

ANNUAL WORKPLAN YEAR TWO OCTOBER 2016-SEPTEMBER 2017

FEED THE FUTURE TANZANIA LAND TENURE ASSISTANCE (LTA)

CONTRACT NO: AID-OAA-I-12-00031

TASK ORDER NO: AID-621-TO-16-00005

1ST OCTOBER 2016 – 30TH SEPTEMBER 2017

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LAND TENURE ASSISTANCE YEAR 2 WORK PLAN

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ABBREVIATIONS

COP - Chief of Party
COR – Contract Officer’s Representative
CCRO - Certificate of Customary Right of Occupancy
DAI - Development Alternatives Incorporated
DFID - Department for International Development
DLO - District Land Officer
FTF - Feed the Future
GOT – Government of Tanzania
IE - Impact Evaluation
LTA - Land Tenure Assistance
LTSP – Land Tenure Support Program (DFID)
LUP - Land Use Planner
MAST - Mobile Application to Secure Tenure
MLHSD - Ministry of Lands, Housing and Human Settlements Development
RCT - Randomized Controlled Trial
SAGCOT - Southern Agriculture Growth Corridor for Tanzania
TRUST - Technical Register Under Social Tenure
USAID - United States Aid for International Development
VC - Village Council
VEO - Village Executive Officer
VLC - Village Land Certificate
VLUP - Village Land Use Plan

INTRODUCTION: PROJECT PURPOSE AND OBJECTIVES

The Land Tenure Assistance (LTA) program commenced on December 11th 2015. As part of the Feed the Future (FTF) initiative in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Districts of Iringa and Mbeya, the project will be implemented over four years and provide assistance to local level authorities in the delivery of land tenure services under the Village Land Act No.5, 1999 and the Land Use Planning Act No.6, 2007.

The LTA will provide support to the implementation of land tenure regularization and first issuance and registration of CCROs and Village Land Use Plans (VLUP) in 41 selected villages. In the provision of support to land tenure regularization, the LTA will make use of, and further develop, the Mobile Application for Secure Tenure (MAST). In addition to these key activities support will also be provided to capacity building at both District and Village levels. Years 1 and 2 and 3 will focus on the main task of building capacity in Iringa District. Capacity building activities will then be extended to Mbeya District Council through the District Land Office commencing in Year 3 and through Year 4. The LTA work will be undertaken under four activities re-stated here as follows:

- **Activity 1:** *Assist villages and District administrations leaders and institutions in completing the land use planning process and delivering CCROs in selected villages within two districts of Iringa and Mbeya.*
- **Activity 2:** *Educate and build capacity of village land governance institutions and individual villagers to complete the land use planning and CCRO process, effectively manage land resources, respect women's, youth and pastoralist's land rights and build agriculture-related business skills.*
- **Activity 3:** *Educate and build capacity of district-level land governance institutions in Mbeya Region to complete the land use planning and CCRO process*
- **Activity 4:** *Build capacity to use the MAST application throughout the SAGCOT and Nationally.*

Activities 1 and 2 are the larger of the four activities listed and are the primary focus of Year 2 Planning. A detailed Inception Report and Work Plan was submitted in March 2016.

A detailed activity and sub-activity work plan was submitted in March, and included in the Inception Report. The Gantt chart below presents relevant activities and sub-activity timelines for Year 2 planning.

SUMMARY OF ACTIVITIES COMPLETED YEAR 1, (1ST OCTOBER 2015 – 30TH SEPTEMBER 2016).

Key activities and related issues identified in Year 1 include the following;

- **Completion of Project Start-up:** January – June 2016
- **Inception Reporting:** March 2016: Care was taken to provide detail on both the methods and procedures as well as detailing the additional changes that would be required for MAST. A separate Needs Assessment was concluded for the latter.
- **Establishing Baseline Material for Iringa District Villages:** This has been an ongoing task throughout year 1 and has provided key data for project planning and impact evaluation. More data is being gathered on all of the villages in Iringa district to support and as part of the village selections and impact evaluations.

- **Change of Geographic Areas Kilombero to Iringa:** LTA completed field reconnaissance to the selected villages in the Kilombero Valley. However, because of an overlap with the DFID LTRSP project, USAID LTA work in Kilombero was dropped on the advice of the MLHSD, and all activities diverted to Iringa Rural District with later work being undertaken in Mbeya.
- **Impact Evaluation and Village Selections:** The shift of LTA work focus to Iringa, and the requirement to select new villages for LTA interventions provided the opportunity for village selections to be subject to Randomized Control Trials (RCT), as the method to be applied to the LTA impact evaluation. This is consistent with USAID’s Evaluation Policy. Selection of an equal number of treatment and non-treatment villages will be made for comparative analysis. As a result of this;
 - LTA work for Year 1 commenced in six (out of 41) villages to develop and hone procedures and solve the problems related to MAST. Work in these villages will carry over to year 2. These will *not* be included in the RCT.
 - A total of 15 treatment villages will be selected in August-September 2016 as part of the RCT IE work. LTA fieldwork will commence in these villages in Year 2 based on achievable work rates and experience for the first six villages.
- **Procedural Design and Business Logic:** Best practice for the application of low cost, systematic first registration systems requires implementation of a given set of sequential procedures. Each procedural step has its own set of sub procedures and documentary infrastructure. Designing these to a level that enables systems to be replicated at minimal cost and gaining approval/acceptance by the District Authorities and local has been a key task for Year 1. Progress has been made but these activities will continue into year 2. This work also serves to support MAST development and improvement.
- **MAST Transfer and Copyright Issues:** These were resolved in late April – early May 2016. Related issues were discussed and resolved during the USAID visit to Iringa in early June. Archive imagery, for use by LTA, was received from USAID in late June.
- **MAST Review and Software Revisions:** Contrary to Amendment 1 of the RFTOP which states: *“substantial maintenance, updating and improvement of the MAST software are not anticipated under this award”*, operational reviews, testing of the MAST software and reviews of the MAST pilot data by the LTA revealed substantial changes to the MAST software would be required to enable effective scaling up and more accurate parcel mapping and titling. Work has been completed establishing the business logic and details based on field testing and appraisal and the procedural designs summarized above. Also, the assumptions, firstly that MAST development included in-depth participation of the District land administration and synchronization with local land administration processes, and secondly, that MAST would automatically add value to best practice for low cost registration procedures has proved to be not correct.

