

FIRST CONSULTATIVE WORKSHOP FOR THE
SUSTAINABILITY AND INCLUSION STRATEGY
FOR GROWTH CORRIDORS IN AFRICA
(SUSTAIN-Africa)

STAKEHOLDERS CONSULTATIVE MEETING
APRIL 9 -10, 2014
ATLANTIS HOTEL
DAR ES SALAAM, TANZANIA

Minutes of the Meeting

The Report

EXECUTIVE SUMMARY

The Sustainability and Inclusion Strategy for Growth Corridors In AFRICA (SUSTAIN- AFRICA) is a program developed by IUCN that work with multiple stakeholders to integrate water, land and ecosystem management into investment strategies in growth corridors.

In light of the scope of this program, the SUSTAIN-AFRICA will first be initiated in the Southern Agriculture Growth Corridor of Tanzania (SAGCOT). The goal is to deliver better water resources management, better land resource management and climate resilience, better business practice and better policies in order to achieve sustainable and inclusive growth in a green economy.

The inception workshop in Dar es Salaam on April 9th and 10th was intended to jumpstart the planning for the launch of activities in line with the framework of implementation of SUSTAIN-AFRICA program. This meeting brought stakeholders from the private sector, Civil Society Organizations, Ministerial Departments and Government Agencies together to discuss SUSTAIN-AFRICA as a viable program. During the discussion SUSTAIN-Africa team obtained feedback from different stakeholders on the relevance of the program and intended impact in the community and communities at large.

The meeting in Dar es Salaam created an opportunity for the SUSTAIN-Africa Programme management group (PMG) to understand the SAGCOT initiative from the inceptors. The Chief Executive Officer provided the background information about SAGCOT, its operations, geographical outlays and clusters, achievements to date, challenges, gaps and the way forward.

During the meeting, stakeholders mapped out geographical characteristics of each of the six clusters of SAGCOT. Analysis of each cluster was done to determine their strengths, weaknesses, opportunities and challenges. The stakeholders developed criteria in order to determine in which clusters the SUSTAIN-Africa programme should focus.

In conclusion, it was deemed appropriate for SUSTAIN to focus on one emerging cluster and one cluster where development and private sector engagement is further along and where lessons can be drawn in the short term. Kilombero, Ihemi and Mbarali were deemed further developed while Sumbawanga, Ludewa and the Rufiji cluster were estimated to be less developed. The participants also made recommendations on the structure and membership of the Advisory Board. They agreed that the membership to the Advisory Board should include representatives from the Vice President Office, the Director of Environment being appropriate as the chair. The AB should have a balanced representation from the public sector, from the private sector and from small-scale farmers or NGOs.

Finally it was agreed that there would be a SUSTAIN-Africa Program Coordination unit in Tanzania, which will be in charge of coordinating the program and maintaining relationships with funding agencies, the advisory board and the PMG.

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CHAPTER ONE

1. Introduction and Background to the workshop:

The IUCN Project Management Group (PMG) of the Sustainability and Inclusion Strategy convened the two-day consultative inception meeting in Dar es Salaam for Growth Corridors in Africa (SUSTAIN-Africa) programme. The new programme is intended to work with multiple stakeholders to integrate better water, land and ecosystem management into sustainable and inclusive investment strategies in growth corridors.

In the month of April 2014, IUCN organized a two-days kick-off meeting in order to introduce stakeholders to the programme and to further design entry points that are aligned with on-going initiatives and strategies.

2.0 Participants Introduction:

The meeting brought stakeholders from the vice president's office, Ministerial Departments and Government Agencies, Civil Society Organizations, officials from the Southern Agriculture Growth Corridor Secretariat and representatives from the PMG.

Participants were asked to introduce their organizations and share their expectations of the meeting to ensure that their time was used productively and that there was a mutual benefit in these discussions between the convener and the participants. Following the round of discussions the following expectations were noted:

2.1 Expectations of the Participants and the PMG:

- a. To understand what SUSTAIN is all about
- b. To explore partnership opportunities
- c. To explore how the SUSTAIN- Africa program can align with on-going initiatives and strategies
- d. To learn of the amount of funding and level of investment coming with SUSTAIN programme
- e. To find ways of ensuring representation of small farmers associations
- f. To confirm government readiness and commitment to SUSTAIN.

