



**Mid-term Project Evaluation  
"Improvement of Land Governance in  
rural and indigenous communities of  
Bolivia, and Peru: Promoting the right and  
access to land"**

**FINAL REPORT - Abstract**

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## **1. Project Abstract and Project Basic Conditions**

The Project has the Global Objective to improve the governance of land and natural resources in peasant and indigenous populations in Bolivia and Peru. The purpose of the Project has been to strengthen the political / legal and social conditions of the indigenous and peasant populations of both countries, in order to contribute to guaranteeing their right to adequate food and access, use and possession of the land.

To achieve these goals from a strategic perspective, the identification phase included: i) strengthening the capacities of indigenous and peasants representatives, public officials and private sector leaders; ii) promotion and administration of an Observatory for access to land; and iii) establishment, revitalization and strengthening of dialogue spaces or round-tables where to discuss contents and strategies for the recognition and effective exercise of rights linked to the right of access, use and possession of land and adequate food.

The actions of the Project are aimed at the generation and strengthening of capacities for the promotion, protection and restitution of rights of access, use and exploitation of the land and natural resources of indigenous peoples and peasant communities, using as instruments the responsible governance of land and the application of the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security linked to it (within the framework of the management and transformation of conflicts and rights approach).

Intermediated by these tools, the strategy is to strengthen leaders of peasant and indigenous organizations and communities and public officials, from a logic that focuses on the promotion of advocacy skills by looking at two ways to build it: one that involves the articulation of a Platform from which to promote the enforceability of the rights prioritized by the Project, with training actions, social and political dialogue and the collective definition of an Agenda referring to governance (Bolivia); and another that aims to take advantage of the potential of an already installed Platform, to promote from the same actions of defence of the achieved norms in terms of use, access and distribution of the land and socialization of an Agenda already elaborated with some representative instances of the Peasant Movement (Peru). In both cases, it is basic the activation of a Land and Territory Governance Observatory from which to share strategic and analytical information to feed enforceability actions.

## **2. Relevance**

In the case of Bolivia, the conception of the Project is widely relevant, because it coincides with the conclusion of the titling process that has not solved the problems related to the legality of the titles in the community-shared areas and has not guaranteed the non-privatization of the fiscal lands, which is one of the main threats that currently arise to the right of access to land. In the case of Peru, the Project responds to the challenges of the crisis context and the need to problematize the public debate by addressing ways of reactivating the economy that violate the fundamental rights of the indigenous peoples already conquered (among them, the right to consultation), as well as the promotion of anti-peasant policies and regulations.

The Project also responds to the needs of the target groups that, in order to promote processes of political advocacy with which to question the indigenous and peasant sectors exclusion as subjects of development, they need to strengthen their capacity for dialogue and proposal.

Finally, the Project is relevant for the entities that implement it (CEPES, TIERRA and WHH) insofar as all of them work -from a political vision and supporting peasant and indigenous leaders- on the structural causes of violation of rights linked to land, territory, Governance and food security.

## **3. Effectiveness**

It can be pointed out that the Project is effective thanks to the quality of analysis of the situation, the tools used and the target groups meticulously chosen, reviewed and

improved over these two years. This allowed articulating alliances and agendas, and promoting the recognition and positioning of shared demands among the target groups that strengthen an advocacy process as the most appropriate and effective way to achieve the Global Objective, considering the political resistance from the private sector, but also from the State (in Bolivia, despite the formal defence of rights of Mother Earth) to accommodate the Voluntary Guidelines as an articulating theme of a rural development Agenda.

#### **4. Efficiency**

The cost-benefit ratio that can be determined from the raw data would give us a value of 874,171 Euros, for 16,500 direct beneficiaries officially established initially in the Project. This would give us a cost per beneficiary of 53 Euros, very low compared to other international cooperation Projects. This is because the estimated number of direct beneficiaries is more likely to be considered the number of the indirect beneficiaries of the project.

Compared to the number of direct beneficiaries, the cost per beneficiary is similar to the averages that are usually considered in other projects for this ratio. But in the case of a Project that does not entail direct economic benefits, but can potentially promote policies at both national and local levels, in different regions, the effective benefit in monetary terms that the Project can generate is difficult to calculate, in the medium and short term. In relation to the budget expenditure, until December 2017, the staff costs are progressing similarly to the time laps (67.2% of expenses in 66.7% of the elapsed time), but Operating costs reached only 48%. This shows us the existence of a budget execution delay, in relation to time.

