in part or in whole as a contribution towards achieving SUSTAIN results, (iii) parallel co-financing with funds not managed by IUCN but pledged by partners to support implementation of SUSTAIN activities, and (iv) in-kind contributions from a donor, partner, government agency or other entity that enables the implementation of SUSTAIN activities.

In practice, the fourth of these has proven rather difficult to identify and quantify, and it may in hindsight have been too ambitious to expect to do so. In-kind contributions may be noted where they occur, but to maintain a comprehensive and accurate register would not be feasible.

IUCN headquarters maintains a 'Fundraising Dashboard' in which the other forms of direct, in-direct and parallel funding are recorded. These co-funding opportunities are assigned to one of five categories on a continuum from Category 1 ('Concepts in Development/Leads with Donors') to Category 5 ('Secured Funding, Contract Signed'). Table 11 summarises the current status of co-funding.

Table 11. Summary of SUSTAIN co-funding opportunities by partner, January 2019

	IUCN					IUCN NL	AWF	SNV	ADPP	Total
	Water	Business & Biodiversity	Forestry & Climate Change	Tz	Moz					
5 - Secured funding, contract signed	3	2	2	6	3		6	4		26
4 - Proposal accepted, contract under negotiation			1		1		1	1	1	5
3 - Proposal or concept submitted to donor	1	4		4	2		2		4	17
2 - Direct dialogue with donor on concept/ proposal		1	1	2	1		2	3	1	11
1 - Concepts in development/ leads with donors	3	4		3		1	1		4	16
0 - Declined/ cancelled concepts	3	4		1	2	1	2		8	21

Source: IUCN Global Water Programme

The Category 5 (secured and funded) opportunities total approximately EUR 13.5 million, as summarised in Table 12. Direct funding commitments are highlighted in green.

Table 12. SUSTAIN co-funding secured by end of 2018

Year	Partner(s)	Funding source	Amount (EUR equiv.)	Type of funding
2015	IUCN Water Prog	Rockefeller	348,000	Direct funding for SO 1-3
2016		USAID/Winrock	13,200	Thematic funding under Sustainable Water Partnership
2015-16	ESARO via AWF	NORAD/AGRA/Yara	26,500	Thematic funding for ecosystem & WR assessments in SAGCOT
2016	IUCN Water Prog/ ESARO	SDC (BRIDGE Phase 3)	286,000	Parallel funding for water governance incl Moz. Basins
2016	IUCN GFCCP	DFID (KNOW-FOR 2)	75,000	Thematic funding for miombo woodlands
2014-17	SNV Tanzania	AGRA	35,735	Parallel funding for increasing agric. Productivity
2014-17		Comic Relief	205,555	Parallel funding for women smallholder rice farmers
2013-18		MasterCard Foundation	40,979	Parallel funding for youth employment
2016	IUCN ESARO (Moz)	Mitsubishi Foundation	46,000	Direct funding for ESARO Business Engagement work on SUSTAIN
2017	IUCN ESARO (Tz)		46,000	Direct funding for Valuing Natural Capital project
2018			46,000	Direct funding for work with CEO Roundtable
2016	SNV Tanzania	3 District Councils	425,000	In-kind support for land resource & landscape mgmt.
2016		EMPIEN	74,042	In-kind contributions to contract farmers
2016	IUCN Mz & ADVZ	Moz. state budget & WB Catalytic Fund	8,550,256	Parallel funding for development activities in Beira and Zambezi corridors
2016	IUCN BBP	Tiffany Found'n.	100,000	Parallel funding for principles & guidance for business operations in Key Biodiversity Areas
2016	IUCN ESARO w/ PIN & NRGF	OSF	250,000	Direct funding for mainstreaming RBA
2017	IUCN GFCCP	BMUB-IKI Stabilizing Land Use Project	1,200,000	Direct funding for Land Use Dialogues
2016	AWF Tanzania	KVTC/Kilowemp/BTC	211,600	Parallel funding for sustainable forestry
2016-18		KPL / TFCG	260,500	
2016	AWF / TFS	Govt. of Tz	40,000	
2017-18	IUCN ESARO	MEET	61,360	Direct & parallel funding for water learning & policy influencing
2017	IUCN Moz & GFCCP	WB thru' Govt. of Moz.	264,500	Direct funding for FLR ROAM assessments in 10 districts
2017	IUCN Moz / BBP	ENAM	30,000	In-kind support
2017	AWF Tanzania	BMZ/GNF	460,000	Direct funding for VCD in Kilombero
2017	IUCN BBP	AFD	352,000	Parallel funding for capacity building for civil society on business engagement
2017	AWF with ABCG	USAID	71,000	Direct funding for SO2
2017	AWF with Reforest Africa	United Bank of Carbon	15,300	
			13,534,527	

Note: Non-EUR figures converted to EUR at prevailing rate of Jan 2019

Source: IUCN Global Water Programme

There has clearly been a sustained and successful effort to secure co-financing, resulting in some €2.8 M of direct co-funding (shaded in green), with a further €10.7 M in parallel, thematic or in-kind support. This is impressive, though falls well short of the €20 M that had been hoped for at the outset. Senior IUCN staff report being “baffled” at the difficulty in raising co-funding and feel that it has not been easy to ‘sell’ the SUSTAIN vision due to conceptual complexity and the lack of a simple definition of Inclusive Green Growth.

Four successful applications by SUSTAIN partners for complementary Dutch government support are separately recorded as they cannot technically be classified as ‘co-funding’:

- €10.3 M to SNV for climate smart food systems, giving an opportunity to work with farmer organisations, including in the Sumbawanga cluster (partly as a result of its operational presence in the west of the country and SUSTAIN-funded work in the agricultural sector);
- €4.4 M to IUCN NL and IUCN’s Business and Biodiversity Programme for joint implementation of ‘Sustainable Resources, Joint Solutions’;
- €4.26 M to IUCN Mozambique and ADVZ for mainstreaming the SUSTAIN approach in ADVZ initiatives and for activities in the Zambezi and Beira Corridors; and
- €15,000 to AWF (with Eco-Agriculture Partners and PBL) towards Strategic Objective 2.

Securing co-funding is a time-consuming process that requires significant human resources. Identifying funding opportunities and preparing concept notes and proposals has been an ongoing distraction for SUSTAIN staff at all levels, and in all organisations. As far as possible, this work ideally needs to be taken out of the hands of operational personnel and field staff, in order for them to focus on the core work of SUSTAIN itself. Co-funding requirements could potentially be reduced in a follow-on phase, and the lion’s share of the required workload shifted to specialist staff rather than programme employees.

What investments have been made to improve the landscape and support sustainable resource management? What would make these investments attractive to private investors?

Private sector investments in more sustainable resource management have been incentivized by ensuring mutual benefit between commercial entities and community members. Rather than relying on CSR donations from the corporate sector, SUSTAIN has promoted relationships in which both community-level producers and centralised processors benefit from higher yields, better quality and more predictable relationships. Several such partnerships have been developed in Tanzania, though require more development in Mozambique, where the targeted supply chains are largely informal and NTFP markets are currently limited by a partner’s own purchasing capacity.

In Tanzania, close working partnerships have been developed with several notable investors - including Kilombero Sugar, KPL and Kokoa Kamili in the Kilombero Valley, and RK Industries in Katavi Region. Each has invested materially and in-kind to support out-growers or contract farmers in relationships that SUSTAIN has facilitated. It is encouraging that these investments have gone beyond donations to fulfil corporate social responsibility obligations (typically clinics and schools) and involve genuine engagement with mutual dependency. These investments have been attractive to the commercial partners for various reasons, such as increasing supply chain reliability, increasing input quality and quantity, and improving local relations (including reducing political tensions).

SUSTAIN partners in Tanzania have also secured the collaboration of TFS and the Tanzania National Parks Authority in both operating clusters for the development of wildlife corridors, protected area management plans and for technical input for the creation of Village Land Forest Reserves under VLUP processes.

In Mozambique there are few signs of linkage to external markets and value chains for the agricultural component of the programme, largely due to a lack of significant private sector actors, and this is hampering the likely sustainability limitations of SUSTAIN interventions. As an example, if producer clubs are to remain active beyond the lifetime of the programme, then external market incentives will need to be in place for them to continue applying the conservation agriculture techniques that they have been taught by ADPP. This also applies to the beekeeping component. An example of an investment facilitated by or linked to ADPP's community activities has been the construction of livestock satellite purchasing points, that enable slaughterhouses to procure livestock more directly from farmers, and where information can be exchanged on assuring optimum quality of the meat. Where external value chains *are* being exploited, such as for the sale of baobab, there is a need to extend these beyond BPM, as this is a branch of Micaia itself. If Micaia phases out of the region, then the market for baobab is also likely to collapse. The sustainability of the interventions in Mozambique is therefore inextricably linked to the need to link local producers with reliable, external market opportunities.

With regards to the private sector, the programme has been able to engage some key actors in the corridor that could lead to mutually beneficial partnerships and potential investments in the future. Most notably this is the partnership with HCB that will lead to an investment for a biodiversity study around the Cahora Bassa basin. Furthermore, Olam has an out-grower scheme for sustainable cotton and has shown interest in partnering with SUSTAIN. Both these partnerships are at initial stages of formalisation, so no concrete results or investments can be noted yet. The mining sector was also identified as a key actor for the programme in late 2018, and tentative connections have been made which might result in concrete steps towards partnership or investments.