Table 1: List of Participants for April 9 - 10, 2014

S/N	Name	Position	Organization
1.	Lucy Magembe	Senior Policy Rep	TNC
2.	Christina Misana	M & E Officer	ANSAF
3.	Annemieke Beekmans	Consultant Inception phase	IUCN
4.		Senior Ecologist	IUCN - Geneva
5.	Karen Rosse	Senior Design Director	AWF - Nairobi
6.	Dr. Mark Smith	Director, Water Policy	IUCN - Geneva
7.	John Salehe	Director	AWF - Arusha
8.	Anna Tengnas	Junior Program Officer	IUCN- ESARO
9.	Gerald BOS	Director	IUCN - Geneva
10.	Prof. J. Kashaigila	Consultant	Sokoine University of Agriculture
11.	Eng. Kisina Simlizi	Senior Water Resources Engineer	Ministry of Agriculture
12.	Fares E Mahuma	Acting Director Land Use	Ministry of Agriculture Food Security and Cooperatives
13.	Adv. Jean Paul Fonkwa	Rapporteur	EABMTI
14.	Rosemary Mwakitwange	Facilitator	EABMTI
15.	Mujungu Makomba	Logistics and Admni Assi	IUCN - Tanzania
16.	Abdallah Shah	Head of Operations	IUCN - Tanzania
17.	Dendego Abdalla	AO	AWF
18.	Ephrasia Mawala	Journalist	
19.	Hilda Mhagama	Journalist	
20.	Emakulata Kihulya	Journalist	
21.	Zaituni Hassan	Journalist	
22.	Geofrey Kirenga	Chief Executive Officer	SAGCOT
23.	Marc Van del Wal		IUCN
24.	Aloyce Masanja	Director General	RUBADA
25.	Magdalene Mtenga	Assistant Director	Directorate of Environment, Vice President's office

3.0 Welcoming, Workshop Objectives and Key Note Address:

IUCN Tanzania Head of Operations gave the welcoming note. In his Welcome Note, Mr. Abdallah Shah communicated his sincere appreciation for the continued partnership. He noted that some key ministries including that of Lands and Urban Settlement were not able to attend. However, he assured participants that such players will definitely be brought into full participation as the project programme design and activities unfolds.

Mr. Shah was grateful to the Director of Environment for accepting the invitation to officiate at the function. He committed IUCN's continued cooperation as they launch the discussion on what and how to position SUSTAIN. Mr. Shah also emphasized that the vision of SUSTAIN, is to complement and build on what other players have started. In his closure, Mr. Shah highlighted the following objectives for the two days session.

3.1 Meeting/Workshop Objectives

- i. To introduce SUSTAIN-Africa to relevant institutions and key partners in Tanzania
- ii. To creating a shared understanding of the SAGCOT growth corridor, SUSTAIN program, potentials and synergies
- iii. To discuss proposed SUSTAIN added value
- iv. To obtaining feedback on the proposed SUSTAIN framework and approach
- v. To exchange views on key actors and identify priority Clusters and Partners for SUSTAIN to engage with.

3.2 Official Opening Remarks - Office of the Vice President:

The Director of Environment in the Vice President Office accepted an invitation to officiate at the two days meeting. In his speech that was given by his assistant, the Director was happy to have met members of the SUSTAIN launch team in his office the day before. The speech contained further appreciation of the potential

for SUSTAIN to add value in Tanzania; this could not have come at a better time like now that the government has embarked on the Big Results Now (BRN) programme.

In the keynote address, the Director reiterated the government's commitment to create an enabling environment for programs like SUSTAIN-Africa because as they fit very well with the national strategy for food security and protection of ecosystem. He further asked that the resolutions of the meeting be shared with the government in order to ensure that the government can continue to provide any needed support. In the closing remark, Ms Mtenga said that she was going to attend the morning session, despite her busy schedule in order to follow the discussions and report back to the Director.

