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PROGRAMME COMMITTEE

Hundred and Tenth Session

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EVALUATION OF FAO'S WORK ON TENURE, RIGHTS AND ACCESS TO LAND AND OTHER NATURAL RESOURCES

MANAGEMENT RESPONSE

1. This Management Response has been prepared through a consultative process under the leadership of the Natural Resources Management and Environment Department, which houses FAO's core expertise on tenure, and involved concerned headquarters departments/offices and decentralized offices. Following the general comments below, Management's view and proposed action on each recommendation is provided in the table in annex.
2. FAO Management welcomes the timing of the Evaluation on the Organization's work on tenure, rights and access to land and other natural resources. The Evaluation covers the period of 2006-10, during which FAO considerably expanded its work on tenure through innovative cross-sectoral approaches. The Evaluation's scope reflects this evolution and recognises the strong linkages between tenure, rights and access issues of land and other natural resources, as well as men and women's participation in governance of tenure. In particular, during the period of the Evaluation, FAO member countries showed a strong commitment to the finalization of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security ("Voluntary Guidelines on the Governance of Tenure") through the CFS-led intergovernmental negotiations, which were successfully finalized on 9 March 2012. Within the Secretariat, the Guidelines are underpinned by an interdepartmental collaborative effort that brings together the work on tenure by NR, FI, FO, ES and LEG.
3. Management finds the Evaluation Report to be well balanced and to provide a positive assessment of the Organization's work in tenure. The Evaluation considers that FAO's publications on tenure are a valuable resource and that its technical workshops on tenure provide a valuable platform for the exchange of knowledge both among stakeholders, and between stakeholders and FAO and its partners. The Evaluation notes that there has been good integration of gender insights in the Organization's work on tenure, necessary for the achievement of gender-equitable land rights, land access and governance of tenure.
4. Management appreciates the Evaluation process and methodology, including the use of a Stakeholder Perception Study to capture and analyze the views of wide range of stakeholders. The recommendations are useful and forward-looking.

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5. Management fully accepts the recommendations, and is committed in principle to their implementation. In recognition of the commitment to the Voluntary Guidelines on the Governance of Tenure shown by member countries along with civil society organizations, UN agencies and other international organizations, farmers associations, and private sector, these guidelines are seen as an important coordination mechanism for responding to the recommendations in a manner that promotes a vision for, and overall coherence of FAO's work in tenure in the context of the Organization's global goals and the ongoing Strategic Thinking Process which will contribute to the revision of FAO's Strategic Framework, and formulation of the next Medium Term Plan.

6. Management observes that the role of weak governance of tenure was recognized as a contributing factor to hunger, poverty and the unsustainable use of natural resources by FAO member countries and participants during the CFS-led Intergovernmental Negotiations on the Voluntary Guidelines on the Governance of Tenure. The process of the preparation and finalization of these Voluntary Guidelines has greatly raised the awareness of the importance of tenure issues, including access to land, fisheries and forests, and has provided recognition of FAO's leading role in this area among member countries and other stakeholder participants of CFS. The anticipated endorsement of the Voluntary Guidelines at a special session of CFS for this purpose in May 2012 is expected to lead to a rapid increase in demand for FAO services in this area. This is likely to include both traditional areas of tenure activity, but also increasingly in innovative areas such as those related to climate change. Voluntary contributions by Members, and appropriate partnerships, will be important in meeting this demand.

7. Management notes the detailed observations under Recommendation 4 regarding FAO's portfolio of work in partnership with International Financing Institutions (IFIs), principally the World Bank through the Cooperative Programme (CP), and concurs that the Organization's programme of support to member countries should be balanced. The relatively large portfolio of World Bank projects in Eastern Europe and Central Asia is a response to the greatest efforts in history to redistribute land rights, often in post-conflict situations, and funding for these projects is based on government priorities. Through the CP, FAO has played a neutral, independent role in the design and supervision of a portfolio of over USD 1 billion of investment in land tenure projects. This collaboration with the World Bank has resulted in lessons learned in Eastern Europe and Central Asia being applied to other regions. Similarly, FAO's work on tenure through the CP in countries in Africa and Asia has provided lessons that are relevant elsewhere. In light of the strong support for the Voluntary Guidelines on the Governance of Tenure, these guidelines are foreseen to provide the framework for planning work on tenure within FAO's strategic planning exercise. It is anticipated that improvements to governance of tenure may be supported through expanding partnerships across an increasing number of member countries and in collaboration with a wide range of donors, IFIs, civil society organizations, UN agencies and other international organizations, farmers associations and private sector.