3 Conclusions and Recommendations

The evaluation conclusions and (numbered) recommendations are ordered according to the standard evaluation criteria, and cover programme design and management as well as promising practices and lessons learned. The recommendations are deliberately tailored towards a potential second phase.

3.1 On relevance

It has been challenging for SUSTAIN partners to align with a DGIS vision of Inclusive Green Growth, given that DGIS results frameworks are structured on a sector-wise basis and there is still a lack of clarity over exactly how IGG as a concept brings together different thematic sectors.

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.**

Only one SUSTAIN indicator is currently shared with DGIS frameworks, risking misalignment with Dutch funding priorities. On the other hand, the existing results frameworks inadequately articulate IGG and how to measure it.

2. **Jointly with DGIS, discuss how to better measure progress towards IGG, as distinct from sectoral targets.**

The development status of the three operational 'clusters' within the two corridors does not always sit comfortably with the programme's aspiration to support IGG in growth sectors.

3. **Conduct fresh contextual analysis (including systemic market analysis) to identify key economic growth sectors within each area of operation, to guide IGG entry points.**

Some activities have insufficient linkage to economic growth to exemplify new ways of working in line with IGG principles and the landscape approach. There have been mixed experiences working with the poorest, especially when proactively selected for vulnerability, as they lack means to invest and take risk in new value chains or modes of production.

4. **Select strategic economic partnerships in each area that have the potential to deliver scaleable impacts on social inclusivity and green investment:**
 - 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.

Some activities are a form of service delivery or rural development, and are not sufficiently innovative to challenge prevailing policy and practice by reflecting the new development vision that IGG and the landscape approach are intended to represent.

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.**

Uncertainty over the future of the corridor-based development model and over-reliance on corridor agencies for influencing justifies parallel efforts to enhance relations with central government ministries and the national private sector.

- 6. Increase engagement with relevant government ministries and agencies, in partnership with others, using programme evidence to demonstrate relevance and contribution.**

The contribution of IUCN NL has been more clearly defined since 2017, but its dual role as a sub-contracted implementor and member of the programme governance structure remains unclear and potentially conflicting.

- 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.**

3.2 On effectiveness

Despite being conceptually strong and potentially straightforward in terms of core principles, SUSTAIN has become jargon-heavy, with concepts that are not easy to articulate succinctly.

- 8. Use simpler language in SUSTAIN documentation and reporting, and demystify the underlying theories, to enhance understanding and make the programme more accessible.**

Revisions to the Theory of Change and production of subsidiary ToCs have added to the complexity of the intervention strategy and led to inconsistent alignment with SUSTAIN's long-term goals.

- 9. Develop a single revised programmatic Theory of Change that all partners feel reflects their local needs and to which they can contribute¹⁴.**

Rationalisation of the M&E approach was much-needed, but retaining 53 indicators still makes data collection and monitoring onerous and only indirectly provides evidence of IGG.

- 10. Develop a much-reduced set of indicators based on 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 to help review the programme and adjust where necessary.**

Gender, equity and inclusion are so far interpreted largely through a female headcount in community-based activities.

- 11. Develop a strategy for equity and inclusion that reflects the joint decision-making and benefit-sharing outcomes of the programme's Theory of Change.**

Documenting and sharing learning across clusters and to higher levels remains weak, in part because influencing needs at corridor and national level are often different from those at cluster level, making lessons only indirectly relevant.

¹⁴ The development of a suitable ToC may usefully draw upon ideas from the social research literature to bring new perspectives and clarity in the development context. One model is known as 'COM-B', in which behaviour (B) occurs as the result of interaction between three necessary conditions, capabilities (C), opportunities (O) and motivation (M). This is explained further in Annex 6.

- 12. Document and share lessons more systematically 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.**

3.3 On efficiency

The costs and risks of SUSTAIN's scattered, diverse and administratively complex framework are not always offset by economies of scale, leveraged influencing or cross-country outcomes. While acknowledging the shortcoming of some current operational areas, changing to new locations would be disruptive and counter-productive, given the embedded relationships and remaining time available.

- 13. Continue to work in the same two corridors and three landscapes, but narrow to smaller geographic areas and adopt more appropriate naming:**
 - 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/Mágoè/Marara Landscape'.

There are numerous conceptual levels and administrative tiers with the programme, several of which add little apparent value.

- 14. 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.**

Budgetary allocations to IUCN at regional and headquarters level seem disproportionately high, notwithstanding the redirection of a significant share of 'headquarters' funds to country offices and the role played by IUCN in fund management.

- 15. Review budgetary allocations in favour of country-level spending by both IUCN and partners.**

3.4 On impact

Bringing about systemic changes in business strategies and government policies requires strong national relationships, which are so far not well evidenced in Mozambique for various reasons. The impact pathway for influencing national policy and business practice in line with IGG principles is currently not well served by the nature of the work on the ground, some of which is of limited relevance in informing this agenda.

- 16. 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.**
- 17. Deliver, collect and share credible local results, to build the necessary reputation and credibility for influencing IGG approaches nationally.**

IPs lack sufficient staff with understanding and experience from the private sector, which constrains the development of functional relationships with commercial interests for embedding IGG principles.

- 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.**

3.5 On sustainability

While SUSTAIN has promoted various relationships in which community-level producers and centralised processors both gain benefit from higher yields, better quality and more predictable relationships, some targeted supply chains are informal and some NTFP markets are currently limited by a partner's own purchasing capacity.

- 19. Link producers to functioning value chains with credible markets, rather than creating parallel markets or informal value chains that may not be sustainable.**

Sustainability is undermined by a tendency to see cluster-level activities as rural development projects in which local people are cost-sharing, and to therefore provide donations of material assets that engender dependency and disempowerment.

- 20. Adopting suitable elements of M4P approaches, re-orient community support towards capacity-building, facilitation and addressing value chain blockages, by visualising local people as actors in economic growth sectors rather than project beneficiaries.**

Where new institutions have been formed by SUSTAIN there is inevitably a reduced probability that these groups will endure or that imparted skills and knowledge will continue to be applied.

- 21. Work with *existing* landscape institutions wherever possible, building skills, capacity and market linkages.**

Programme experiences provide a good basis for learning and exchange between countries and between implementing partners, a process that has so far been insufficient outside the Global Partner Meetings.

- 22. Budget for IPs to exchange, cross-visit and share practical experiences for both inter-country and cross-partner learning.**

SUSTAIN partners have secured around EUR 2.8 M in direct co-funding for programme activities, but this has been challenging and time consuming, in part due to an unclear vision of the programme's unique value.

- 23. Remove obligation for implementing partners to raise SUSTAIN-specific co-funding, to allow them to focus on SUSTAIN programme obligations.**

DGIS funding for SUSTAIN will last for no more than a further five years, so unless new funding is found, then any new initiatives should either be phasing out, handing over or fully embedded within that period.

- 24. Design an exit strategy that describes approaches to ensure ownership and continuation of activities after Dutch support ends.**

Annex 1 Evaluation itinerary

1. Netherlands

Date	Time	Activity	Venue
Wed 05 Dec	09:00-11:15	M.Owen fly Bristol-Amsterdam	KLM
	13:30-15:00	Meet DGIS	Rijnstraat, The Hague
	15:00-16:30	Train The Hague-Amsterdam	
	16:30-17:30	Meet IUCN NL Committee	Plantage Middenlaan, Amsterdam
	18:15-19:00	Train Amsterdam-Utrecht	
	19:00-21:00	Meet MDF	Utrecht
			M.Owen overnight Amsterdam

2. Tanzania

Date	Time	Activity	Venue
Thu 06 Dec	12:35-13:45	A. Ole Morindat fly Kilimanjaro-Dar	Precision Air
	10:15-22:45	M.Owen fly Amsterdam-Dar	KLM
		Overnight Dar es Salaam	
Fri 07 Dec	09:30-10:45	Meet SAGCOT	Bain Singh Avenue, Masaki
	14:00-15:15	Meet CEO RoundTable of Tanzania	Infotech Place, Mwai Kibaki Rd
	15:45-17:00	Meet SNV	Chole Rd, Masaki
	17:30-18:30	Meet AgDevCo	Dar Yacht Club
		Overnight Dar es Salaam	
Sun 09 Dec	13:55-15:05	Fly Dar-Mbeya	FastJet
	15:30-20:45	Drive Mbeya-Sumbawanga	
		Overnight Sumbawanga	
Mon 10 Dec	07:45-12:00	Drive Sumbawanga-Sitarike (Mpanda)	
	12:00-12:30	Visit Katuma River gauging station	Sitarike, Mpanda District
	12:30-13:00	Drive Sitarike-Mpanda	
	13:00-14:00	Lunch & discussions	Mpanda
	14:00-15:15	Meet Lake Rukwa Basin Office & 3 Water User Assocs	Mpanda
	15:30-16:30	Visit dam demarcation activity	Ilala Dam, Mpanda
	18:30-20:00	Discussions with SNV staff	Mpanda
		Overnight Mpanda	
Tue 11 Dec	09:00-09:30	Courtesy call on District Exec. Director	Mpanda District Office
	09:30-10:30	Meet Mpanda District Council staff	Mpanda District Office
	10:30-11:30	Drive Mpanda-Mnyagala	Mpanda District
	11:30-13:00	Meet village govt & various group members	Mnyagala Ward office
	13:00-14:00	Visit protected river & irrigation intake	Katuma River, Mnyagala
	14:00-15:00	Drive Mnyagala-Mpanda	
	15:00-17:00	Meet agri-processor & MISHAMO AMCOS officials	Nondo Investors Co., Mpanda