CHAPTER TWO

4.0 Understanding the SACGOT Initiative

SAGCOT Chief Executive Officer, Mr. Godfrey Kirenga, started by sharing his profile and explaining his career achievement as a civil servant, and that he comes from a peasant family. He explained in detail the origin of the SAGCOT initiative, drawing from two previous government initiatives to promote agriculture.

Initial initiatives with limited private sector involvement

In year 2001 and 2003, the government of Tanzania introduced Agricultural Sector Development Programmes I and II. These programmes were intended to increase government spending and participation in order to promote Agriculture in Tanzania. While there was little to be said about the 2001 ASDP, the 2003 ASDP made a notable impact. Through this programme the government was able to increase its spending in Agriculture by 3%. However, the programme was limited in its inclusive because it was not able to attract the private sector to participate in promoting Agriculture.

Kilimo Kwanza creates a platform for private sector

The government adoption of Kilimo Kwanza Vision was an attempt to open the door for the private sector to actively participate in promotion agriculture. This was successfully done thanks to the Tanzania Business Council because it was able for the two sectors to work in partnership. The focus of the partnership was on marketing and enabling policies for private sector engagement.

World Economic Forum 2010: the formation of SAGCOT

Mr. Kirenga also reminded participants that the World Economic Forum of 2010 was held in Dar es Salaam, Tanzania. The World Bank, the convener of the forum, dedicated the Tanzania Forum to Under-Investment in Agriculture. The Forum promoted implementation of programmes that address the potential threat on Global Food Security. It is this call pushed Tanzania to transform the Kilimo Kwanza Vision into SAGCOT.

SAGCOT priorities

When asked to explain the key focus of SAGCOT, CEO Geoffrey Kirenga highlighted Agricultural Partnership designed to improve agricultural productivity, food security and livelihoods in Tanzania. He informed that the government has actually indicated the following priorities for SAGCOT:

- Production of grains including rice, wheat and maize; while
- Attracting financial investment (currently at 3.5B US dollars of which 2.4 was to come from the private sector).

Achievements to date

When asked about SAGCOT Achievements, the CEO explained that the most important achievement is that of being a catalyst for policy and interventions that promote agricultural productivity and assures the country of its food security. However, he noted that this achievement is not visible and therefore may not be felt by ordinary people. The following tangible and measurable achievements were also brought to the participants' attention:

- a) Since the launch, there has been visible increased interest and engagement by the private sector, although the need to ensure adherence to principles of partnership remains;
- b) Since SAGCOT is looking at the land classified as public property, access to land by the private sector has been made easier;
- c) SAGCOT has contributed to workforce increase of about 9000 jobs after the layoff of 27,000 extension workers in 2008;
- d) Increased maize production and productivity from 1.5 tons per hector of maize to 8 tons as a result of investment by seed and fertilizer manufacturers and suppliers;
- e) Partnerships have been developed notably:
 - i. The Green Reference Group and the Grow Africa Initiative, which brings together Ethiopia, Tanzania and Ghana. Other African countries, including Mozambique and Cote d'Ivoire are to follow.
 - ii. The Presidential Delivery Bureau and the Big Results Now programme
 - iii. The AGRA program funded by the Gates Foundation
- f) Notable increase in private sector in the Agriculture sector where supply and quality improvement on seeds and fertilizers has contributed to increased production;
- g) Focus is on the small holders organizations and therefore more impact on the ground;

Challenges

When asked about challenges that confront the corridor, the CEO mentioned the policy environment. Multiple expressions of interests from individuals and companies have been received, but most of them have not been able to go further because of the high risk related to the investment. Most of the privately owned companies and investors are concerned that the current policy environment does not offer enough protection for their capital. Mr. Kirenga highlighted that it is crucial for the government to reform its policy environment to win the confidence of the private sector investors.