8. Management notes that the Programme Committee identified that land tenure and access to land represent important aspects of development in rural areas, when it proposed the evaluation of FAO's work on tenure.¹ Tenure and secure access to natural resources continue to be critically important to member countries of all regions in their efforts to provide for national food security.

¹ cf. PC 103/6 para. 11

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
Recommendation 1: FAO should carry out an assessment of its strategic options for strengthening its Tenure, rights and access (TRA) work in relation to achieving the basic goals of FAO and its members.	Accepted	1.1 Initiate an interdepartmental collaborative process for strengthening FAO's work on tenure within the framework of the Voluntary Guidelines on the Responsible Governance of Tenure, as developed through the CFS-led intergovernmental negotiations, and in line with FAO's strategic planning exercise. The process will emphasize knowledge-sharing and capacity development.	NR in cooperation with FIP, FOE, ESW and LEG, DOs	June 2012	N
Recommendation 2: Publicize more widely the outputs of its normative work.	Accepted	2.1 Publicize more widely FAO's publications on tenure, which the Evaluation acknowledges are a valuable resource, by disseminating knowledge and developing capacity to support the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure through: 2.2 Use of social media; 2.3 A redesign of the FAO Web site on tenure in order to more closely integrate information on FAO's work on tenure; 2.4 Strengthen communication means that	NR in cooperation with FIP, FOE, ESW and LEG, OCE, OEK	Ongoing 2012 2013	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
		were developed for the preparation of the Voluntary Guidelines.		2013	
Recommendation 3: Undertake more systematic monitoring and evaluation of project performance.	Accepted	3.1 Include appropriate measures for evaluation in the design of relevant projects and in accordance with the recently revised evaluation provisions for projects funded by Voluntary Contributions (FPC/2011/01).	NR in cooperation with FIP, FOE, ESW and LEG, OED, DOs	2013	N
Recommendation 4: Devise ways to develop a more balanced programme of support to member countries in the area of land tenure.	Accepted	4.1 Improve communication with FAO Representatives to facilitate requests for technical assistance in tenure from member countries and the inclusion of tenure in Country Programming Frameworks in recognition that support to member countries is demand-driven, and in collaboration with other development partners. Increased scope for technical assistance to improve tenure governance in accordance with the Voluntary Guidelines on the Responsible Governance of Tenure is anticipated, and this will continue to incorporate normative tools for knowledge sharing and capacity development.	NR in cooperation with FIP, FOE, ESW, TCI and LEG, OCE, DOs	2013	N
Recommendation 5: Provide HQ, regional, sub-regional and country level staff with training and learning resources on tenure, rights and access issues.	Accepted	5.1 Initiate an interdepartmental collaborative process, contingent on the availability of resources, to provide staff training, including through electronic-learning courses, in the framework of the	NR in cooperation with FIP, FOE, ESW and LEG,	June 2012	Y

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
		Voluntary Guidelines on the Responsible Governance of Tenure.	OEK		
Recommendation 6: Provide dedicated cover for TRA support for emergencies.	Accepted	6.1 Pursue funding and/or secondment for dedicated support for work on tenure and emergencies in the broader framework of Disaster Risk Reduction, Disaster Risk Management and Climate Change, and in the context of rural-urban food and nutrition security issues.	NR, TC, DOs	2013	Y
Recommendation 7: FAO should be pro-active in pursuing TRA issues that are of concern to the Organisation in the context of moving towards its Members' fundamental goals.	Accepted	7.1 Initiate an interdepartmental collaborative process to identify and respond to key issues of tenure in the framework of the Voluntary Guidelines on the Responsible Governance of Tenure. Action on this recommendation will be taken jointly with action on Recommendation 1.	NR in cooperation with FIP, FOE, ESW and LEG, DOs	June 2012	N
Recommendation 8: Strengthen FAO's role in providing advice and guidance on large scale land acquisitions by foreign investors.	Accepted	8.1 Initiate an interdepartmental collaborative process to provide advice and guidance on large-scale land acquisitions in the framework of the Voluntary Guidelines on the Responsible Governance of Tenure.	NR in cooperation with EST and LEG, DOs	June 2012	Y