Date	Time	Activity	Venue
		Overnight Mpanda	
Wed 12 Dec	08:00-11:30	Drive Mpanda-Kipande, Nkasi District	
	11:30-12:15	Visit greenhouse demo facility	Agric. Resource Centre, Kipande, Nkasi District
	12:15-12:45	Drive Kipande-Ntendo, Sumbawanga	
	12:45-13:30	Visit domestic biogas plant	Ntendo, Sumbawanga District
	13:30-14:00	Drive Ntendo-Sumbawanga	
	15:00-17:00	Meet SNV local partners (Regional Secretariat, SIDO, MVIWATA, KAESO, RUSUDEO, RODI)	SNV office, Sumbawanga
	17:30-23:30	Drive Sumbawanga-Mbeya	
		Overnight Mbeya	
Thu 13 Dec	09:30-11:00	Meet Lake Rukwa Water Basin Office	Mbeya
	11:00-18:30	Drive Mbeya-Iringa	
	19:00-20:00	Introductory meeting with AWF	Iringa
		Overnight Iringa	
Fri 14 Dec	08:30-10:00	Meet Rufiji Water Basin Office	Iringa
	10:30-11:30	Meet TAGRODE	Iringa
	11:45-12:30	Meet TFCG	Iringa
	13:30-15:00	Drive Iringa-Mahenge, Kilolo District	
	15:00-17:30	Visit TAGRODE project activities	Mahenge, Kilolo District
	17:30-19:00	Drive Mahenge-Mikumi	
		Overnight Mikumu	
Thu 15 Feb	08:15-08:45	Drive Mikumi-Kilombero Sugar	
	08:45-09:00	Meet AWF & IUCN staff	Kilombero
	09:00-10:15	Meet Kilombero Sugar Co.	Kilombero
	10:15-11:00	Drive Kilombero-Mkula	
	11:00-12:00	Meet Bahati Cane Growers Group	Mkula village, Kilombero District
	12:00-12:15	Drive Mkula-Twiga Lodge	
	14:00-15:30	Visit beehive fence & honey facility with STEP & Njokomoni beekeepers	Mang'ula, Kilombero District
	15:30-16:00	Drive Mang'ula-Magombera Forest	
	16:00-17:00	Meet Reforest Africa; visit elephant corridor	Magombera Forest, Kilombero
	17:00-18:00	Drive Magombera-Ifakara	
	Overnight Ifakara		
Sun 16 Dec	09:00-10:00	Drive Ifakara-Namwayi Forest	
	10:00-10:45	Visit degraded village forest	Namwayi, Mofu Ward
	10:45-11:00	Drive Namwayi-Mofu	
	11:00-11:30	Visit school tree planting	Nganyangila Pri School, Mofu
	11:30-12:00	Drive Mofu-Kilombero Nature Reserve	
	12:00-12:45	Meet Kilombero Nature Reserve staff	Namawala Ranger Post
	12:45-13:00	Drive Nature Reserve-Rwipa River	
	13:00-13:15	Visit river gauging station	Rwipa River bridge
	13:15-13:30	Drive Rwipa River-Mbingu	

Date	Time	Activity	Venue
	p.m.	Discussions on findings	
		Overnight Mbingu Sisters	
Mon 17 Dec	08:30-09:15	Visit Kokoa Kamili cocoa processor	Mbingu
	09:15-10:00	Drive Mbingu-Mngeta	
	10:00-11:30	Visit Kilombero Plantations Ltd	Mngeta
	12:00-12:45	Meet Village Game Scouts	Mngeta
	13:00-13:45	Meet Water Users Association	Mchombe
		Visit Mngeta River for quality sampling	
	14:15-15:00	Visit KIWAKOLU cocoa farmers' group	Lukolongo village
	15:00-17:30	Drive Mngeta-Ifakara (lunch en route)	
		Overnight Ifakara	
Tue 18 Dec	09:00-10:30	Meet Kilombero District Council	District Council Offices, Ifakara
	12:00-13:30	Debrief with AWF	AWF office, Ifakara
	15:15-16:15	Fly Ifakara-Dar	Auric Air
	18:45-20:00	Meet SUSTAIN Prog. Coordinator	Protea Oyster Bay Hotel, Dar
		Overnight Dar es Salaam	
Wed 19 Dec	09:00-11:00	Preparation of slides	
	12:30-14:45	Debrief with IUCN	IUCN office, Dar
	18:00-19:20	A.Ole Morindat fly Dar-Kilimanjaro	Precision Air
	23:55-08:30+1	M.Owen fly Dar-Bristol	KLM

3. Mozambique

Date	Time	Activity	Venue
Fri 07 Dec	14.00	Interview with Micaia (J. Monteiro)	Micaia office in Chimoio
Sun 09 Dec	13:40-07:55+1	H. van Dijkhorst fly Amsterdam-Maputo	TAP
Mon 10 Dec	10:00-11:30	Interview Dutch Embassy	Dutch Embassy Maputo
	15:00-17:00	Interview ADPP	ADPP office Maputo
Tue 11 Dec	08:30-11:00	Interview IUCN Mozambique	IUCN office Mozambique
	12:00-16:00	J. Monteiro drive Chimoio-Tete	Chimoio-Tete
	13:45-15:55	H. van Dijkhorst fly Maputo-Tete	Ethiopian Airlines
Wed 12 Dec	8:00-9:00	Interview Micaia	Tete
	9:00-10:00	Interview Dept. Agric. Development & Livestock Management	Tete
	10:30-12:00	Interview ARA-Zambeze	Tete
	14:00-16:00	Travel to Songo	Tete-Songo
	16:00-17:00	Visit Cahora Bassa Dam	Songo
	17:00-18:00	Drive Songo-Chitima	Chitima
Thu 13 Dec	7:00-8:00	Meet project staff ADPP	ADPP office Chitima
	8:00-10:00	Drive to Mágoè District	Mágoè
	10:00-11:00	Interview Mágoè District Administrator	Mágoè
	11:00-12:00	Travel to Mukumbura	Mágoè-Mukumbura
	12:00-14:00	FGDs with Farmer Clubs Zambezia 1 & 2	Mukumbura
	14:00-16:00	Drive to Mutendezi	Mukumbura-Mutendezi

Date	Time	Activity	Venue
	16:00-18:00	FGD Mutendezi fishermen group	Mutendezi
	18:00-20:00	Travel back to Chitima	Mutendezi-Chitima
Fri 14 Dec	06:30-8:00	Drive Chitima-Mágoè National Park	Chitima-Mágoè
	08:00-9:00	Interview Director Mágoè National Park	Mágoè
	09:00-11:00	Drive Mágoè-Songo	Mágoè-Songo
	11:00-12:00	Interview Hydroelectric Cahora Bassa	HCB office, Songo
	12:00-14:00	Drive back to Chitima	Songo-Chitima
	14:00-18:00	Various visits to NTFP production sites, farmer and livestock clubs	Chitima
Sat 15 Dec	07:30-11.00	Visit various activities on NTFPs, livestock infrastructure	Cahora Bassa District
	11:00-13:00	Travel to Marara	Marara
	13:00-14:00	Meet para-veterinaries, Marara	Marara
	14:00-15:00	Drive Marara-Tete	Tete
	16:00-20:00	J. Monteiro drive Tete-Chimoio	Tete-Chimoio
	19:00-20.30	Interview José Chiburre, ADPP	Tete
Sun 16 Dec	09:25-11:10	Fly Tete-Maputo	LAM
	15:05-06:25+1	Fly Maputo-Nairobi-Amsterdam	Kenya Airways

Annex 2 People consulted

1. Europe

DGIS	Marlies Den Boer, Policy Officer, IGG Fred Smiet, Senior Policy Officer, Water Management Janny Poley, former Senior Policy Advisor (via Skype)
IUCN Gland	James Dalton, Director, Global Water Programme Chris Buss, Deputy Director, Global Forest and Climate Change Programme Gerard Bos, Director, Global Business and Biodiversity Programme Stewart Maginnis, Direct, Nature-Based Solutions Group Maria Lindelien, Project Assistant, Global Water Programme
IUCN NL	Romie Goedicke, Programme Manager for SUSTAIN (via Skype) Mark van der Wal, Senior Expert, Extractives (via Skype) Jan Willem den Besten, Senior Expert, Green Finance Fanny Verkuijlen, Expert, Green Economy
AWF Gland/Nairobi	Andrea Athanas, Program Design Director – Europe (via Skype) Kathleen Fitzgerald, Director of Land Conservation (via Skype)

2. Tanzania

Dar es Salaam

IUCN Tanzania	Michael Nkonu, SUSTAIN Tanzania Coordinator Doyi Mazenzele, Project Officer, Integrated Planning
SNV Tanzania	Sue Ellis, Country Director
SAGCOT Centre Ltd	John Nakei, Environment Safeguard Specialist
CEO Roundtable	Santina Benson, Executive Director

Rukwa/Katavi Regions (Sumbawanga Cluster)