As a consequence, work has been ongoing through Year 1 completing MAST needs assessment, administrative procedural reviews and the preparation of business logic for MAST development. All of these initiatives will carry over into Year 2.
- **Reporting:**

In addition to the completion of the Inception Report, Monthly and Quarterly reports have been maintained for project Year 1. Also completed;

 - Communications and Public Outreach Strategy
 - Gender and Vulnerable Groups Plan (Draft)
 - Monitoring and Evaluation Plan (Draft)

Current work plans for year 2 will include provision to finalise these drafts. The M&E plan is in the process of some discussion with USAID.

- **Budget Realignment:** A budget realignment has been prepared under a separate cover to enable the LTA to meet all of the above requirements. This will include the additional costs related to the changes to MAST and the changes to othe original/overall staff profile.

SUMMARY PRIORITY ACTIVITIES FOR YEAR 2, (1ST OCTOBER 2016 – 30TH SEPTEMBER 2017)

Year 2 of the LTA will focus on Activities 1 and 2 specifically, with a view to ensuring the project is able refine procedures and systems to enable scaling up and rolling out of the VLUP process, and delivery and registration of CCROs. If MAST is to be effectively incorporated into this process further changes to the software will be required. Work in the six villages (not included in the RCT) will enable progress to be made in this area.

The following summarizes LTA priorities in Year 2. Additional information is provided below and in the accompanying Gantt chart.

Activity 1

- **Baseline Data Collection Village Selection and Reconnaissance:** This is ongoing and will continue to be developed as new information comes to light. In partnership with the District the LTA still has to clarify status of all VLCs in the District with a view to enabling more effective village selections and clarify the current status of VLUP and CCROs in targeted villages. Field visits completed and selected by the IE team will be visited and checked for feasibility.
- **Field Tasks and Schedules:** Efforts will continue to ensure work in the villages can be undertaken concurrently with cost effective and replicable procedures. The 6 non-RCT villages will be used for this purpose. Work in the RCT villages will likely commence in the third quarter of Year 2. A total of seven villages will be prioritized out of the 15. This will take the total villages completed at end of Year 2 to 13. A review of image availability and a plan for procurement will be required when the final list of RCT village has been received. The options for obtaining imagery from drones as per the (DFID funded) Land Tenure Regularisation Support Program (LTRSP) needs to be examined. Of the field activities to be completed the following will also be the main focus.
 - Full and comprehensive public outreach message development and packaging for public outreach at village level – with agreed methods of dissemination, timelines and costs.
 - Comprehensive integrated procedural development for the regularization of tenure – from public outreach to delivery of CCROs and effective integration of MAST. The target output will be fully costed procedural model that can be readily replicated, adapted, applied and scaled up.
 - Development of business logic for MAST and improvements to the software.
 - Finalizing streamlined procedures for the delivery of VLUP and implementing in 3 of the six villages.
 - Development of a full operational procedures manual for regularizing land tenure.
 - Selection of villages from the 15 identified by the IE program and agreement with the District on this selection.
 - Finalizing actual costs for the above will continue to be developed to facilitate further planning and development for the long term.

Additional Activities under Activity 1, planned for Year 2 include:

- Complete needs assessment for post registry maintenance and transaction procedures
- Modelling of procedures for the development of TRUST

Activity 2

- Change Management Strategy and related activities in District Land Office - including development of counterpart arrangements, review of job descriptions, improvements to floor space, and installation of IT, facilities for batch processing and storage of hard and soft copy records.
- Village Institutional Development, village procedural development, training of trainers, roll-out and dissemination of information.

IMPLEMENTATION PLAN, YEAR 2

The following notes should be read in conjunction with the Baseline Targets and presentations in the M&E Plan. Key indicator measures are specified in the LTA M&E Matrix and targets summarized in the table below.

ACTIVITY 1: LAND USE PLANNING AND TENURE REGULARIZATION:

Assist villages and District administrations leaders and institutions in completing the land use planning process and delivering CCROs in selected villages within two districts of Iringa and Mbeya.