SAGCOT recommendations to SUSTAIN

The CEO of SAGCOT concluded by commending the SUSTAIN-Africa program for its priorities. He said he is happy that the program is aligning its priorities alongside those of SAGCOT. He also said that working in the same clusters, as those prioritised by SAGCOT is commendable.

The SAGCOT CEO advised that the SUSTAIN programme focuses its interventions in areas where other private sector commercial partners cannot. He observed that the larger group of players within the corridor, namely small-scale farmers, currently seem to have limited engagement currently. A significant barrier for small-scale farmers is the lack of organisational capacity.

In his closing remarks Mr. Kirenga reflected on the work of IUCN and its strengths in working with marginalized groups. He made note of IUCN's programme in Kibiti where communities were engaged effectively surrounding conservation areas. IUCN was deemed to have both the right experience and financing to bring the large group of small-scale farmers into the mainstream of SAGCOT initiative.

5.0 Overview of Existing partner initiative in the corridor

Participants were asked to identify existing initiatives and relevant partners in the SAGCOT corridor. The following information was collected from their input;

Reviving the Green Reference Group

The Tanzania Nature Conservation (TNC) is a science based conservation organization working in seven (7) African countries. TNC Senior Policy Advisor Lucy Magembe said the organisation has programmes in the Northern part of Tanzania mainly. She also informed that they work in the Lake Tanganyika area in Kigoma to implement community programmes on legal access to land. Currently, TNC works with SAGCOT to revive the Green Reference Group (GRG). They further want to know how to use the mapping of critical areas to inform science and policy decisions in the areas they work.

Land use planning

About four(4) years ago, the African Wildlife Foundation (AWF) decided that SAGCOT is an important partner. Since then they have worked with SAGCOT to demarcate the go and no go zones for agriculture in order to protect wildlife zones. Working with small-scale farmers, technical support is provided in terms of seed selection, spacing etc. Their model has proven to give increased yield in Kondoia from 3 to 18 bags per acre. AWF has also engaged with small-scale farmers in Rungwe, where a conservation agreement has resulted in commercial avocado farming. This model can be replicated in other SAGCOT clusters.

RUBADA

The Director General of Rufiji Basin Development Agency (RUBADA), Mr. Masanja informed that the Rufiji is the largest river basin in the country. He said that actually RUBADA works in 80% of SAGCOT clusters, making it the single largest player in the corridor. RUBADA has already facilitated villages in Rufiji and Kilombero Clusters to conduct land mapping and register them with the appropriate offices.

The Big Results Now (BRN) initiative

The Ministry of Agriculture, Food Security and Cooperatives informed that they are responsible for the implementation of the BRN initiative. There are three components of the programme as follows:

- Commercial farming: Identification of areas for commercial farming
- Improving infrastructure for irrigation farming
- Rehabilitation and establishment of warehouses

6.0 Analysis of the SAGCOT Clusters

There are six SAGCOT Clusters where the SUSTAIN programme seek to engage. The following chapter provides a snapshot of what each of these clusters offer to the program.

The Rufiji cluster

The Rufiji cluster is the closest to the major and commercial city of Dar es Salaam. It is the basis for the formation of RUBADA 50 years ago. The Cluster is known for its land fertility resulting from the annual flood activities. Given its strategic location, Rufiji should have done better than it has in terms of attracting investment. The largest activities so far come from the work and investment of RUBADA. The following strengths, weaknesses, threats, opportunities were identified for the Rufiji Cluster.

Table 2: SWOT Analysis for the Rufiji Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Closest to Dar es Salaam • Fertile Land • Wetland the largest River Basin • Rich Eco System, Mangrove, Coastal forest • 50 of the 90 villages have Land Use Plans in place • 75,000 and 10,000 hectares have been earmarked for commercial paddy and sugarcane farming 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Very few Partners, RUBADA is the major Partner • Potential conflict between domestic water users and other users
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • 5 large commercial farms are planned under Big Results Now • High Power Plant of 25000 MW in the offing is good for industries and commerce • 4 of 7 large sugarcane farms earmarked by the BIG RESULTS NOW initiative 	<p>THREATS:</p> <ul style="list-style-type: none"> • BIG RESULTS NOW is a potential threat to resource use especially water • Large commercial farming can be threat to eco system including pollution • Potential conflict between domestic and commercial usage • High Power Plant is a threat to Eco system