SNV Tanzania	Kasukura Nyamaka, Project Manager - SUSTAIN Richard Kombo, M&E Officer Salim Limo, IWRM Advisor Deogratias Chubwa, Project Manager - IB Sunflower Prisca Urio, Gender & Youth Adviser - IB Sunflower Domisian Mabula, Market Linkages - IB Sunflower
Mpanda District Council, Katavi Region	Selemani Mtenjera, District Executive Director Meshack Magalla, District Agricultural Officer Epiphan Kasililwa, Agricultural Officer Yusufu Mukhandy, Irrigation Officer Musa Yohana, District Lands Officer Raymond Kakekenga, Community Development Officer John Mrisho, Ward Executive Officer, Mnyagala ward Kuyenga Kuyenga, Village Exec. Officer, Mnyagala village
Nondo Investors Co Ltd, Mpanda	Raymond Kamtoni, Managing Director Fikiri Kaniki, Manager Janeth Raymond, Accountant
MISHAMO AMCOS:	Nsanzugwino Baragomwa, Chair

	Edson Jacob, Member Timotheo Ngalunde, Member
Nkasi District Council, Rukwa Region	Joseph Mbunda, Ward Extension Officer, Kipande Ward
Rukwa Regional Secretariat	Sebastian Kiyoyo, Ag. Head, Economic & Prodn Sector Schola Mbalila Economic & Production Sector
Small Industries Dev. Orgn., Rukwa	Bernard Masangula
SNV partners, Rukwa	Leonard Kashaila, MVIWATA Joel Amon, KAESO Dickson Mhilige, KAESO Japhet Tendawaya, RUSUDEO Faustina Vallery, RODI
Lake Rukwa Water Basin Office, Mbeya	Grace Chitanda, Basin Water Officer Thadeus Ndesaiyo, Community Dev. Officer Watson Mkanjirwa, Community Dev. Officer Nasra Nassoro, Hydrologist Samuel Chambeka, Procurement Officer
Mpanda Water Users Association	Mikidadi Malubalo Julius Bujilima, Treasurer Hamisi Shilinde, Secretary Justina Mgamba, Member
Msaginya Water Users Association	William Sibula, Chair Ema Morisio, Treasurer Charles William, Secretary
Katuma Water Users Association	Jackson Malaki, Chair Felista Madeleke, Treasurer Paul Msona, Secretary Elizabeth Benedictor, Member Samueli Mahonya, Member
Mnyagala village, Mpanda District	Hamis Kengese Sub-village chairman Cretusy Kapufi, Chair, VNRC Emanuely Mbilikiti, Secretary, VNRC Kalista Mwanauta, Member, VNRC Malale Kausimbe, Member, VNRC Christina Lugenzi, Treasurer, irrigated rice group Paulo Mbogom, Member, irrigated rice group Kashinje Masala Chair, VLUM Isa Ambulaa, Member, VLUM Stephano Kusekwa, Member, VLUM

Iringa/Morogoro Regions (Ihemi-Kilombero Cluster)

African Wildlife Foundation	Pastor Magingi, Project Manager - SUSTAIN Damas Mbagu, Hydrologist Alexander Mpwaga, Agribusiness Officer Fadhili Njilima, Community Development Officer
Rufiji Water Basin Office, Iringa	Idrisa Msuya, Basin Water Officer David Muginya, Community Development Officer David Munkya, Hydrologist

	Charles Mengo, Environmental Engineer
TAGRODE, Iringa	Zubery Mwachulla, Executive Director Dickson Mwalubandu, Field Coordinator Martha Sang, Gender Officer Godfrey Kasaizi, Accountant
Tanzania Forest Consvtn. Group, Iringa	Simon Mosha, PES Project Manager
Kilolo District Council, Iringa Region	Wilson Magembe, Village Executive Officer, Mahenge Juma Mahege, Agricultural Extension Officer, Mahenge
Kilombero Sugar Company	Job Zahoro, Growers Development Manager Willa Haonga, Stakeholders Engagement Manager
Southern Tanzania Elephant Project	Kim Lim, Human-Elephant Co-Existence Officer Joseph Kidivale, Elephant Officer Nasibu Kaluse, Elephant Officer Maalidi Kawula, Volunteer
Reforest Africa, Mang'ula	Herman Michael, Project Manager
Tanzania Forest Services Agency	George Mhando, Asst. Forest Ranger, Kilombero Nat. Res.
Kokoa Kamili, Mbingu	Elisante Mntambwe, Field Officer
Kilombero Plantations Ltd, Mngeta	Fredrick Jailos, Environment Officer
Kilombero District Council	Joseph Mugana, District Natural Resources Officer Dismas Amri, District Agricultural Officer Remiji Lipiki, Town Planner Omari Saidi, Agricultural Extension Officer, Mkula Ward Morestus Mkumbagile, Village Chairman, Mngeta Onusmo Bugumba, Village Executive Officer, Mchombe Renfred Magungu, Councillor, Mofu Ward Pasco Midoe, Headteacher, Nganyangila Primary School
Waminiana Women's Group, Mahenge, Kilolo	Uma Mbinda, Chair Maisha Nchindi, Member Aneda Malangisa, Member Rebecca Dori, Member Janet Lihoha, Member Skitu Kitime, Member Rebecca Tuli, Member Skitu Dori, Member Zakia Mtandi, Member Amina Thomas, Member Idi Kayanda, Member Farida Malangisi, Member
Jikomboe Horticulture Group, Mahenge, Kilolo	Huruma Muhina, Secretary Cheusi Mtandi, Member Lucy Joseph, Member Magdalena Muhanga, Member Pius Chang'a, Member Zuhura Lihoha, Member Rebecca Tuli, Member
Bahati Cane Growers Group, Mkula, Kilombero	Emmanuel Rebero, Member

	<p>Aporanai Mfugare, Member Hamis Charamica, Member Aprotas Mkugare, Member Ezekiel Chawara, Member Omary Mbanda, Member Alfreda Ndegemwema, Member Mery John, Member Emily Mwasomola, Member Roida Mangula, Member Mrashi Dongwe, Member Esta Matuli, Member Zainab Ngosi, Member Lucy Howa. Member Benita Msafiri, Member Saida Mkupete, Member</p>
Njokomoni Beekeeping Gp, Mang’ula, Kilombero	<p>Keleleka Njovu, Chair Victor Muhede, Member</p>
Mngeta Village Nat. Resource Committee, Kilombero	<p>Fedrick Mwalwebo, Chair Aporinary Kadilo, Asst. Chair James Undole, Secretary Idfonsi Nkihamba, Treasurer Pasensi Kwibindu, Village Game Scout Devedi Afwilile, Village Game Scout Pokea Mhile, Village Game Scout Alex Uhati, Village Game Scout Richard Mbita, Village Game Scout</p>
Lower Mngeta Water Users Association, Kilombero	<p>Tarajia Kahemela, Secretary Salumina Machowa, Member Nikolaus Msaka, Member Sikudhani Makwambula, Member Castor Ngakuka, Member</p>
Lukolongo Cocoa Farmers Gp. (KIWAKOLU), Kilombero	<p>Kosmasy Kinye Edward Ngologo Steven Mpakati Hulbelt Hasei Samweli Mpaha Plasus Mwampinzi</p>

3. Mozambique

Maputo

IUCN Mozambique Susana Gomes, Programme Coordinator, SUSTAIN Mozambique
Isabel Ramos, Former Programme Coordinator, SUSTAIN Mozambique (via Skype)

ADPP Annette Castella, Executive Director
Sergio Muchanga, Grants Administrator, SUSTAIN
NPT Madureira, member of Partnership Team

Netherlands Embassy Ernesto Sechene, Head of Food Security Cluster
Antje van Driel, Senior Policy Advisor Water

Tjalling 't Hart, Intern, Water Department

Tete

ADPP

José Chiburre, Project Manager - SUSTAIN Tete

ADVZ

Dr. Mendiate, Director of ADVZ

ARA-Zambezi

Custodio Vicente, Director General

Micaia Foundation

Milagre Nuvunga, Executive Director
Andrew Kingman, Managing Director Eco-Micaia

DPASA

Claudio Gule, Chief of Livestock Production

Zambezi Corridor (Cahora Bassa/Mágoè, and Marara landscapes)

ADPP Chitima

Terence, Technical Assistant

Mágoè Municipal Office

Helena Zacarias, Municipal Administrator

Zambezi 1 Farmers Club

18 members (incl 5 men)

Zambezi 2 Farmers Club

25 members (incl 3 men)

Caié Fisheries Club

Antonio Vasco, member
Basilio Mchona, member
Armando Agostinho, member
Ejidio Fernando, member
Mike Mirione, member
Misheck Chale, member
Manuel Maurício, member

Mágoè National Park

Luís Nhamanhe, Director

Hidroelétrica de Cahora Bassa

Rosaque Guale, Director, Hydrological Resources & Env't Dept
Edite Nhantumbo, Technical Assistant

Baobab Products Mozambique

Administration team at Chitima storage facility

Baobab collectors, Thaka

20 collectors (incl 5 men)

Livestock Club, Marara

Sr Ramiro, Para-Veterinary

Annex 3 Bibliography

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Mayne, J., 2016. *Working Paper: The COM-B Theory of Change Model*. [Online]
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Michie, S., van Stralen, M. & West, R., 2011. The behaviour change wheel: A new method for characterising and designing behaviour change interventions. *Implementation Science* 6(42), p. 11.

In addition, the following programme documents were reviewed:

1. SUSTAIN proposal (2013), Mid-term Evaluation and management response (2017)
2. Theory of Change, Theory of Action and 2017/18 updates
3. M&E Framework (2014), baseline reports and M&E reports
4. Annual Workplans and Annual Reports
5. Annual budgets and annual expenditure reports (excluding 2018)
6. Learning from SUSTAIN: Questions to frame programmatic learning (2016)
7. Global Partner Meeting reports (Kilombero 2016; Mpanda 2017; Tete 2018)
8. Material from IUCN's website, including "Stories from the field"
9. DGIS's climate, water, food security and private sector development results frameworks
10. Strategic plans for the targeted Growth Corridor agencies.

