



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

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*Promoting the use of land and natural resources  
for equitable development, GCP/MOZ/096/NET*

*Follow-up Report to the Management Response of the Evaluation*

January 2013

## **Food and Agriculture Organization of the United Nations**

### **Office of Evaluation (OED)**

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## Background

A mid-term review of the project GCP/MOZ/096/NET was carried out in June 2011 with a final report in July, by a team of independent consultants working under the responsibility of the FAO Office of Evaluation. The evaluation was led by a respected senior international expert in land issues<sup>1</sup>, and was part of a global assessment of FAO land activities, whereby Mozambique had been selected as a key case study country.

The evaluation found that the Project had met most of its major objectives and that the training method and materials developed were of high quality and appropriate for the challenges facing Mozambique today. The report confirmed and underlined the following:

- The government's interest in regulating land and natural resource use
- An inclusive and participatory approach - from senior officers to paralegal workers and community members
- Integrating government and civil society officers in activities
- Long-term engagement of Netherlands & FAO
- Identification of national champions: Ministry of Justice (CFJJ) & Ministry of State Administration (DNPDR) actively engaged in capacity development activities
- Design of the capacity development interventions and their integration into CFJJ's and DNPDR core activities
- Development of a training methodology: legal notes and books, training, field case study research and advocacy

Below is the table of recommendations and their follow up.

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<sup>1</sup> Mr Martin Adams

Follow-up report of the Management response to the Mid-Term Evaluation			Date
Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
1. Nine month extension with USD one million top-up	Formulation of a new project document with stakeholders. Consultation with donor on extension of current project to ensure continuity in TA.	The extension proposal was rejected by the donor who instead proposed that FAO develop a new medium term programme to follow on from the present project. A request proposal was presented to the donors in September 2011 during a debriefing meeting of Backstopping mission.	A new fully-fledged project document was at advanced stage of preparation in January 2013, at the time of drafting this report.
2. In case of the extension granted, the activities to be undertaken:			
2a. KAP type survey	Current project is undertaking a control group survey to measure impact on communities, men and women, which is within available resources	The Impact Study was delayed by a series of administrative issues linked to tendering requirements and FAO procurement rules. However, the study is successfully underway after a rigorous and well conducted desk review and the development of survey instruments. First draft of the results is available. This activity is compensating adequately for the failure to implement a baseline survey and more effective M&E process in both the CFJJ and DNPDR.	The company contracted to carry out the impact assessment has decided to reduce the number of districts (sample size) of the field data collection with no significant impact to the results.
2b. Review of the community-investor projects	NA	NA	NA
2c. Technical assistance to various projects	To follow up with donors as project formulation and approval progresses	The donor has requested FAO to carry out an institutional assessment of the land administration in Mozambique. The assessment has been completed and the programme document that has been produced is both comprehensive and provides a framework for achieving the longer term sustainability of outcome initiatives, through a concerted focus on reforming the base of the institution of land management and administration and creating sustainable planning and budgeting mechanisms. However, the project formulation has been delayed mainly due to the workload that the institutional assessment has created on both the technical assistance and administrative officers assigned to the project.	The donor proposed to extend the project so that the new medium term programme could be developed. The present NTE of the project is 31 December 2012.
2d. TA for MJ for preparation of SP for CFJJ	Current project to monitor and support as needed	The MTE recommended that, after several years of uncertainty attached to the preparation of the	

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		Strategic Development Plan for the CFJJ, the Minister of Justice takes the lead in the process, giving due consideration to the views of stakeholders and previously proposed institutional options, including the CFJJ as a 'subordinate institution' and the CFJJ as an 'autonomous institution' under the Ministry of Justice.	
2e. Support to the Land Consultative Forum	Consultant for DNTF being recruited; TCP being processed, funds available in 2012, include in drafting of new project	The launch of the TCP has been delayed due to delays in its signature by the Government of Mozambique. Additional to that is the difficulties FAO was having in finding a right consultant for the post.	
3. Ministry of Justice to finalize Strategic Plan	NA	NA	NA
4. Ministry of Justice consider status, certification and legal framework for paralegals.	Current project to support as required (to establish sustainable paralegal programme, planning for 2012 and beyond).	The CFJJ will take this process forwards in 2012-13, to develop a legal framework and new statutes for the growing number of paralegals.	New Paralegal Associations are appearing as a direct consequence of the successful CFJJ-FAO training programme.
5. Ministry of State Administration to support high level seminar on land law.	Current project to support as required.	The slightly open political window for holding seminars with senior GOM officers appears to have closed again, with little progress being made through DNPDR. It is clear that the project still has strong support from the Minister of State Administration, and a significant step was made when the project succeeded in being included in a national seminar on how to improve implementation of the District Development Fund (for which DNPDR is responsible).	The idea as presented of using some of the District Development Fund as seed capital for new community-investor partnerships, an idea that will perhaps be tested on an ad hoc basis as the community-investor partnership project goes ahead to field trials. As the project nears its end, the importance of maintaining this political support cannot be over-estimated, as the basis for achieving progress with the participatory rural development and territorial planning model which FAO has been promoting through its

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			partnership with DNPDR.
6. FAOR to consider providing dedicated administrative/operation support officer to land projects.	FAOR will do their best to do so.	As activities have tailed off, funding of project activities has become less of an issue. Nevertheless the basic mechanism in use, the local Letter of Agreement up to a limit of US\$50,000, is still in place, while the HACT modality has still not reached the point where it is being used by FAO projects as a matter of rule. However, changes to LOA forms and procedures, implemented by FAO Rome in response to a long period of consultation and comments with field officers, has made drafting LOAs and managing them a lot easier. This is very welcome as the project comes to an end, and a reflection of the constant pressure which field programmes have applied to higher levels to change or improve the LOA. It will be a great advantage for projects that follow.	
7. Meeting convened by ADG NR, chaired by LEG as LTU, bringing together NRL, NRC and TA staff of current project as well as GCP/MOZ/086/NOR	Meeting held with ADG, NR, NRC, NRL, LEG, ESW, CTA of GCP/MOZ/086/NOR met on 25 October 2012.	Delay is explained by attempts to include CTA of GCP/MOZ/096/NET in the meeting; opportunity of HQ visit by CTA of GCP/MOZ/086/NOR used to convene it.	Improved communication between all divisions concerned: all involved in follow-up project to be funded by the Netherlands and others.