LTA Activity 1 is the largest and most complex project activity, driving progress and development in the other 3 activities. The LTA is required to assist Villages and District Land Offices with VLC, VLUP and CCRO delivery. The scope of work is considerable, requiring:

- Design and development of district and village land administration systems, procedures that are inclusive and fully participatory – with delivery of VLCs, VLUPs and CCROs.
- Development of village capacities to implement regularization of tenure and registration of land using the mobile applications - MAST.
- Public information and consultation, development of media messages and delivery strategies

Also included in this is unanticipated requirement for the improvement to MAST – requiring both research and development as implementation in the villages continues.

Activity 1 is therefore divided in to 5 sub-activities summarized below. These are running concurrently. The work is implemented by the LTA team in partnership with the District Land Office in Iringa.

Sub-Activity 1.1 Baseline Village Selections and Reconnaissance

The original village selections in Kilombero Valley were cancelled early in Year 1 and transferred to Iringa Rural. As stated, advantage was taken of this to establish a randomized control trial (RCT) whereby village selections would be undertaken randomly.

Total villages in Iringa were originally stipulated at 123 in number. With recent (and ongoing) village subdivisions, and more recent LTA research the actual number is now at 131. Baseline data for all villages has been compiled and has provided the basis for village selections and planning going forward. This data is however, subject to change as new information comes to light.

Procedures and timing for selection of the IE villages from this listing were agreed in June Year 1 and field visits are currently underway by the IE team. A preliminary list will be provided by the IE at end September. Commencement of LTA fieldwork in the IE villages will take place in the third quarter Year 2.

Current Status:

- Six villages out of the 131 that are *not* to be included in the RCT were selected to enable field procedures, processes and issues with MAST to be resolved based on actual data and fieldwork. These six villages are currently in progress with regard to VLUP and CCRO preparation and include; **Kinywanga’ganga, Kiponzelo; Magunga, Usengelendete, Izazi and Mdnadani**
- A total of 75 out of the 131 villages were provided to the IE team to enable selection for baseline and treatment villages with a contingency to allow for re-selection for those villages that might need to be rejected for LTA. A total of 15 RCT villages will be selected for LTA implementation in Year 1 to enable fieldwork to continue through 2017. A further 15 (making 30 in total) will be selected later in 2017 for implementation in 2018.
- Five villages out of the 41 villages under contract will be selected in Mbeya to allow for Activity 3. No work will be completed on Activity 3 in Year 2. These five villages will not be subject to IE under the RCT.
- With village selections under IE not concluded at the time of writing the consequent status of the VLUP and CCROs of the 15 villages is still unclear. However the actual number of VLUPs to be prepared by the LTA is currently estimated at 10.

Milestones

- Completion of the first six villages and all related procedures (see below)
- Agreement on the RCT selection of the 15 villages.
- Agreement on sequencing and timing of LTA work in RCT selected villages
- Finalizing modifications to baseline data based on village splits.

Resources:

- MSI/NORC – independent contractors to USAID for Impact Evaluations
- LTA /DLO field checks and reviews.

Contribute to:

LTA M&E Indicators Contract 1, 2, 3, 5, 7

STARR IQC (iv) - included as LTA M&E indicator 9

Sub-Activity 1.2: Field Tasks and Schedules

Progress and work rates in this key sub-activity are dependent on significant progress in Sub-Activity 1.3 Public Outreach, Sub-Activity 1.4 Procedural Development and Sub activity 1.5 MAST TRUST Improvements (see below). Field progress in the villages will continue as improvements in these key areas are made. In principle, fieldwork should progress more rapidly as systems are improved.

This sub-activity drives data for several major indicators and targets - the number of villages with interventions, land parcels mapped and registered, numbers of impacted households, and CCROs, VLUP and VLCs issued and completed. Additional details are provided in the LTA M&E Matrix and the targets table below.

Current Status:

Field progress in Year 1 has been constrained by lack of clearly defined field procedures for tenure regularization¹, issues related to the transfer of, and improvements to MAST and IE selection procedures. Fieldwork commenced in the first of 6 villages (not included in the IE) Kinywan'ganga in July and is now complete. Procedures are now being developed for a replicable, objections and corrections period. Work is now currently underway and summarized as follows:

- **Kinywan'ganga;** VLUP complete and **840 parcels** mapped, objections/corrections/ public display in progress.
- **Kiponzelo;** Public meetings held and work progressing on VLUP. Estimated total parcels, **2,720**.
- Remaining four villages **Magunga (1,316 parcels), Usengelendete (1,388 parcels), Izazi (912 parcels) and Mdnadani (766 parcels)** are not yet started. Total estimated parcels for the six villages is **7,952**.

Tasks Planned for Year 2:

- Completion of all six villages under the procedures and MAST development program with completion of 3 VLUP and all of the estimated **7,950 parcels**² for CCRO issuance.
- Completion of the RCT selection for the first 15 villages, progressing to fieldwork in 7 of the 15 - totaling an estimated **9,100 parcels**³. The list of 15 IE villages, at the time of writing has not been provided by the IE team⁴ so an average figure is being used.
- Completion of the streamlined methodology for village land use plans currently estimated at **10 in number**.

In all, the projected parcels mapped for year 2 will be approximately **17,050**. Assuming 10 percent of these are not formalized the projected total for Year 2, parcels mapped and registered will be **15,345**.