Annex 4 Evaluation matrix

Criteria	Question	Approach	Data sources	Methods
Programme Design and Management	In what way did the logic between the project objectives and activities evolve? Is the logic between the objectives and activities clear?	Deconstruct the original and revised logic of intervention with DGIS and IUCN senior staff, to establish the envisaged connections and causal effects between early outcomes, intermediate outcomes and IGG (as it relates to water security, food security and climate resilience). Apply expert judgement on the clarity of linkages between intervention, capacity change and behaviour change. While not attempting to re-construct and alternative ToC for a potential Phase 2, comment on possible adjustments that may be appropriate.	Programme proposal; programme monitoring documents; mid-term evaluation DGIS staff (NL); IUCN staff (CH, TZ & MOZ)	Desk review Key informant interviews
	In what way was the programme implemented (institutional setting, efforts made, portfolio of activities)?	Assemble programme documentation and become fully appraised of the portfolio of interventions in terms of country, corridor, cluster and IP. Describe the roles and division of responsibilities between IUCN and IPs in design, implementation and reporting. Clarify key SUSTAIN concepts such as landscape approach, nature-based solutions, clusters and corridors, as understood by DGIS and programme partners.	DGIS, IUCN and IP staff Programme proposal; programme monitoring documents; Mid-term evaluation	Desk review Key informant interviews.
Relevance	Was the project in line with the strategies for economic development and growth for the growth corridors in Tanzania and Mozambique and the priorities of national ministries and agencies? If not or only partially, why? What did the project add to the existing strategies in these corridors?	Interrogate strategy and planning visions for the respective growth corridors, and degree to which SUSTAIN is coherent with these. Explore connections between SUSTAIN and the SAGCOT vision of “transformed, commercially viable agriculture sector in Tanzania that enhances food security, improves livelihoods and ensures environmental sustainability. Conduct similar	SAGCOT Blueprint and Greenprint frameworks ADVZ strategic plans	Desk review of on-line strategies. Interviews with SAGCOT and ADVZ personnel.

Criteria	Question	Approach	Data sources	Methods
		enquiry into coherence between SUSTAIN and the Zambezi Valley Development Agency's goals and plans, to determine the relevance of SUSTAIN for their priorities.		
	Was the project in line with the objectives of DGIS with regard to water, food security and climate, and of the IUCN global programme? How does the project contribute to these frameworks?	<p>Analyse plausible links between the project and the DGIS desired IGG outcomes (acknowledging the fact the IGG result frameworks were only developed after SUSTAIN began):</p> <ul style="list-style-type: none"> • Increased access to renewable energy • Decreased deforestation, enhanced sinks and increased climate resilience of ecosystems and livelihoods. • Climate resilient water management & WASH / Increased resilience, water security and safety • Water used sustainably and equitably, ensuring the needs of all sectors and the environment. • Water efficiency in agriculture increased. • People use safe drinking water and adequate sanitary facilities. • People's nutrition(al situation) improved • Performance of family farming systems increased • Ecological sustainability of land use strengthened <p>Identify areas where a further phase of SUSTAIN might need to be adapted for closer coherence with DGIS's understanding of IGG.</p>	DGIS Results Frameworks for climate, water and FNS; project proposal; project monitoring documents; IUCN Business Engagement Strategy; IUCN Business & Biodiversity publications IUCN and MFA staff involved in programme design and direction	Desk review Key informant interviews
	Was the project relevant for stakeholders, local communities and private companies in the focus landscapes of the two growth corridors at the cluster/district and corridor levels? Did the programme meet the needs of these stakeholders and were they actively involved in	Consult IPs, local communities, district/regional government and cluster-level private sector on the programme, as they understand it. Similarly consult local people, national ministries, Growth Corridor agencies, private sector consortia, basin authorities and other higher level institutions to establish	District governments; growth corridor agencies; private sector partners; local people	Key informant interviews; focus group discussions

Criteria	Question	Approach	Data sources	Methods
	<p>the design and implementation of the interventions? What was the relevance of the actions in the cluster on value chains of importance to these clusters?</p> <p>What was the relevance of the experience in the clusters for the national ministries and agencies, steering committees, basin and corridor authorities?</p>	<p>relevance to their needs. Use these consultations to establish:</p> <ul style="list-style-type: none"> Was it designed with their participation? How familiar are they with its objectives and approaches? Is it relevant to their needs? If so, how? If not, why not? 		
Effectiveness	Did the project deliver against its agreed objectives? Were there any unexpected results?	<p>Review SUSTAIN's performance against 2013 proposal and annual workplans.</p> <p>Harvest signs of change at the early and intermediate outcome level, as per revised ToC.</p>	<p>Project proposal, baseline reports, annual reports, mid-term evaluation, revised ToC</p> <p>Beneficiaries, stakeholders, IUCN staff</p> <p>SUSTAIN stories of change</p>	<p>Desk Review</p> <p>Key informant interviews</p>
	Did the proposed intervention strategies of the Theory of Change contribute to the intended outcomes, programme objectives and long-term goals of the programme?	<p>Trace the downwards connections between reported outcomes and the SUSTAIN interventions, to determine causal links.</p> <p>Highlight other contributing factors to change (e.g. structural factors; policies and programmes of other actors)</p>	<p>Baseline reports, annual reports, mid-term evaluation</p> <p>Beneficiaries, stakeholders, IUCN staff</p>	<p>Desk Review</p> <p>Key informant interviews</p>
	Is the project leveraging investments in land, water and ecosystems? Are these investments used to create change on the ground or in the value chains in the two growth corridors?	<p>Identify examples of leveraged investments attributable to the programme. Establish if they are plausibly linked to SUSTAIN or coincidental. Explore the nature of such investments, their complementarity, scale, timeframe and likely impact, and potential for supporting positive change in the two growth corridors.</p>	<p>Baseline reports, annual reports, mid-term evaluation</p> <p>Beneficiaries, stakeholders, IUCN staff</p>	<p>Desk Review</p> <p>Key informant interviews</p>
	Are the principles of inclusive green growth understood, accepted and used by the different stakeholders on landscape, corridor and national levels?	<p>Explore what is understood by the concept of IGG, and whether (and how) staff of IUCN and IPs have translated it into practice</p> <p>Determine also the IUCN and DGIS understanding of 'nature-based solutions'. Compare with the</p>	<p>DGIS, IUCN & IP staff</p> <p>Project proposal and annual reports</p>	<p>Key informant interviews</p> <p>Desk review</p>

Criteria	Question	Approach	Data sources	Methods
	<p>How was the concept of nature-based solutions implemented in the programme and what concrete actions resulted? What were these solutions in the two corridors? Who invests in these solutions and what was their impact? What did this concept and the resulting actions contribute to the project outcomes in the two growth corridors?</p> <p>What was the role of the stakeholders in developing and implementing nature-based solutions? Did the programme contribute to changes in the stakeholders' activities towards more sustainable management of the landscape and its water resources? What was the role of the local governments in this process?</p>	<p>portfolio of interventions concretely implemented. Are there gaps in understanding and implementation?</p> <p>Identify examples of nature-based solutions at the landscape, corridor, and national level, and across different types of actors (e.g. local government, the private sector)</p> <p>Explore whether the nature-based solution concept has resulted in more positive approaches and outcomes than other approaches might have done.</p>		
	<p>To what extent were changes to the M&E approach and the Theory of Change arising from the Mid-Term Review useful in driving focus on results through project implementation?</p> <p>To what extent were the recommendations from the MTR and Management Response implemented? What was the effect of these implemented recommendations?</p>	<p>Explore whether mid-term changes in the M&E approach and ToC contributed to clearer and more effective implementation.</p> <p>Determine any changes post-MTR in terms of activities and approaches, by IUCN or IPs, that reflect agreed recommendations and the management response.</p>	<p>Baseline reports, annual reports, mid-term evaluation</p> <p>IUCN and IP staff</p>	<p>Document review</p> <p>Key informant interviews</p>
Efficiency	<p>To what extent were the results and benefits arising from activities in balance with the level of effort and resources spent? Are there less costly ways of achieving similar types and scale of results?</p>	<p>Collate headline data on:</p> <ul style="list-style-type: none"> • Project budget • Expenditure against budget, ideally per country, cluster and workstream, if available • Expenditure for project management and M&E • IUCN & IP overheads and evidence of added value • Non-DGIS contributions in cash and kind, and the degree to which they are complementary (same areas, with similar aims and 	<p>SUSTAIN annual work-plans and budgets, annual reports</p> <p>IUCN staff managing finances, cross-referenced with country-level visits</p>	<p>Direct enquiry via IUCN finance team</p>