Regarding the progress of activities estimated in the Monitoring Matrix up to December 2017, it is evident that the level of progress of the activities is consistent with the progress of time (63.5% of technical implementation versus 66% of elapsed time). The comparison between the expenses level and the budget, we see that the activities have been implemented more quickly than the expenses of operative costs, which only reach the 48% (while the overall expense of the project, including functioning costs, reaches 56,6%).

#### **5. Effects and Impacts**

It can be argued that the implementation of the Project undoubtedly contributes to problematizing publicly and with the social actors from a critical approach the negative effect that the expansion of the agro-business and its Agenda has on the Human Rights of the peasant peoples. But it is also important to consider that its most important effects in this line will be perceived beyond the time of the Project.

Another notable impact refers to the high level of involvement of social organizations in the processes of training, networking and exchanges to re-contextualize the role of the Voluntary Guidelines.

Also, we can see that we are on the right track to articulate policy proposals, whose discussion and approval will generate impacts in the long term. Finally, another effect of the project is to have visualized the predominant role that young leaders and women have assumed in the promotion of Governance, from their own experiences.

#### **6. Sustainability**

The Project have defined a strategy that shows to be efficient and replicable, and involves as tools: the use of the Observatory as a reference for critical analysis and feeding of policies; the opportunity to open new spaces for creating competencies (Universities) in terms of knowledge on Governance processes; the possibility of promoting training replicas by formed leaderships; the activation of an articulated debate process, able to continue beyond the Dialogue Tables; and the use of conceptual references widely linked to the concrete experience, for future debate considering a multidisciplinary vision.

In addition, the increased capacities of the different people involved in the Project activities, in the enforceability of human rights and the right to land in particular, endure over time and involve effects / impacts beyond the duration of the Project. The people trained, even if they change their institution, will bring the acquired knowledge to other institutions, creating a multiplying effect.

### **7. Most important recommendations**

Among them, at the level of Project design, monitoring and implementation, the need to establish a better differentiation between activities and results stand out; the importance of taking on the challenge of what it means to implement a bi-national Project, potentiating the logics of inter-learning between the partners and the target populations; the need to explore and validate the weight of the particular views of gender and youth leaders in the processes of enforceability of rights Agendas; the importance and usefulness of transforming the "Nuestra Tierra" Platform from a data and information dissemination centre to an Observatory as an enforcement tool that demands the strategic and systematized use of that information to generate influence and advocacy; the possibility of promoting studies that synthesize and exemplify how a process of Governance can be concretely given in rural realities; and to emphasize the work on normative change at the local level, with the target groups with which there are already alliances and relationships of trust that allow optimizing this process.

### **8. General conclusions and "Learned Lessons"**

The Project, as a whole, is developing positively. The adjustments that have been made at the beginning or during its execution have been able to re-orient some elements and make it more concrete, and the effects and impacts more tangible.

However, the issue of sustainability of the effects after the conclusion of the Project has not yet been addressed. On the one hand it is worth mentioning that the sustainability of the actions activated by the Project is useful but not essential. On the other hand, the positioning of governance in the Civil Society Organizations debate has advanced, but it cannot be considered a consolidated element in its internal debate spaces.

The construction of a peasant / indigenous agenda shows progresses, but there is no guarantee that it will be consolidated and applied in the coming years. These aspects of sustainability should be analysed and strengthened before the conclusion of the Project, in order to promote the enforceability of rights related to land and territory.

Regarding the lessons learned that the initiative leaves in these two years of implementation, it is important to not limit the scope of the incidence only to the spheres of government and state structures. Rather, it is necessary to be clear that incidence is an element that runs through both the institutionalized power, and the daily practices of social actors seeking social transformation. Consequently, the strategies of political advocacy and agenda creation need to be based on the concrete experiences of the subjects that drive them and who are the ones to explore and problematize interests, powers and power logics that seek to impose themselves.

Another lesson learned refers to the fact that political advocacy must be accompanied by a process of social impact whose base of application is communication. The success of any political positioning depends on the number of adherents who sympathize with a demand and understand its transcendence. Hence, it is important to give a real base, obtained and legitimized from the voices of those who participate in the dialogues and discussion round-tables of the Project and who account for the existing power map and which must be challenged to promote the positioning effectiveness of social justice as a collective reference for relationships.

Finally, it is necessary to emphasize in the systematization of experiences of collective agreement promoted in the framework of the dialogue round-tables, since they allow to discover which are the methodological keys and the claiming positioning behind them and, from there, promote their socialization through an adequate communication strategy to provide guidance for structural transformation.