Milestones:

Completion of the six villages will support procedural development and MAST changes to enable scaling up. Key pre-requisites will include;

- Improvements made to MAST software

¹ Though procedures and document templates are laid out in the Village Land Regulations these are not in a form that can be operationalized, where clear instructions and training to land users can be given.

² Caveats: Estimating parcels is an inexact science making use of populations, extrapolating to the numbers of households and thence to the estimated number of parcels. Population figures obtained from District are divided by 4.3 (average number of persons per HH) to obtain the numbers of HH. The assumption is that HHs have an average of two parcels. The estimated number of parcels is therefore the number of HH x 2. This generally provides a guide but actual numbers may be more or less than this. Also in some areas the parcels held by a HH may number more than 10.

³ Based on the above calculations it has been determined the the average number of parcels per village can range between 800 – 1,200. The Deputy Commissioner of Lands advised that the usual average used is 1,200. In many cases depending on locations the actual figure is usually higher. An average figure of 1,300 parcels per village has been adopted for this planning.

⁴ When the final village list is received from the IE team a further evaluation of potential parcel numbers will be undertaken based on estimates compiled from actual data. Sometimes it is possible to refine parcel estimates using imagery

- Operational/procedural manuals for scaling up and rolling out completed and approved by DLO
- Public outreach and training packages completed and ready for dissemination

Resources:

- Land Administration Specialist
- Tenure Regularization Specialist
- Public Outreach Specialists
- Field manager and Field Assistants

Key Partners:

- District Land Office
- Village Institutions

Contribute to:

FTF Feed the Future Indicator Title 4.5.1 (25) – included as LTA M&E Indicator 5.
LTA M&E Indicators Contract 2, 3, 4, 5, 7, 8,
STARR IQC (i) - included as LTA M&E indicator 2

Sub-Activity 1.3: Public Outreach – Development of Information Packages and Training

The LTA has produced a Communications and Public Outreach Strategy that allows for phasing of the level of outreach required. The first phase requires the honing of packaged and nuanced messages, for the development of participatory land use planning and the required information, advice and instructions to enable the village to complete regularization for CCRO issuance.

Under Sub-Activity 1.3 for Year 2, consistency of messages and communications packages at village level will be the key focus to make the system timely replicable and cost effective. This will be the primary focus particularly in the six villages in the first half of Year 2. This represents a particular challenge with regard to established, ad hoc approaches to this issue in each of the villages.

Later phases of the Communications Plan, when scaling up are well established and will allow for messages and information at Regional, and possibly National level, and more effective stakeholder consultation and inter-donor coordination than has been possible in Year 1.

Current Status:

- Public outreach for villages is currently concentrated on individuals and/or organizations (NGOs CSOs) is not properly scripted and packaged for consistency of delivery for scaling up.
- Current packages are dispersed and are informational only – not compiled and nuanced for timely delivery by different specialists within an operational setting.

Tasks Planned for Year 2:

- Complete/finalize review of *all* materials available including materials used by NGOs, CSOs and Government.
- Complete public outreach, training and implementation of regularization in the first 6 villages in 2016 and 1st and 2nd quarter 2017.
- Design outreach programs for target villages to include message content, type of information and desired impact (general, background information, advisory instructional), type of media/delivery.
- Design and produce media material.
- Compile outreach packages and training modules for dissemination.

- Finalize and cost agendas and outreach for each village and finalize guidelines for mode of delivery.

Milestones:

- Content of final messages and packages agreed and ready for delivery
- Final designs rolled out in Villages – packages ready for dissemination
- Capacity of individuals assessed for delivery.

Resources:

- Public Outreach Specialist
- Land Administration Specialist

Key Partners:

- District Land Office and Village Institutions

Contribute to:

LTA M&E Indicators Contract 18, 19

Sub-Activity 1.4: Comprehensive Land Administration Procedural Development and Business Logic

Whilst laws and regulations exist for Tanzania, many with clear template documents/forms, there are no effective formalized operational procedures for bringing regulations and laws into effect. In order for the LTA to progress current tasks, there is a need to ensure all procedures are properly defined, can be effectively operationalized and fully costed.

These developments also link with MAST/TRUST development and provide inputs into the business logic to enable software developers to make the necessary changes.

This is an iterative process that is not easy to schedule. Issues are addressed according to best practice, and as they emerge in the field. This will take time and present daily challenges. Also, the work is still in an early stage of development. Eventually the outputs from this sub-activity will become routine and institutionalized.

Current Status:

- In Year 1, needs assessment for MAST and Land Administration has been completed, strategies and models for scaling up identified.
- Village baseline information – though still not complete - has been identified and is still being compiled.
- Procedural models for land administration both in the field for first registration/regularization and subsequent transactions are still not finalized – operational manuals and documentary infrastructure are still required. All of the outline strands will need to be compiled
- Outline procedural manual prepared but requires more work before it can be introduced.
- Fieldwork has identified where procedural change is required both in field management and in MAST.

Tasks Planned for Year 2:

- Finalize baseline information and selection of further 2017 villages under the RCT selection for the Impact Evaluation.
- Further develop key procedures and systems for implementation of the fieldwork.
- Document and consolidate all field procedures into an operational manual – to include key MAST functions – and implement relevant documentary infrastructure.
- Completion of the first 6 villages to hone procedures before moving on the RCT Villages.
- Analysis of the six village datasets.

Milestones:

- Agreed Operational Manuals for Streamlining process and procedures and scaling up.