Criteria	Question	Approach	Data sources	Methods
		<p>approaches); this overlaps in part with 'leveraged investments' (above).</p> <p>Compare costs with overall results by cluster, strategy and intervention.</p> <p>Identify instances where IUCN or IPs showed cost-conscious decision-making, considering alternatives.</p>		
	Do all the organisations involved in the implementation of the programme have the necessary (technical) knowledge and organisational capacity to implement the programme? Did IUCN select the right implementing partners in the two growth corridors? Was there a good cooperation between IUCN and the implementing partners?	<p>Reconstruct the process followed to choose IPs.</p> <p>Broadly establish IUCN and IP capacity and staff skillsets at landscape / corridor level, highlighting expertise and exposure to IGG approaches.</p> <p>Explore evidence of staff understanding of key concepts and competence in delivering effective programming.</p> <p>Analyse interactions between IUCN and IPs, to determine who is driving the programme, the nature of most common interactions, and ways in which the partnerships been fruitful and mutually beneficial.</p>	IUCN and IP staff	Key informant interviews
Impacts	<p>What were the project's main impact pathways and nodes of influence at regional, national, corridor and landscape level? Are these clear and credible? Were there any barriers to achieving project outcome and building impact pathways?</p> <p>What is the time horizon for such results? What intermediate outcomes has the project achieved?</p>	<p>Determine the intended mechanisms for transferring results at the cluster and landscape level to impact at the scale of corridors and countries.</p> <p>Explore whether the programme structure, mechanisms, partner capacities and staff skillsets are appropriately configured to expect these impact pathways to be effective.</p>	Staff of IUCN, IPs, corridor agencies, and private sector	Key informant interviews
	To what extent did the project contribute to early markers of systemic change in the project landscapes and at corridor and national levels? Which actors are beginning to change their behaviour and strategies, how and why?	Explore examples of systemic change taking place in policy or practice of government and the private sector that have resulted from SUSTAIN-Africa's work. Identify the success factors behind these.	Staff of IUCN, IPs, corridor agencies, and private sector	Key informant interviews

Criteria	Question	Approach	Data sources	Methods
	What key factors affected the achievement or non-achievement of the intended outcomes?	Identify any examples where this has not happened effectively, and explore why this has not been the case.		
Sustainability	To what extent can project results be expected to last beyond the life of the project, or of a potential second 5-year phase of the project? What is the ownership of partners, communities, local government entities, private businesses and other beneficiaries to manage and oversee interventions beyond the life of the project? In particular, how likely is it that actors/beneficiaries at the different intervention levels who gained skills and/or knowledge during the project will continue to use those skills and/or knowledge?	Collect views of stakeholders on their ownership of, and future plans for, the results identified under SUSTAIN's effectiveness criteria. Specifically explore plans for applying any knowledge or skills developed by SUSTAIN. Consider what might happen if some activities or partnerships were curtailed for Phase 2, whether this would be an acceptable course of action, and what implications it might have.	Staff, stakeholders, local communities, private companies	Key informant interviews
	Did the outputs and outcomes achieved provide an experience, evidence and knowledge base for scaling-up of good practices and policies in the two corridors?	Identify if any of SUSTAIN's interventions constitutes: <ul style="list-style-type: none"> • a successful pilot / demonstration • has funds available for scaling up • has an 'owner' with the will and technical capacity to take it forward. 	Staff stakeholders, local communities, and private companies	Key informant interviews
	What co-funding has been mobilized in the three clusters? Does the agreed co-funding model and target increase impact, effectiveness, efficiency and/or sustainability of the project? How could the model be improved to mobilise additional co-funding opportunities to reach scale?	Explore the definition of co-funding (e.g. in-kind, cash, expertise), and the scale, origin and use of any co-funding. Explore additional results achieved with co-funding and comment on their value.	SUSTAIN annual work-plans & budgets, annual reports IUCN and IP finance staff working on finances	Desk review Key informant interviews
	What investments are made to improve the landscape and support sustainable resources management? What source or co-funding were used for investment? What would make these investments attractive to private investors?	Identify notable investments made by other actors in sustainable resources management in the target growth corridors, especially the private sector.	Publicly available documents on green investment in TZ and MOZ Field-based staff; private company staff in clusters	Desk review Key informant interviews

Criteria	Question	Approach	Data sources	Methods
		Explore what additional investment opportunities may be appropriate and achievable, and the measures likely to bring them about.	(e.g. agri-business, mines, hydro-power companies)	
Promising practices, lessons learned and recommendations	Does the programme bring insight into thinking on IGG strategies in the two growth corridors and how to implement them in practice?	Identify opportunities for critical thinking and analysis within SUSTAIN, and how fresh insights and successful pilots are converted into new approaches. Explore any novel and innovative interpretations of IGG, and the degree to which they have been successfully implemented.	IUCN & IP staff	Key informant interviews; group discussions
	Are the project's learning questions useful in guiding learning about the integrated landscape approach for the implementation of inclusive green growth?	Review the methods for identifying and documenting learning, translation into learning outputs and pathways between practice and policy influencing. Are these methods plausible? Are they effective? Have there been any identifiable cases of SUSTAIN learning influencing others?	IUCN and IP staff	Key informant interviews Desk review
	How did project implementation and learning benefit from simultaneous implementation in two different corridors and from learning exchanges between implementing partners across these corridors? Has there been learning and exchange with other organizations applying an integrated landscape approach in the region?	Identify any cross-visits, cross-learning or amalgamation of experiences between clusters (within TZ) and between countries (TZ & MOZ). Are there processes and systems in place for facilitating cross-learning and exchange? How effective are they? Is the IUCN structure (country, region, HQ) conducive to facilitating learning exchanges? Explore whether there is added-value in a single implementation umbrella spanning three clusters in two countries. Can more be done to capitalise on the project's diverse experiences? Does the geographic scope merit review?	IUCN & IP staff	Key informant interviews
	Does the SUSTAIN model and learning thus far point to replicable interventions, to support inclusive green growth in other clusters in the growth corridors or in other growth corridors?	Has the focus on growth corridors been appropriate and justified? Are there any indications that similar (or better) outcomes could have been achieved if SUSTAIN had worked in other regions?	IP and IUCN staff	Key informant interviews

Criteria	Question	Approach	Data sources	Methods
		Explore evidence of experiences and lessons being transferred to other areas of the chosen growth corridors, or to different growth corridors.		
	What should the project continue to do in a potential second phase? What should the project cease to do in a potential second phase? What other recommendations can be made for a successful second phase? How can the theory of change be improved in the next phase of SUSTAIN?	<p>Does the programme logic remain valid and should it be retained? Or modified?</p> <p>Given the limitations of project complexity identified in the mid-term evaluation, has a narrower focus been adopted? Has this been appropriate and sufficient? Is further rationalisation justified?</p> <p>Is there justification for a new or different approach in a second phase? Are there aspects worth boosting and others that could be de-emphasised, for more cost-effective overall outcomes?</p>	IP and IUCN staff	Field visits, case study analysis, structured interviews

