

Project Evaluation Series

**Terminal evaluation of the project
“Decision support for mainstreaming
and scaling up of sustainable land
management”**

Project code: GCP/GLO/337/GFF

Management response

Overall response to the evaluation

Management welcomes the evaluation outcomes and considers the report well written, structured, and concise. It is recognized, that the introduction of the modular SLM decision support framework (DSF) has created some difficulty for the evaluation team to assess project achievements reported by the countries under this framework against the logical framework in the project document. Probably more consultation would have been required between the evaluation team and key project partners and countries on the rationale of the DSF and how it actually integrates diverse tools and methodologies at different scales in order to address some of the unintended challenges posed by the project design and implementation arrangements under the range of diverse situations amongst the 15 participating countries.

Management response matrix

Management response to the terminal evaluation of the project "Decision support for mainstreaming and scaling up of sustainable land management"					Sep 2019
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<p>Recommendation 1. To the Project Implementation Team (PCU)</p> <p>The project implementation team needs to be more responsive to country-based implementation teams' requests. It is suggested for instance that a brief project update should be sent electronically to all once a month. Communication tools such as skype should also be used to increase communications between the PCU and participating countries.</p>	Accepted	<p>Communication between PCU and participating countries is done permanently by e-mail, phone and skype, but it remains mainly bilateral.</p> <p>Actions will be taken to send electronically a project update to all countries which will be also encouraged to use the DS-SLM Knowledge Management Platform created for this purpose at WOCAT website.</p> <p>Actions will be taken to consolidate a community of practice based on project country results.</p>	PCU	On a monthly basis until the end of the project	No
<p>Recommendation 2. To the Project Implementation Team (PCU) and PSC</p> <p>A greater focus on sustainability and upscaling project achievements during the last period of this project is necessary. The assumption that upscaling SLM practices can be achieved through mainstreaming SLM approaches into sectoral policies is valid but the</p>	Partially Accepted	<p>Recommendation 2 includes a wide range of issues.</p> <p>It is accepted that a greater focus on sustainability and upscaling project achievements during the last period of this project is necessary. To this end, the PCU will put emphasis on the elaboration of the guideline document gathering the lessons learned from project implementation and the use of the Decision Support Framework (DSF) for scaling up SLM and the</p>	PCU	Until project end date (NTE)	No

<p>mainstreaming strategy formulated in the project document is not convincing. Discussions with participating countries on exit strategies are needed to identify what the project could support to improve the likelihood of project achievements to be sustained over the long term.</p>		<p>formulation of policy document in the context of LDN (UNCCD COP14).</p> <p>It is accepted that the mainstreaming approach formulated in the project document was not convincing (as it was based on policy briefs and on integrating SLM into existing NAPs), but it is emphasized that the current model proposed by the project DSF (Module 1) provides a new approach calling for a concrete national mainstreaming strategy to integrate SLM into key policies, incentive and financing mechanisms, territorial planning processes and local decisions. This approach has been highly appreciated and acknowledged as a useful tool by several countries implementing it (e.g. Tunisia, Bosnia, Colombia, Argentina, Uzbekistan, Thailand) and during national and international events (i.e. GLF 2018).</p> <p>We agree that an exit strategy for countries is now needed to ensure outcomes are better embedded at country level. The SLM mainstreaming strategies partially developed in several countries can be instrumental for this.</p>			
<p>Recommendation 3. To the Project Implementation Team (PCU) and PSC</p> <p>More PSC meetings (2-3?) are recommended during the last year of the project, focusing on the project exit.</p>	<p>Accepted</p>	<p>The PCU will call for additional PSC meetings mainly through electronic conferencing by region and/or time zone</p>	<p>PCU</p>	<p>Until project end date (NTE)</p>	<p>No</p>
<p>Recommendation 4. To the Project Implementation Team (PCU)</p>	<p>Partially Accepted</p>	<p>The recommendation appears to suggest that FAO financial systems are not transparent, which we disagree with. However, we need to do better to</p>	<p>PCU and BHs</p>	<p>Until project end</p>	<p>No</p>