Resources:

- Land Administration Specialist (LAS)
- Tenure Regularization Specialist (COP)
- MAST Development Specialist
- GIS/DB Specialist
- LTA Field Manager and District Staff

Key Partners:

- District Land Office and Village Institutions

Contribute to:

- LTA M&E Indicators Contract: Essential pre-requisite for all indicators

Sub-Activity 1.5: MAST/TRUST Development and Design

Mast is currently a data capture tool that needs to fit within an overall set of processes and procedures for regularizing tenure in any given area. The MAST application specifically covers boundary demarcations, capture of claimant information and the transposition of this on to adjudication forms and eventually to CCRO documents.

Detailed needs assessments during Year 1, followed by field test and procedural reviews have determined that the MAST software will need some key changes to comply with, and add value to, established procedures and regulations in Tanzania to the full, and to enable best practice to be effectively applied.

Arrangements for the hosting of data will also need to be changed to allow greater accessibility and ownership by the DLO. Changes to MAST at the level that has now been identified was not anticipated at the start. Additional resources to cover this work have been included in a Budget Realignment submitted at the end of Year 1.

In addition, one of the key objectives of the LTA is to further adapt the MAST technology as a data capture tool to be extended to provide sustainable solutions that can both capture and then manage and maintain land rights and support transactions. The Technical Register under Social Tenure (TRUST) will provide this facility and will be established in the District Registry. TRUST can be customized to seamlessly link with the existing MAST functionality.

Sub-Activity 1.5a: MAST Development

Current Status:

- Current software version is not consistent and cannot be scaled up – key changes need to be made to align with field procedures.
- Current data storage and management is not accessible and easily analyzed by District – essential if the system is to be sustainable. Management of data must be properly and incrementally transferred to the District.
- Current configurations and printing and display arrangements are not adequate for public consultation and effective batch processing.
- There is currently no provision for post registration maintenance and management of the registry.

Activities for Year 2:

- Provide MAST/TRUST business analysis – detailed requirements and finalize specifications for MAST changes.
- Development of revised version of MAST – this is expected to commence in October 2016.
- Test/pilot new MAST version and fixing discovered issues (in compliance with best practice and the requirements of the Tanzanian Land Regulations).
- Introduce new version of MAST in target villages.

Milestones:

- Agree business processes design and technical specifications with DLO and Software Developer
- Implement changes and modifications according to the specifications
- Implement pilot testing
- Internal acceptance of new version of MAST

Resources:

- LTA IT Software Development Specialist
- Land Administration Specialist
- COP/Land Regularization Specialist

Sub-Activity 1.5b: Development of Registry Maintenance Procedures (TRUST)**Current Status:**

- Work completed on basic TRUST outline. New LAS will review transactions and post registration transactions and procedures. Agreements on way forward with MAST regarding budgeting is pending.

Activities for Year 2:

- TRUST development will not commence until Quarter 3 of Year 2 when all field procedures and MAST calibrations are completed.
- The cycle of development will be the same as that of MAST with an initial business analysis through a review of post registration procedures and the expected volume of post registration transactions.
- Piloting and fixing discovered issues will be undertaken in Year 3.

Milestones:

- Agree business processes design and technical specifications for TRUST Development

Resources:

- LTA IT Software Development Specialist

- Land Administration Specialist
- COP/Land Regularization Specialist

Contribute to:

LTA M&E Indicators Contract: Essential pre-requisite for all indicators

Activity 2: Capacity Building

Educate and build capacity of village land governance institutions and individual villagers to complete the land use planning and CCRO process, effectively manage land resources, respect women's, youth and pastoralist's land rights and build agriculture-related business skills.

Capacity building and development is often measured through the achievement of physical and technical targets (e.g. numbers of staff trained, data bases established, titles issued, buildings rehabilitated etc.) rather than the less tangible issues relating to the *overall* development capacity of local staff and institutions to manage land administration agendas. Under the LTA capacity building will mostly be undertaken through the overall process of providing technical assistance to District and Villages in the implementation of the land laws during village interventions and the use MAST/TRUST technology.

Provision has been made in the LTA M&E Plan with regard to monitoring of training activities as well as under the STARR IQC indicator (vi) *'the number of land administration and service entities, offices, or other related facilities that the project technically or physically established or upgraded as a result of USG assistance'*

Ultimately, the timelines for these developments depend on a number of factors, not least public buy-in and local and national political will. The performance of the LTA capacity development will therefore be assessed, not only in terms of results based on reference to the outputs, existing human resources and skills level, but also in terms of the systems and procedures in place to produce outputs at the right cost for the longer term, in a sustainable manner.

Sub Activity 2.1 Plans for Change Management at District Land Office

The volume of both fieldwork and subsequent production of title and planning documents will require changes in management, staff job descriptions and floor space as well as additions of equipment and furniture. A procurement plan has been prepared and discussions underway regarding a more formal counterpart structure to cover the fieldwork and subsequent change management activities.

Current Status:

- Given the permanent presence of TA in Iringa, current arrangements in the wake of the MAST pilots need to be changed so that the DLO has a counterpart strategy with the LTA Team for field and office responsibilities
- Current use of floor space is not optimal. Informal discussions for change have been held to cover *inter alia* file archive storage, a secure IT room and customer services area. The archive will need to be extended to accommodate up to a maximum of 47,000 more CCROs than are currently stored.
- Current data storage and management is not accessible and easily analyzed by District – essential if the system is to be sustainable.
- Current configurations and printing and display arrangements are not adequate for batch processing of documents.