Table3: Existing Partners their Initiatives and Status for the RUFJI Cluster

S/N	Name of the Partner	Initiative and Status
1.	World Wildlife Fund (WWF)	They do have office but their but no budget
2.	Water Resource Users Association (WRUA)	Brings together domestic water users however the association is not effective
3.	Small Scale Irrigation Schemes	
4.	MJAMITA, network of community forest users	It is a very strong and active association operation on the ground
5.	Feed the Future Project	Funded by USAID, the project is active and currently conducting Assessment of Rivers
6.	RUBADA	The largest River Basin, public owned and has been on the ground for over 50 years now. It is one single established player in this Cluster

The Ludewa Cluster

The Ludewa Cluster runs through two geographical regions of Iringa and Makete. Ludewa was not very much known until very recently. Its importance has come as a result of recent discovery of large deposits of mining. The recent discoveries are for Iron Ore, Coal and Gold.

Table 4: SWOT Analysis for the Ludewa Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Major Tea Plantations and Factories including Broke Bond • Massive Individual and community owned forests • Very Good weather similar to Scandinavian countries, Europe or America • Developed settlers farming • Six rivers find it source of water from Ludewa • It is the source of water to the rest of the region 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Very few Partners, RUBADA is the major Partner • Potential conflict between domestic water users and other users • Far from major cities of Iringa and the commercial city of Dar es Salaam and • Far from the major highway of Dar es Salaam, Mbeya • Poor Infrastructure for public transportation
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Recent discoveries of Iron Ore, Coal and Gold • High potato potential for domestic and export markets • Developed private airfields for easy transportation 	<p>THREATS:</p> <ul style="list-style-type: none"> • Population migration as a result of mining discoveries • Potential Risk to Eco system due to increased mining activities • Potential crisis between domestic, commercial plantations and mining activities

Table5: Existing Partners their Initiatives and Status for the LUDEWA Cluster

S/N	Name of the Partner	Initiative and Status
1.	MANTRA	A private sector investor in Mining
2.	Unilever	A large commercial investor who has invested on Tea plantations, factories and forestry projects
3.	Green Resources	With funding from Scandinavian Donor, the investment is on Carbon Projects in partnership with villages
4.	Tanzania Forest Services	With funding fromm the finish government the project is implemented by the ministry of forestry of the government of Tanzania
5.	Feed the Future Project	Funded by USAID, the project is active and currently conducting Assessment of Rivers
6.		There is an on-going forest project funded by the Dutch and Norwegians

Table 6: SWOT Analysis for MBARALI Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • National food basket • Very high agriculture potential • There are more than 3000 small farmers • Paddy producers • Very close to the highway • Good roads • Large private sector investment including livestock keeping, barley and paddy farming • 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Serious conflict between small famers, Investor, local and central government, the ruling party on the take-over of former Chinese government sponsored paddy farm and factory • No warehousing mechanism, hence unfavourable environment for small famers
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Major producers of maize, potatoes, rice, and coffee • Earmarked to become an international grain market (government project) • Newly discovered Iron Ore and Gold mines 	<p>THREATS:</p> <ul style="list-style-type: none"> • Strong and functioning association of water users • Serious land conflict between farmers and investors • Potential water use conflict

Table7: Existing Partners their Initiatives and Status for the MBARALI Cluster

S/N	Name of the Partner	Initiative and Status
	Brewery companies	Large Barley farming
	ASAS	Milk processing company with a large ranch
	MANTRA	A private sector investor in Mining
	Unilever	A large commercial investor who has invested on Tea plantations, factories and forestry projects
	Green Resources	With funding from Scandinavian donor the investment is on Carbon Projects in partnership with villages
	Tanzania Forest Services	With funding from the finish government the project is implemented by the ministry of forestry of the government of Tanzania
	Feed the Future Project	Funded by USAID, the project is active and currently conducting Assessment of Rivers
	WWF -IWRM, AWF, RUBADA	There is an on going forest project funded by the Dutch and Norwegians

The Ihemi cluster

The Ihemi Cluster is another of the clusters in the the Food Basket area. The cluster is known for its potential for wheat and barley production. The cluster has access to the Dar es Salaam – Zambia highway and enjoys good roads.