Increase the financial transparency of project disbursements and the reliability of information to produce timely and accurate financial reports per project outcome.		communicate the results of the financial management system to countries. This will include closer consultation with the FAO country offices who are the budget holders at country level and manage the respective funds on a day-today basis.		date (NTE)	
<p>Recommendation 5. To the Project Implementation Team (PCU)</p> <p>Strengthen the monitoring and reporting on gender disaggregated data and information. Gender disaggregated reporting on related outputs in the indicator tracking table should be made mandatory. Recording the participation of men and women land users in project activities at the land use level should be encouraged so as to get a better understanding of the impact of the project at the local level. Countries that have just started implementing their project should consult with the Gender Focal Points in the FAO country offices in order to promote greater participation by men and women land users.</p>	Accepted	<p>Countries will be asked to provide as far as possible disaggregated data and information in their periodic reports.</p> <p>It should be noted that the GEF did not have a gender policy when this project was planned and for the first part of implementation. FAO standards in this domain have also changed and improved.</p>	PCU	Until project end date (NTE)	No
<p>Recommendation 6. To the Project Implementation Team (PCU)</p> <p>Add and monitor the risk "weak coordination and networking hampering the exchange of knowledge and experiences among the Parties" to the</p>	Accepted (with the caveat that the global coordination function budget was	<p>The evaluation stressed weak networking hampering the exchange of knowledge and experiences, but this was not the general case.</p> <p>For instance, in Latin America a strong network was built between DS-SLM countries and Cuba (LADA country). The following regional meetings were</p>	PCU	Until project end date (NTE)	

<p>project risks log; including the formulation of mitigation actions as needed. Adding this risk log and monitoring it will allow the project implementation team to quicker act upon any deterioration of these critical functions of the project.</p>	<p>reduced dramatically from the original plan and proposed budget by GEF Sec)</p>	<p>organized, gathering DS-SLM countries in Latin America:</p> <ul style="list-style-type: none"> i. Regional DS-SLM training on LADA-WOCAT tools held in Ecuador, with the participation of DS-SLM Panama and Argentina country teams and experts (Quito, November 2015); ii. Regional DS-SLM workshop in Panama, where DS-SLM experts from Argentina and Cuba participated (Panama, 18-28 April, 2016); iii. Regional meeting of DS-SLM LAC countries during the 18th WOCAT network meeting (Cali, Colombia. June 2017); iv. Regional DS-SLM workshop/learning route for the exchange of experience with Panama, Argentina, Colombia, Ecuador and Cuba (Cuba, November 2017) <p>An Asian Regional Forum on DS-SLM is planned for the end of January 2019 to exchange knowledge and experiences between Bangladesh, China, Philippines and Thailand.</p>			
<p>Recommendation 7. To the Project Implementation Team (PCU) and PSC</p> <p>Focus the global and regional project support on countries with the most needs, including Tunisia, Bosnia, Morocco, Thailand, China, Turkey, Philippines, Nigeria, Lesotho and Bangladesh.</p>	<p>Accepted (with the caveat that the global coordination function budget was reduced dramatically from the</p>	<p>PCU, global and regional technical team members will step up support to countries with most needs based on their country allocation.</p>	<p>PCU</p>	<p>Until project end date (NTE)</p>	

	original plan and proposed budget by GEF Sec)				
<p>Recommendation 8. To FAO and CDE/WOCAT</p> <p>Conduct an independent assessment of the DS-SLM methodological framework, including the LADA tools, LADA local and the WOCAT knowledge platform. The current focus is more on land use and less on land users. There is a need to assess the implicit objective of this framework that by applying SLM best practices, land productivity and sustainability will increase, and by extension it is assumed that land users will benefit from this and sustain these practices.</p>	<p>Partially Accepted</p>	<p>In principle, we agree, as the DS-SLM methodological framework as well as the LADA-WOCAT tools may always be improved. In practice, there may be few comparables against which to do an effective assessment of the framework. In addition, it is very early to assess impact. The most relevant measure will likely be the extent to which countries are making use of the framework in areas not funded by the project.</p> <p>The DS-SLM methodological framework has become the guiding instrument for the implementation of the project at country level with significant and useful results.</p> <p>The tools and methods for assessments at different scales (LADA, WOCAT, PNTD, etc.) have already been assessed on an independent basis and are widely used (also in other countries).</p>	PCU		
<p>Recommendation 9. To FAO and GEF</p> <p>As an implementing agency, FAO needs to find a more efficient way to mobilize project financial resources to a project with a global reach; particularly when these resources are small grants. The result is that "transaction costs" are very high for a limited value added to the project.</p>	<p>Accepted</p>				