- There is currently no provision for procedures and process for post registration maintenance and management of the registry.

Activities for Year 2:

- Change Management Plan to be discussed and developed for implementation.
- Detailed identification of formal training requirements.
- Costs and budgets for this – mostly for IT equipment, furniture and customer services construction. Implementation plans and timing to be approved.
- Changes to the management of data collected by MAST – management to be incrementally transferred to the District and a management system put in place.
- Provide MAST/Trust model business logic – detailed requirements and finalize specifications for MAST changes (see above).

Milestones:

- Change Management Plan and internal acceptance for implementation
- Procurement schedules to be prepared
- Formal training plan to be prepared and implemented.

Resources:

- DLO Staff
- LTA Capacity Building Specialist
- Land Administration Specialist
- LTA Field Manager
- COP/Land Regularization Specialist

Contribute to:

- STARR IQC (vi) – LTA M&E Indicator 9
- LTA M&E Indicator II and 12.

Sub Activity 2.2 Educate and Build Capacity at Village Level - ongoing with Field Schedules **Sub-Activity 1.2**

Scaling up and rolling out systems and procedures requires training and capacity building at village level and the development of systems and training of trainers from village communities to disseminate information, instruction and advice to other villages. The principle of splitting teams and deploying to other communities, under supervision, is the principle method used for scaling up field activities. This will initially require considerable well managed and nuanced training and public outreach (see above) before systems can be packaged and rolled out.

In addition there is a requirement to establish village registries and rehabilitate basic facilities and make provision for local land transactions.

Current Status:

- No structured system for delivery of tenure regularization training for adjudication and para-surveying.
- No nuanced training to the village councils and executives in in land administration procedures especially regarding first registration and subsequent transactions.
- No nuanced training and outreach messages and advice to special land user groups such as women, youths and pastoralists.

Activities for Year 2:

- Delivery of Training Packages on land rights and business skills
- Development of delivery extension and dissemination methods in Villages
- Development and delivery of training packages to specific target groups
- Training of Trainer Packages
- Village by village needs assessments for establishing registry services and rehabilitation of village facilities

Milestones:

- Completion and acceptance of materials for outreach and training
- Completion of replicable packages for outreach and training

Resources:

- DLO Staff
- LTA Capacity Building Specialist
- Land Administration Specialist
- LTA Field Manager
- COP/Land Regularization Specialist

Contribute to:

- STARR IQC (vi) – LTA M&E Indicator 9
- LTA M&E Indicator 10, 11, 12, 13

Activity 3: Educate and Build Capacity at District-Level Land governance institutions in Mbeya Region to (land use planning and CCRO processes and procedures)

No plans for extending to Mbeya in Year 2 other than liaison visits.

Activity 4: Build capacity to use the MAST application throughout the SAGCOT and Nationally.

No plans for this activity in Year 2 pending progress in MAST development, deployment and full implementation in Iringa.

CROSS CUTTING ISSUES

There are two key cross cutting issues to be considered – capacity building and issues relating to equity in the system including gender, youths and other groups.

Although provision is given for capacity building under activity 2 the Inception Report discusses this as a cross cutting issue. Essentially Activity 2 will be ongoing and will be a key outcome of the main set of tasks under Activity 1. These include learning by doing under a program for refining procedures and rolling out the work. At this stage in the project where refinement of all procedures and processes are still underway learning by doing will have a limited impact. However as systems are rolled out and gradually take hold, both in village and in District capacity will be established.

At the same time planning is in hand for implementation of a change management program in the District Office to cope with the increased workload that will be generated from the field. This

comprises arrangements for a counterpart structure, review of District job description and changes to the floor space.

With regard to equity within the land administration system through this will be managed through ongoing and frequent analysis of the attribute data from the field – specifically addressing key issues as they arise according to the law, but within the system as it develops (see below).

PROJECT MANAGEMENT AND PERFORMANCE

Field implementation has shown that a more robust cadre of mid-level field activity staff is required to ensure proper integration of District land administration processes and procedures with the use of MAST in the field. This revised staff composition, which deploys senior level experts as STTA rather than LTTA, better supports the hands-on capacity building and a more dynamic public outreach program to scale up the LTA model for land registration.

In response to these challenges in Year 1 the LTA has proposed a set of changes to the composition of the LTA Team. These are detailed/justified in the budget realignment narrative and summarized here as follows:

- Personnel change from the incumbent LTTA for Land Administration Specialist to a new Land Administration specialist providing better support to systems and procedures development.
- Change from LTTA to intermittent STTA for the Land Administration Capacity Building Specialist position
- Addition of CCN STTA providing international best practice in participatory/interactive capacity building and land administration expertise
- Change of the CCN Public Outreach position from a senior level LEI position to a mid-level DAI position
- Addition of a CCN Field Manager/MAST Coordinator position
- Addition of two CCN Field Assistant positions
- Change of the CCN STTA M&E Specialist to a LTTA M&E Manager