Table 8: SWOT Analysis For the Ihemi Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Good infrastructure with connectivity to urban areas and regional centres • Access roads to neighbouring countries of Malawi and Zambia • Access to Dar es Salaam commercial city • Large farms of Tobacco and Tomato by the Greeks • Wetland –water availability • Water purifying company for the brand known as ‘Africa springs’ 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Presence of Land related conflicts • Dynamic area with multiple investment by the private sector • Potential conflict for water and land use that could affect women and children
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Dynamic area with multiple investment by the private sector • Horticulture potential - vegetables, fruits 	<p>THREATS:</p> <ul style="list-style-type: none"> • Shrinking of rivers and dryness of wetlands • Presence of Land use conflict between pastoralists and farmers,

Table 9: Existing Partners their Initiatives and Status for the LUDEWA Cluster

S/N	Name of the Partner	Initiative and Status
1.	ASAS	A private sector investor in animal keeping including cattle and milk processing plant
2.	Unilever	A large commercial investor who has invested on Tea plantations, factories and forestry projects
3.	YARA	Farm implements
4.	WWF -IWRM, AWF, RUBADA	

The Sumbawanga cluster

The Sumbawanga Cluster is remote. It is located within the new region of Sumbawanga and is mostly Reserved and Conservation areas (50%). The cluster is receiving double attention as a new region but also as the future potential grain basket of Tanzania and therefore important player to SAGCOT.

Table 10: SWOT Analysis for the Ihemi Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Food Basket • Several rivers cutting across its national park • Newly discovered mining potential • Tourism potential • Hard working people and motivated people towards development 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Very far from commercial city of Dar es salaam • Very unfriendly for civil servants • Poor Infrastructure • Low literacy rate amongst the people including civil servants
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • The new International Airport in the neighbouring Mbeya Region • As a new region more focus by the government • Double advantage as it is where the Prime Minister and Minister of Agriculture • Great tourism potential • Focus on development of infrastructure by Millennium Challenge Account • Potential rice farming value chain and bee keeping 	<p>THREATS:</p> <ul style="list-style-type: none"> • Eco system including poaching, • Potential water usage conflict between small miners and other users of water • Potential Eco system thread due to small miners using river water for their mining activities • Population influx as a result of mining activities • Population growth is a threat to reserves and conservation areas

Table 11: Existing Partners their Initiatives and Status for the Cluster

S/N	Name of the Partner	Initiative and Status
1.	Prime Minsters Office	Responsible for Local Government and Regional Administration including infrastructural development,
2.	Lake Rukwa Basin	A large commercial investor who has invested on Tea plantations, factories and forestry projects
3.	Millennium Challenge Account	Roads and Infrastructure
4.	World Conservation Society	

The Kilombero Cluster

Kilombero is a cluster and also a district at the same time. It is the most developed and the most attractive cluster for both the government and private sector players.

Table 12: SWOT Analysis for the Kilombero Cluster

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • There are large commercial sugar producers and farmers • There are many serious partners • Presence of highly organised out growers scheme • Plenty of water and water sources • Presence of active association of water users • Land use planning has been conducted in all the villages with clear mapping of the hot spots have been mapped 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • The planned growth is a threat to ecosystem • Flat and flooded area • Funding for almost all NGO players are coming to an end
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Investments are happening • The cluster has many hanging fruits and is potential for quick wins • Presence of Development Partners • It is a wetland very many opportunities 	<p>THREATS:</p> <ul style="list-style-type: none"> • Major conflict for land use, conflicts between pastoralist and farmers land conflicts with large commercial farms their mining activities • It's a wetland with many Eco system risks

Table 13: Existing Partners their Initiatives and Status for the Kilombero Cluster

