

Evaluation Management Response

Purpose: To guide the formal, mandatory management response to an evaluation in the IUCN standard format.

Sign off: Approving authority according to DoA with consultation by PM&E for HQ programmes and RPC for regional programmes.

PGS instructions: PGS Module 5, section 5.5.6.

Project identification data			
Project title:	SUSTAIN AFRICA		
Date started:	January 1, 2014	Registration n°:	P00927
Date closed:			
Project manager:	Programme/office:		
Mark Smith	Global Water Programme		

Management Response Summary Data	
Name of evaluation or midterm review: Mid-term evaluation of an IUCN initiative: Sustainability and Inclusion Strategy for Growth Corridors in Africa - SUSTAIN	Unit/person responsible for managing/tracking follow-up: Global Water Programme/Mark Smith & Isabelle Fauconnier
Date received: 13 June, 2017	
Date Management Response approved:	Units/individuals requested to take action: SUSTAIN global corridor and cluster level partners
Last updated:	

Recommendation	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
Bundle No. 1¹ Theory of Change and M&E					
<i>List each recommendation from the report, one per row.</i>	<i>e.g. Agree, partially disagree or disagree (explain as needed)</i>	<i>What is the intended result of the action you plan to take?</i>	<i>Actions should be SMART</i>		<i>Responsible unit/person and any other notes</i>

Theory of Change (TOC)

Based on first early markers of change in the field, reflect on sequencing and prioritizing of lower, intermediate outcomes in the TOC, arriving at a clear result (or outcome) hierarchy and adjust the TOC accordingly. That could best be done at the next learning event.

Use the change suggestions as already formulated in the current TOA also as inputs in that reflection; and then merge TOA with TOC;

The overall SUSTAIN TOC structure can remain as it is, but it will be enriched with more detailed level of changes;

The discussion and reflection on the TOC must also include a

Recommendation	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
Bundle No. 1¹ Theory of Change and M&E					

Recommendation	Management response	
Bundle No. 1¹ Theory of Change and M&E		

Recommendation Bundle No. 2² Articulation of Implementing Partner and Knowledge to Impact activities	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
<p>use will be made of their experiences on the ground</p>	<p>now that early results are happening. More proactive collection of stories from the field is also underway.</p> <p>Agree that Joint partner meetings and learning events are the best opportunities to stimulate that approach and the recommendation to use this moment to facilitate transition to more bottom up management.</p> <p>Agree that actively building IP's insights on early markers of change on the ground will enhance the M&E framework and improve local ownership.</p> <p>In addition, learning from landscape level work and on early markers of change at landscape and corridor level, when well used, communicated and promoted, will induce a virtuous circle of ownership and local emulation leading to scaling up.</p>	<p>communication and policy influencing, and local ownership for the programme interventions.</p>	<p>and best practices to diverse levels of cluster stakeholders</p> <p>We will also continue to put a large focus on field level (landscape level) learnings during the Global Partners' Meetings (GPMs) and will also find a mechanism for such learning to emerge from corridor level partners' meetings and to be broadly shared among the SUSTAIN partners in a timely way.</p>		<p>from demonstration landscapes.</p>
<p>Capacity building of diverse stakeholders on the ground need to have a more tailor-made character, based on a shared view on what better performance of these actors implies</p>	<p>Agree. Capacity building activities must be both demand driven and strategically oriented to achieve programme goals. Achieving shared view on better performance for Inclusive Green Growth with Integrated Landscape management (IGG + ILM) is key and has been the object of many early and ongoing consultations with stakeholders in the programme. This in turn can drive demand for CB activities. Cluster level needs provide a guiding hand for the planning and design of support and CB activities from the K2I active partners and other sources. This has been emphasised from the outset at programmatic level but needs more concerted efforts in the last 18 months of phase 1.</p>	<p>Coaching and capacity building is more relevant for all audiences by drawing on current experience and recent learning from the field, and goes both ways between cluster teams and</p>			

Recommendation

**Bundle No. 2² Articulation of Implementing Partner
and Knowledge to Impact activities**

Management response

Intended Result

Actions planned (including

Recommendation



Recommendation

**Bundle No. 2² Articulation of Implementing Partner
and Knowledge to Impact activities**

Management response

Intended Result

**Actions planned (including
timeframe)**

Completed Actions

Recommendation**Management response****Intended Result****Actions planned
(including timeframe)****Completed
Actions
(progress
update)****Responsibility****Bundle No. 3⁴ Programme Coordination and Management**

	<p>these areas receives attention.</p> <p>Agree that resource mobilisation strategy for enabling IGG (i.e. category 2 above) must be long term (i.e. beyond project life) in order to ensure true sustainability of SUSTAIN's interventions, and that it must be contextualised. Currently, SUSTAIN facilitates the making of new collaborative agreements among diverse stakeholders, that are interest-based and embody the objectives of IGG in a given context. That external facilitation role may become less necessary as behaviours change to proactively seek such arrangements, but likely would continue to sit with local public entities working cross-sectorally to facilitate and ensure the IGG quality of such arrangements.</p>		mechanisms.		role.
OECD Criteria; Mozambique landscape level work					

Confirming that SUSTAIN is well on its way to meet ECD Country Action Packages