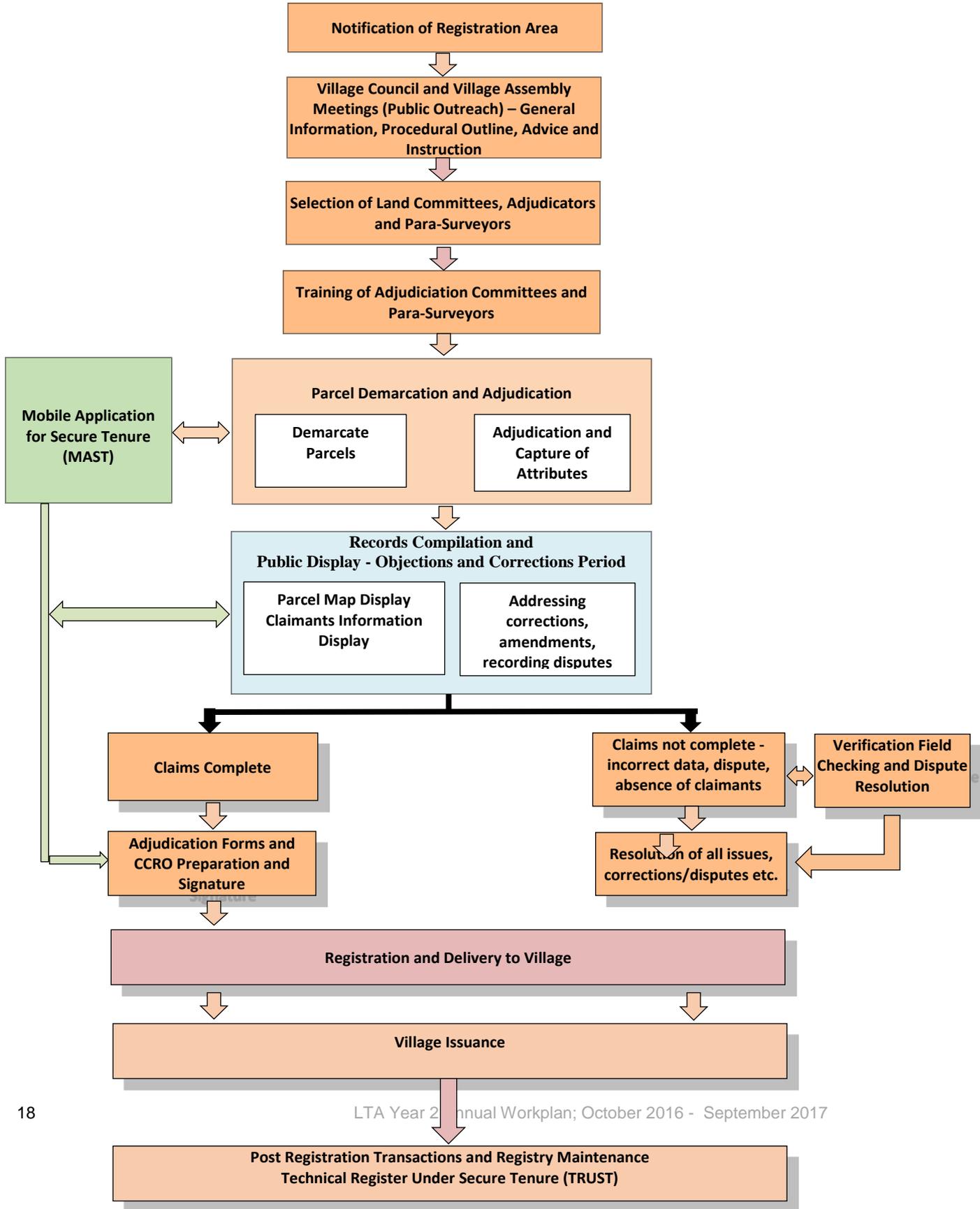
In response to the need to make substantial improvements to the MAST software and support implementation and testing, additional staff and resources include;

- Additional STTA from IT/GIS Specialist/Application Developer
- Additional CCN LTTA GIS/Database Specialist and GIS/Database Technician
- Additional training support