S/N	Name of the Partner	Initiative and Status
1.	Presidents Delivery Bureau	3 of the 7 commercial farms have been earmarked f
2.	REDDS initiative	A large commercial investor who has invested on Tea plantations, factories and forestry projects
3.	RUBADA	Majority shareholders of Kilombero Plantation Ltd
4.	WCF, TNC BTC, AWF	

7.0 Creating a Shared Understanding of SUSTAIN-Africa

Alignment of SUSTAIN to national priorities and on-going initiatives

Dr. Mark Smith started this session by thanking participants for honouring the invitation to participate in the kick-off meeting for the SUSTAIN programme. He emphasized that the PMG were present to listen, share and learn. He said it is only by paying attention to the feedback from key stakeholders that they will be able to deliver results along the SAGCOT agenda of sustainability and inclusiveness. Dr. Smith regretted that not all stakeholders were able to participate, notably the Ministry of Lands, Housing and Human Settlements, but confirmed that this is the first of several meetings.

The Sustainability and Inclusion Strategy for Growth Corridors In AFRICA (SUSTAIN- AFRICA) is a programme developed by IUCN that work with multiple stakeholders to integrate Water, Land and Ecosystem management into investment strategies according to growth corridors. In light of the scope of the programme, SUSTAIN-AFRICA will first be initiated in the Southern Agriculture Growth Corridor of Tanzania (SAGCOT). The goal is to deliver better water resources management, better land resource management and climate resilience, better business practice and better policies in order to achieve sustainable and inclusive growth in a Green economy.

Setting the criteria for selecting priority clusters

The brief Presentation by Dr. Mark Smith on the SUSTAIN programme was followed by discussions on what criteria to use for selecting priority clusters. Workshop participants agreed on choosing one, well performing cluster, and one that is not yet as far along in terms of private investments and development.

The following criteria for identifying the clusters were identified:

- Presence of multiple partners who are already active on the ground for SUSTAIN to learn from best practices
- Availability of baseline data including land use plans
- Where there are obvious threat to Ecosystem
- Where there is a functioning private sector partners
- Absence of conflicts
- Already functioning system for community engagement
- Good infrastructure including access to major towns and services
- Where are the low hanging fruits (short term)
- Where a cluster have an interface with ecosystems, hotspots,
- Where there is (private sector, public, NGO) investment pipeline
- Where there is willing partners (public, private, civil society/community involvement) to create partnerships with
- Where there is low Risks for failure
- Where there is Connectivity between the clusters
- High value sites (depends on who you are talking to can be nature, can be cultural)
- Value chain linkages (and the state of the development)
- Presence of potential upstream and downstream relationships
- Serious threat to ecosystem
- Serious conflicts between communities or within communities
- Poor or absence of infrastructure including roads
- Absence of existing partners on the ground including organized community groups or associations

- Threats on ecosystems services /landscapes (from a risk perspective). Give priorities to where there are threats (or focus on where there are no conflicts)
- Clusters with a bottleneck that we can address
- Clusters where other partners are not keen to go to

The following Clusters were Selected to be for SUSTAIN programme:

Table 14: The Selected Clusters for SUSTAIN Program

S/N	Cluster	Justification
1.	Sumbawanga Cluster	Poor Performing, less attractive because of its far, poor infrastructure, potential risks on Wetland, Econ system and conflicts
2.	Kilombero Cluster	Potential for quick Wins because of its hanging fruits

8.0 The Advisory Board presented:

The PMG introduced the discussion on the Advisory Board for SUSTAIN program. They explained that the board draw representatives from three groups of private sector, the government and the targeted communities. Participants were required to propose members of the board from the three identified groups.