Annex 5 SUSTAIN Theories of Change

Figure 3. Original Theory of Change

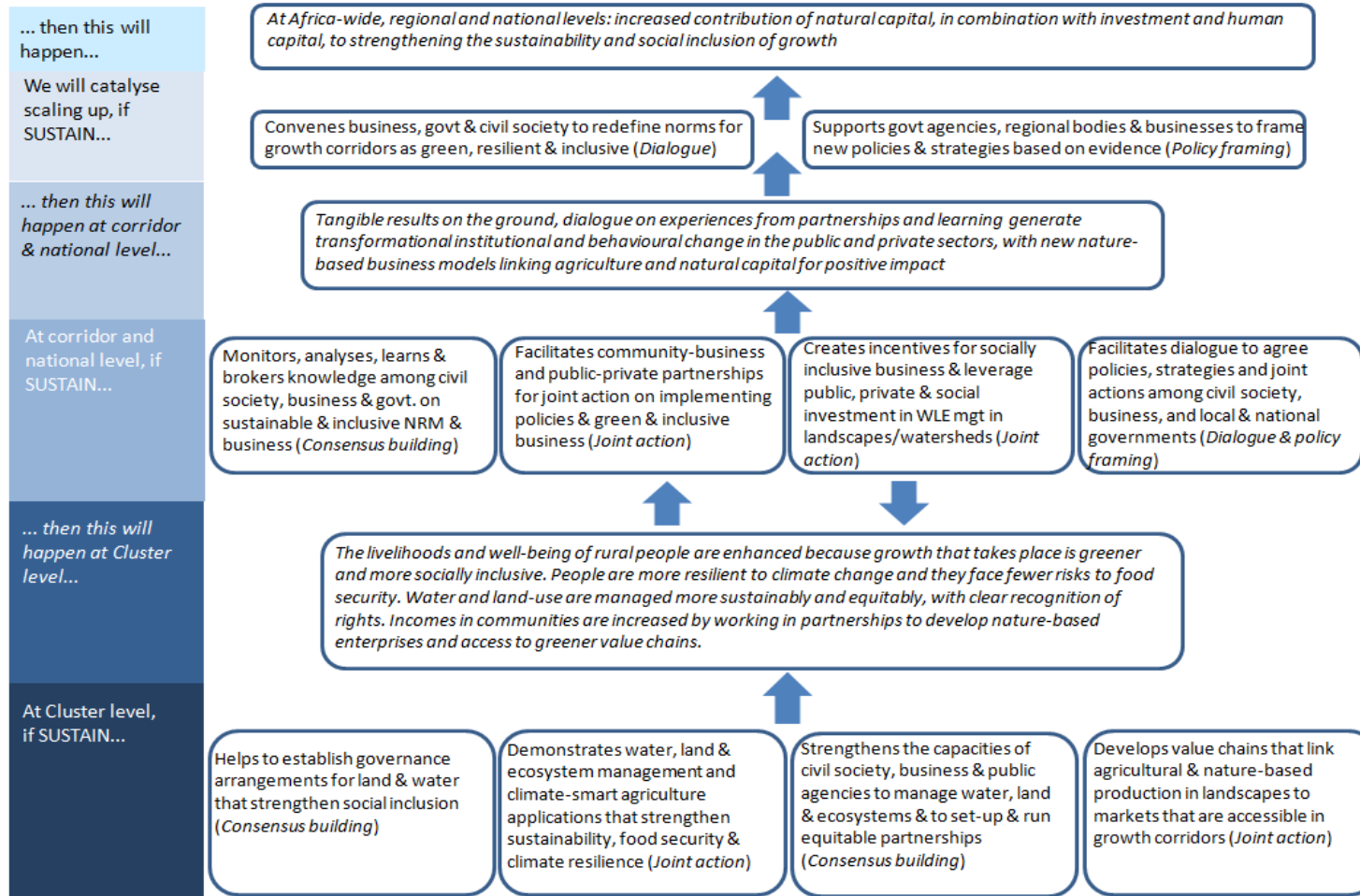


Figure 4. Revised Theory of Change after Mid-Term Review

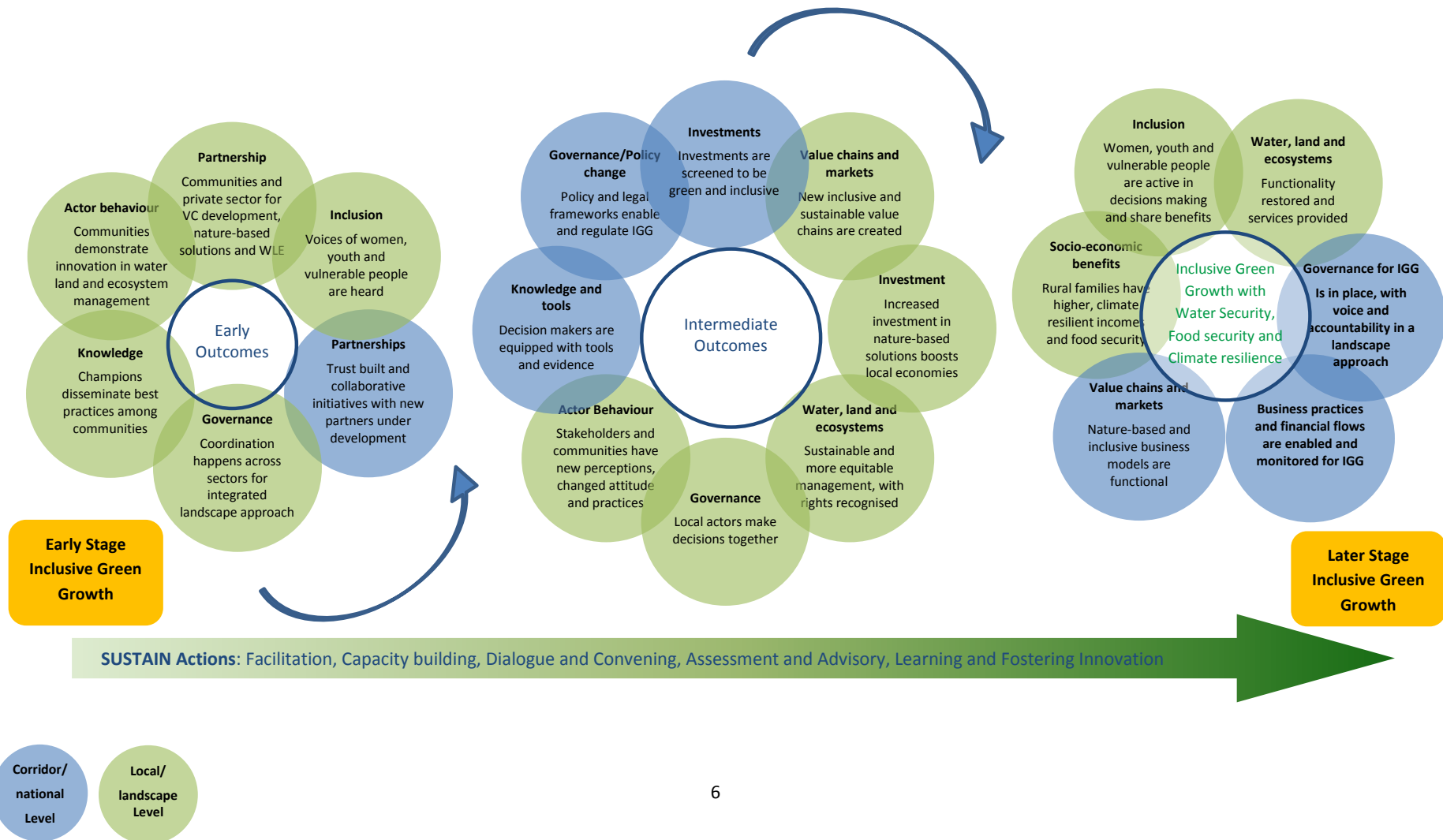


Figure 5. Subsidiary ToC for Ihemi-Kilombero Cluster, after Mid-Term Review

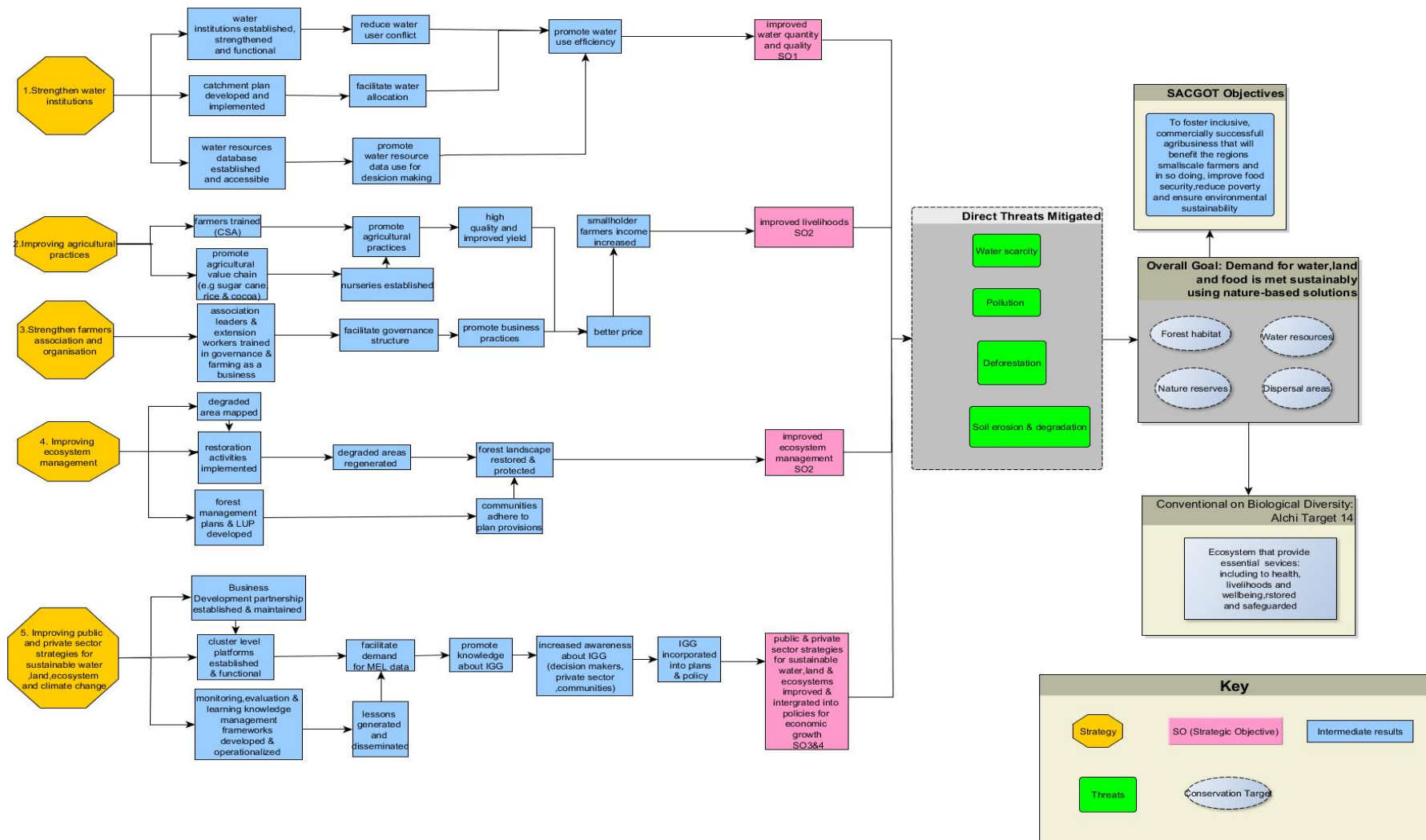


Figure 6. Subsidiary ToC for Sumbawanga Cluster, after Mid-Term Review

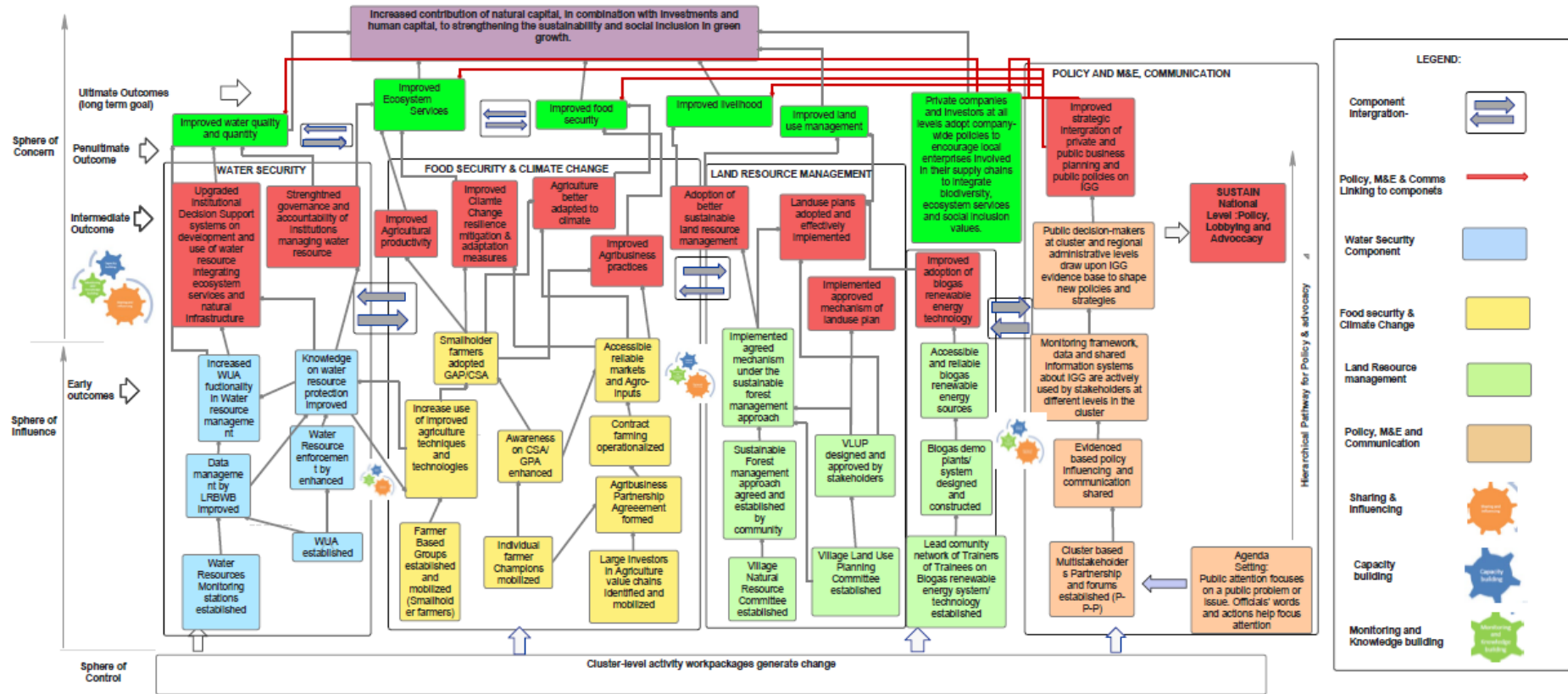
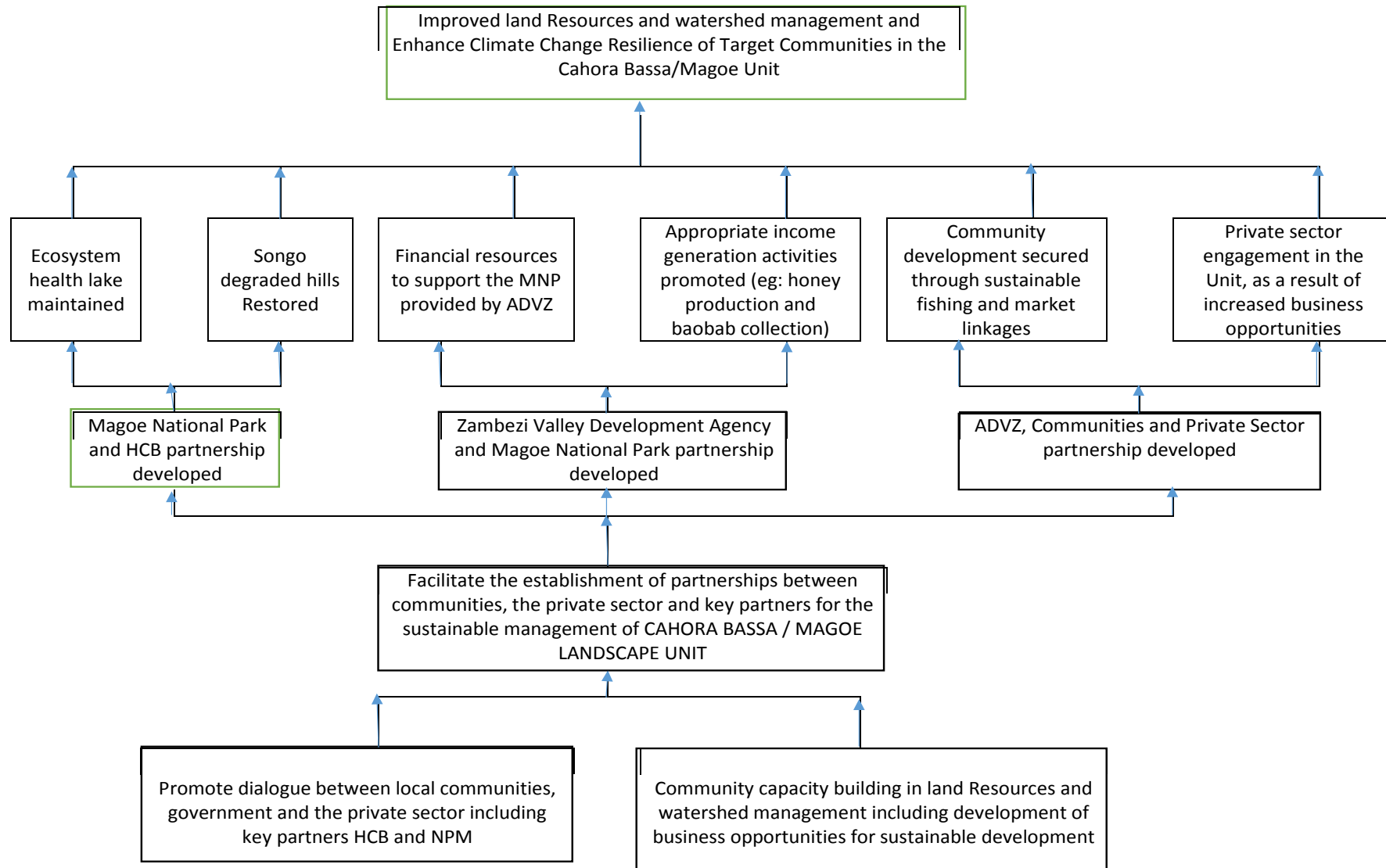


Figure 7. Subsidiary ToC for Cahora Bassa, after Mid-Term Review

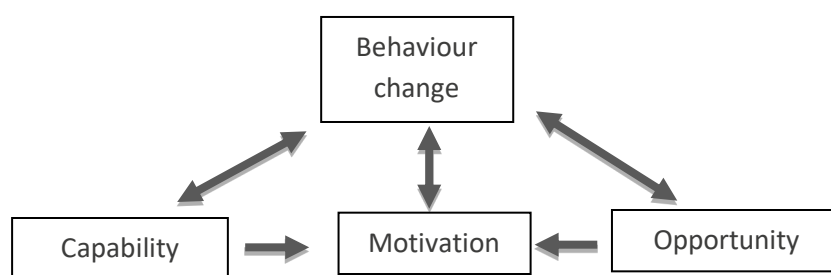


Annex 6 COM-B Theory of Change model

From the wealth of published literature on Theories of Change, the development of a suitable ToC for a second phase of SUSTAIN may usefully draw upon ideas from the social research literature to bring new perspectives and clarity in the development context.

At the heart of many development programmes is the desire to bring about behaviour change. In SUSTAIN's case, such change is sought mainly on the part of government institutions and the private sector. Building on academic research from the 1990s, consultants working with the Palladium group (Michie, et al., 2011) have developed a behaviour change model known as 'COM-B', in which behaviour (B) occurs as the result of interaction between three necessary conditions, capabilities (C), opportunities (O) and motivation (M). See Figure 8.

Figure 8. The 'COM-B' Theory of Change model



(Michie, et al., 2011, p. 4)

Capability is defined as the psychological and physical capacity to engage in the activity concerned, and includes having the necessary knowledge and skills. *Motivation* is defined as the brain processes that energize and direct behaviour, including habitual processes and emotional responding, as well as analytical decision-making. *Opportunity* is defined as all the factors that lie outside the individual that make the behaviour possible or prompt it.

Many ToC models show enhanced capacity leading to behaviour change. Here, capacity is the combination of capability, motivation and opportunity.

Note that both capabilities and opportunities can influence motivation, and that all three not only bring about behaviour change but can also be influenced by the resulting behaviour change, i.e., there is often a feedback loop from behaviour change to capacity change. If limited change is seen in practice, then there may be a need for more capacity change work.

A full ToC model for a development programme would of course be more complex, incorporating the *enabling environment* (other actions undertaken, often by partners in the intervention, to help ensure that the assumptions are realised). Mayne (2016) provides useful guidance and working examples on how to distinguish among the capacity and behaviour changes and their associated assumptions, and thus how to operationalise the COM-B model.