



UN-HABITAT EVALUATION BRIEF

Mid-term Evaluation of the Global Land Tool Network (GLTN) Evaluation Report 3/2011

1. INTRODUCTION AND BACKGROUND

The Global Land Tool Network (GLTN) was launched in June 2006 with the goal of contributing to poverty alleviation and the Millennium Development Goals (MDGs) through land reform, improved land management and security of tenure. GLTN aims to improve access to land and security of tenure for the urban and rural poor through joint efforts of International and regional partners; and to identify and develop land tools to support innovations in pro-poor and gender-appropriate tools that are affordable and can be applied on an extensive scale.

The project is currently funded by the Swedish International Development Cooperation Agency (Sida) and the Government of Norway.

The mid-term evaluation was requested by the GLTN Secretariat and Steering Committee to inform planning and decision making for the second phase of GLTN. Results from the evaluation were to be used by donors for accountability purposes and as a basis for future funding decisions. The evaluation also served as input into the on-going learning process of UN-Habitat and partners, for consolidating lessons learned, and shaping future strategies for GLTN and land sector interventions in general.

2. EVALUATION PROCESS AND METHODOLOGY

An evaluation team consisting of two consultants, Mr. George Collett and Mr. Anthony Burns, undertook the evaluation from August to December 2009. The evaluation focussed on GLTN achievements as well as its relevance, efficiency, effectiveness, impact and sustainability. Various methods were used for data collection, including review and analysis

of GLTN documents and publications, interviews at UN-Habitat headquarters and via telephone/email for those outside Nairobi with members of the Network's International Advisory Board, active GLTN partners, GLTN donors and relevant UN-Habitat relevant staff. Questionnaires were used to collect information and opinions from GLTN partners, members, participants in training courses and land project personnel. In all, 39 stakeholders were consulted and 132 questionnaires were analysed.

3. MAIN FINDINGS

Overall Achievement

- GLTN has made satisfactory progress towards achieving its expected outcomes. It has promoted global knowledge and awareness, and in some cases harnessed partner's interest at country levels to develop and test tools and approaches related to land management. Targets set in project documents for 2007, the work plan for 2008 and the log frame have been achieved.
- GLTN has made progress in development and documentation of land tools. Forty-one documents published by GLTN were available on its website in July 2009.
- By the time of evaluation, GLTN had initiated country-level activities in Botswana, Ethiopia, Haiti, Kenya and Liberia and worked in many other countries as part of its research tool development and training programmes.

Relevance

- The goal of GLTN is consistent with United Nations MDGs, the UN-Habitat Agenda and the Medium-Term Strategic and Institutional Plan and its enhanced

- normative and operational framework.
- The GLTN has played a valuable role through its variety of programmes, which have contributed to the land sector through advocacy for effective, pro-poor, gender appropriate land governance and administration, breadth of network partners with their different perspectives, active promotion of grassroots participation, emphasis on cooperation among partners, and its support for innovation and new thinking.

Efficiency and Effectiveness

- In the area of institutional capacity, the GLTN has continuously expanded and registered members and partners. By end of July 2009 there were 1,101 registered members and 42 partners.
- The evaluation found that the main design documents could be further clarified to provide a stronger framework for guiding implementation and evaluating effectiveness and impact.
- One of the greatest challenges faced by GLTN were found to be related to its capacity to manage multiple activities, initiate important new programmes areas and disburse the associated funds. This is due in part to the staffing constraints of the Secretariat coupled with the complex administrative and financial management procedures of UN-Habitat and United Nations Office at Nairobi (UNON).
- GLTN has succeeded in establishing a distinct 'brand' and credibility in the international land arena and has attained notable achievements in the areas of advocacy, research and development of tools as well as establishing a network that includes many of the most important actors in the land sector.
- GLTN has been very effective in communicating technical and policy issues to different audiences.
- GLTN efforts towards donor

coordination at the country level have made very important contributions in Kenya, but those efforts are constrained in other countries, owing to its lack of presence. At the time of the evaluation, GLTN had embarked on plans to support donor coordination in Ethiopia and Liberia.

Sustainability and Impact

- Partners appear enthusiastic about the Network, but in the short and medium-term, sustainability will be dependent on the strength of its network, the capacity of the Secretariat and the level of donor support. Having made a promising start with advocacy, research and development of tools, GLTN now needs to test tools at the country level to build its credibility.

4. LESSONS LEARNED

The main lesson learned from the experience of the GLTN so far is that small, but well-designed and well-managed “soft” normative research and policy-oriented programmes can have a profound impact with a relatively modest investment of financial resources. They may indeed have a greater and lasting positive impact on policy and socio-economic change

than more costly pilot field projects which emphasize physical development. However, to operate effectively, such programmes need very competent professionals, a supportive institutional environment and effective administrative support.

5. KEY RECOMMENDATIONS

Key recommendations proposed by the evaluation for immediate implementation include:

- Improve the GLTN website by revising its structure and content;
- Revise the training and capacity-building strategy to ensure that gender and grassroots criteria are included in all existing and future land tools and land related projects;
- Hold regular partnership meetings and keep the partner and network membership strategy under constant review;
- Document clear procurement and other administrative procedures to address inefficiencies and delays;
- Ensure provision of greater support to the Secretariat from the Steering Committee, with the cooperation of the UN-Habitat Programme Support Division and UNON, to improve the efficiency of administrative procedures. The Steering Committee should take a more significant role in assessing GLTN to overcome internal

administrative constraints within UN-Habitat and UNON;

- Revise the log frame taking into account nature and extent of country level activities;
- Test gender evaluation criteria for projects and identify appropriate resources to update GLTN tools and publications;
- GLTN should maintain a list of current land related projects and post it on its website;
- Develop GLTN strategy for engagement at the country level, including cooperation with other divisions and offices of UN-Habitat, as well as the definition of the respective roles of the Secretariat, partners and UN-Habitat in the Strategy's implementation;
- Develop a medium to longer-term strategy for GLTN and an associated staffing plan;
- Review the effectiveness of GLTN's communications and revise the communications strategy;
- Partnership and membership strategy should be developed and regularly revised;
- Develop knowledge on the linkages between tools, and test the value of multiple tools implemented;
- Review institutional capacity of all international land agencies against the scale of global land needs.