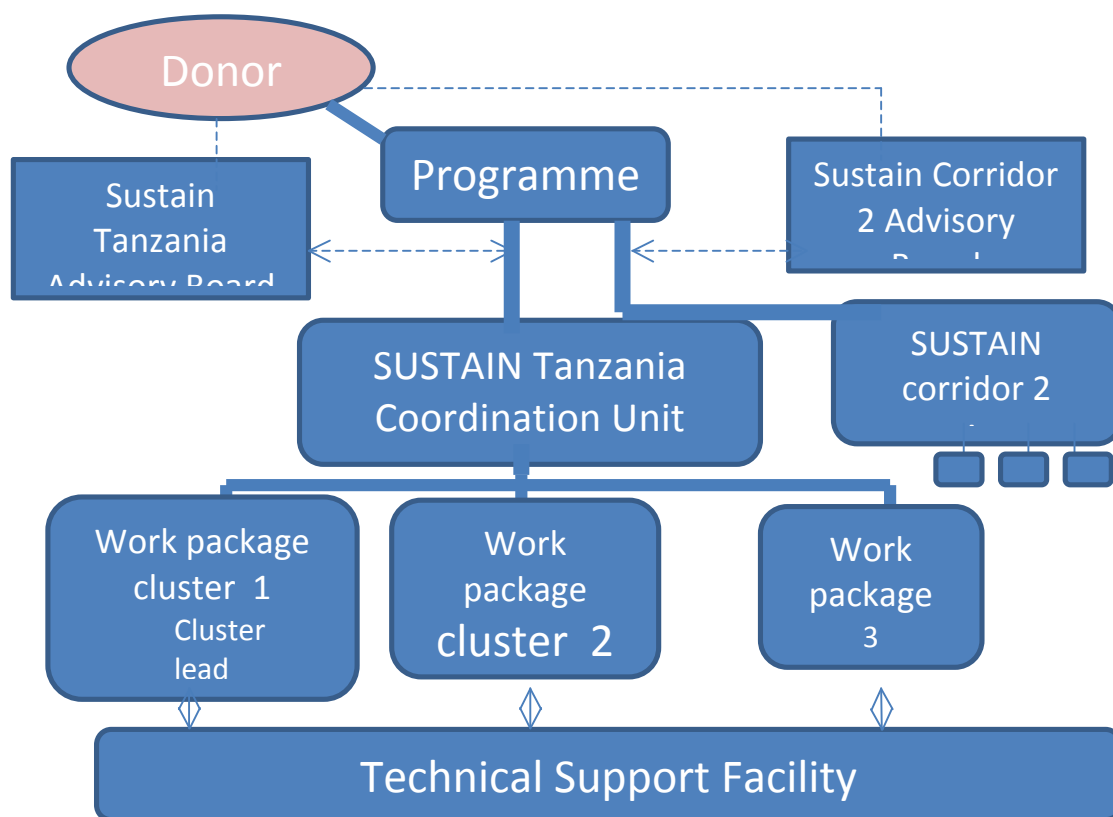


Table 14: Potential members of the Advisory Board

Public Sector	Private Sector	Farmers
Vice President Office, the Director of Environment who will be the chair of the board by his position	TCCIA, NMB, Unilever,	ANSAF, Agricultural Council of Tanzania, Tanzania Chamber of Commerce, industry and Agriculture
Ministry of Lands		
Ministry of Agriculture		
Prime Minister's office Regional Administration and Local Government		

Furthermore, participants identified the following roles for the AB:

- I. To give advice to SUSTAIN Tanzania Coordination unit and PMG
- II. To ensure alignment of SUSTAIN to relevant policies and strategies
- III. Guide and inform the Coordination unit of upcoming initiatives and relevant projects
- IV. To provide feedback to the PMG and the Coordination unit
- V. To become ambassadors and champions of SUSTAIN

It was suggested by the group that members of the advisory board cannot be part of the implementation of the programme. (Although members will be in the board on their personal title, they might also belong to an organization/company).

Stakeholders and Policy Mapping -

A baseline assessment on the stakeholders that are active in the corridor is on-going. Prof, Japhet Kashigili who is consulting for the PMG gave a one hour presentation on initial findings of the mapping exercise on the on going initiatives along the SAGCOT corridor. In his presentation he informed that the study is in its infancy stage and that a detail report will be given after the work has been completed. The SA will provide more information on potential partners for each cluster as well as members of the advisory board.