

**Cluster evaluation of two projects
contributing to the second phase of the
FAO programme “Support to the
Implementation of the Voluntary
Guidelines on the Responsible Governance
of Tenure of Land, Fisheries and Forests”**

**Project codes: GCP/GLO/347/MUL and
GCP/INT/328/UK**

Management response

Cluster evaluation of two projects contributing to the second phase of the FAO programme "Support to the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests" - Management response					04/2023
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
Recommendation 1. <i>Relevance</i> In order to maintain and strengthen relevance, the FAO land tenure team should pursue greater integration of VGGT land-related work with the areas of forestry and fisheries, conflict management and land-based investments, as exemplified by the Mekong Region countries. To the extent that resources permit, the FAO land tenure team should invest in political economy analysis with the aim of identifying both openings for and obstacles to land governance reform and use such evidence to inform country-level intervention strategies.	Accepted	GLA study and ongoing discussions with social forestry team (FOA) to mainstreaming tenure in their work. Antoine and Safia work in the Pacific. Part of the discussion of the pre CFS event on implementation of the VGGT after ten years. Reflection with other development partners on the importance of political economy analyses and impact of land-based investments. Working groups on Land Governance in protected areas have been created for the three subregions of Redparques: Mesoamerican, Amazon and South cone. Ongoing regional study with Redparques on the state of the art of land governance in protected areas in Latin America.	Land Tenure Team (ESP) and Forestry division (FOA)		Yes
Recommendation 2. <i>Coherence</i> In order to increase coherence, the FAO land tenure team should identify ways to better integrate the work at national level with that of other actors and FAO, and link more closely to national agendas and roadmaps where they exist, FAO Country Programming Frameworks and projects.	Accepted	Already happening in several countries, for example in Sierra Leone with the World Bank (WB); in Senegal with WB and GIZ; in Tchad FAO is engaging with the Land at scale (RVO) project; in Burkina Faso (Inge)...; in Madagascar (plus other 11 countries) we have a joint VGGT+10 initiative with ILC for joint coordination of the multi-stakeholder platforms (MSP); a position paper developed in Mozambique to inform the new CPF plus alignment with government, SIDA and SDC under the new land policy; Convergence group in Tanzania, Liberia, Philippines, Colombia, Senegal and Sierra Leone for exchange of information and increase collaboration between development partners.	Land Tenure Team (ESP) and partners		Yes

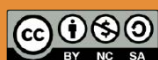
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		Ongoing Trilateral South-South Cooperation Project between FAO and Government of Brazil (2018–2023) to enhance land governance in LAC. Besides supporting regional dialogue and knowledge exchange, bilateral cooperation agendas are also being developed within this project to support Guatemala, Paraguay and Colombia. Nevertheless, in RLC some country offices consider land tenure as a high political risk agenda and therefore are reticent to include it in their CPF and projects even where government interest may exist. More political support and buy in from FAO directors, regional, subregional and national representatives is also needed for the overall promotion and mainstreaming of the land tenure agenda.			
Recommendation 3. <i>Effectiveness</i> In order to improve effectiveness, the FAO land tenure team should identify ways to link capacity development work and multisectoral dialogue more directly with decision making processes and to engage more systematically at grassroot level through the direct support of pilots.	Accepted	In terms of reaching the grassroots or working more at community level, we have a new project funded by BMEL and implemented in Sierra Leone and Mauritania where we specifically take a local land governance approach, including local level MSP. In Mozambique, we are mainstreaming land tenure security in the framework of an agribusiness project that works directly with farmers' associations. As part of the new land tenure team (LTT) strategy, one of its pillars is to have our work and impact at the local level where effectiveness can be achieved. Also, we have internalized <i>inclusivity</i> as a new cross-cutting area of work for FAO. This recommendation is welcomed but does not entirely a responsibility of the LTT in headquarters. For example, if the ADG-RAF does not find it necessary to have a land tenure officer for the region then the effectiveness of the work is compromised and out of the control of headquarters.	LTT/ESP and Regional or Country offices		Yes

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		In the Caribbean, agricultural land bank mechanisms that lease public lands to local farmers, are being expanded and replicated within ongoing national value chain development projects (Grenada, St. Vincent & the Grenadines, St. Lucia and St. Kitts & Neves).			
Recommendation 4. <i>Efficiency</i> In order to improve efficiency, the FAO land tenure team should consider ways to strengthen country offices' engagement and leadership in the rolling out of project interventions and the overall promotion of the tenure agenda, and rethink the current 'programmatic approach' in light of the 'project funding' reality.	Accepted	Most of the current projects in West Africa are a result of resource mobilization at country level as a local level demand that has been enhanced by LTT ability to respond. In Mozambique, the Country office requested a position paper that can be used in mainstreaming tenure in their CPF and in any possible project. In Colombia, land tenure and the agrarian reform initiative driven by the government has made land a central part of their agenda and has formed a team of support from the RLC region and headquarters.	LTT/ESP Regional offices, Country offices		Yes
Recommendation 5. <i>Efficiency</i> In order to improve documentation and learning, the FAO land tenure team should develop a comprehensive knowledge management system to ensure the systematic documentation of information and a greater extent of cross-country learning, with particular emphasis on Eastern-Western Africa.	Accepted	The LTT has now appointed a person to lead the knowledge management component which has also developed a clear strategy for 2023-2025. A Global Land Observatory (GLO) is in the process of being established and housed by FAO. It is a collaboration with ILC, GLTN and CIRAD which will hold existing documentation on land and create new knowledge in the coming years. A LoA has been signed with ILC and Tenure Facility to develop a Regional Learning Cycle on collective tenure rights of indigenous and afrodescendent peoples.	LTT/ESP		Yes

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Recommendation 6. <i>Sustainability</i> In order to increase sustainability, the FAO land tenure team should adopt a more systematic approach to capacity building and a more strategic one to partnership development.	Accepted	Under the new LTT strategy, we have every team member assigned at least one main partner organization (on land) so that these partnerships are nurtured, and collaboration is fostered. Capacity development has become an imbedded component of all the land tenure work. LTT no longer relies in the capacity development unit in PSU. Capacity development and knowledge management are key components of various ongoing partnerships with regional cooperation networks linked to land and natural resources tenure in the LAC region (e.g. REDPARQUES, REAF-Mercosur, Red Interamericana de Catastro y Registro de la Propiedad, CPCI, ILC-LAC; Prindex)	LTT/ESP and Capacity development team in PSU division		Yes

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