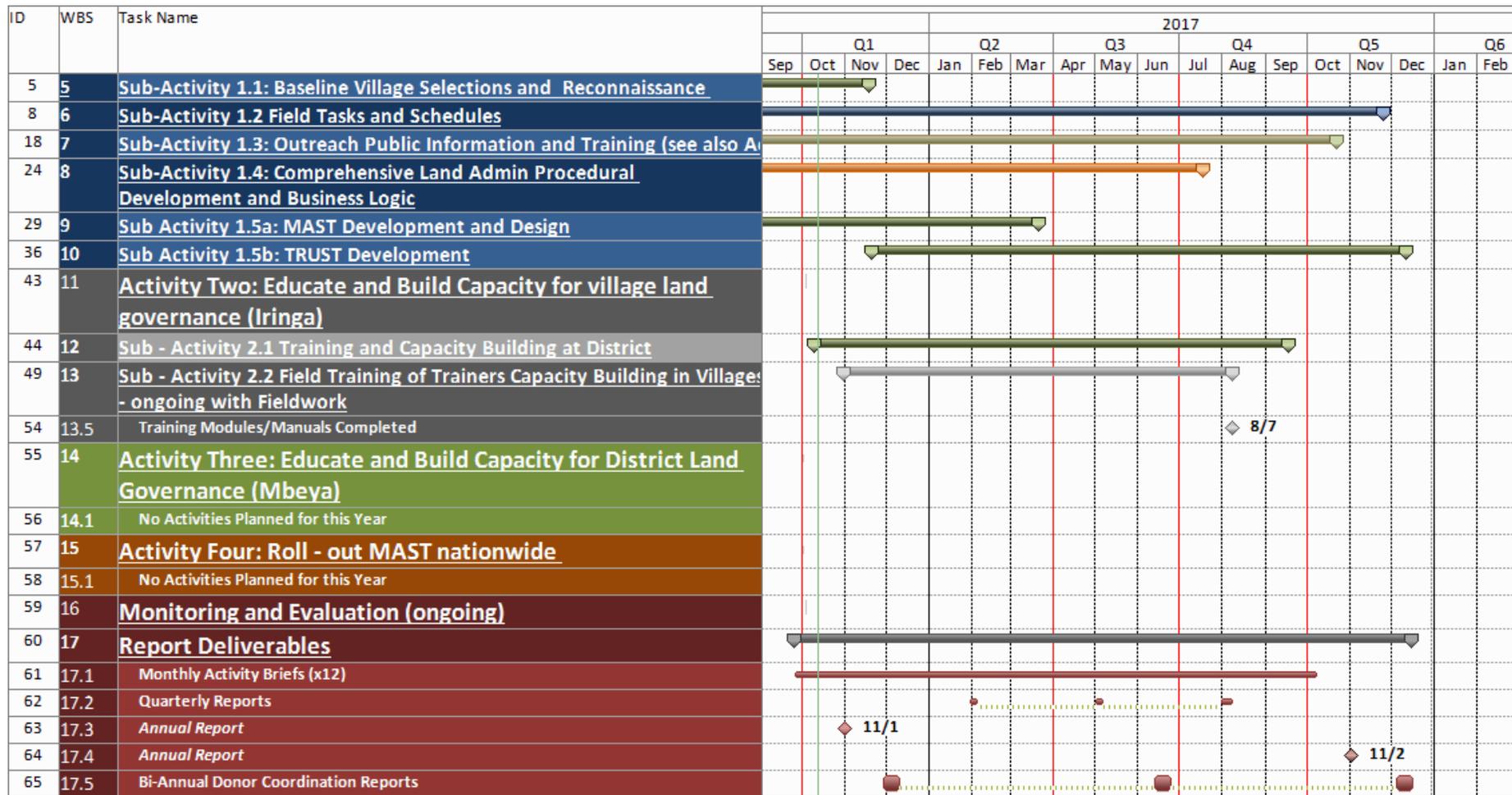
SYSTEMS AND PROCEDURES

A simplified version of the procedures to be followed for each village is given in the following diagram. This provides the basis for monitoring the work progress and provides structure for the costs.

Procedures for First Registration



GANTT CHART, QUARTER 1 – QUARTER 4, YEAR 2



INDICATORS AND TARGETS

The following table shows aggregated information for each indicator (i.e. total, not disaggregated). Results for FY2016 and targets for 2017 are included. Disaggregated targets and results will be reported through Monitoring and Evaluation reports.

MO3: Broad-based economic growth sustained											
Indicator	Data Source	FY2016 Results		FY 2017		Quarterly Status – FY 2017				FY2017 Annual Performance Achieved to Date (in %)	Comment(s) Deviation narrative
		Annual Result	Annual Perform ance (in %)	Annual Cumulative Planned target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
Intermediate Result (IR) 2.1: Binding constraints to private sector investment reduced											
Sub-IR 3: Predictable coherent policies that promote private sector investment are implemented											
EG.10.4-2 Percent of individuals trained in land tenure and property rights as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training	Project Records	n/a	n/a	80% / 70% (depending on disaggregation)							
EG.10.4-3	Village Adjudication	0	n/a	234							

Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance.	Committee records MAST database										
EG.10.4-4 Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered.	Project Records	n/a	n/a	75%							
EG.10.4-5 Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance.	MAST database	0	n/a	14,040	0						
EG.10.4-6 Number of people with secure tenure rights to land,	Village Registry	0	n/a	4,570							

with legally recognized documentation and who perceive their rights as secure, as a result of USG assistance.											
1 Custom Number of villages with Village Land Certificates (VLCs) incorporated into an official land administration system as a result of USG assistance.	Village Registry and Project Records	0	n/a	4							
2 Custom Number of villages with Village Land Use Plans (VLUPs) in full compliance with applicable requirements, standards and approvals as a result of USG assistance.	Village Registry and Project Records	0	n/a	9							
3 Custom Number of villages with at least 80% of parcels incorporated into an official land administration system as a result of USG assistance.	MAST database	0	n/a	13							

4 Custom Parcels in villages receiving USG assistance that are not incorporated into an official land administration system.	MAST database	0	n/a	1,560							
5 Custom Average cost per village land use plan corrected or newly established as a result of USG assistance.	Project Records	n/a	n/a	<\$1,000 <\$2,000 (depends on disaggregation)							
6 Custom Average cost of parcels corrected or incorporated into an official land administration system as a result of USG assistance.	Project Records	n/a	n/a	<\$20							
7 Custom Number of people reached through communication campaign activities	Project Records	885	105%	145,669							
8 Custom Number of women's groups formed or strengthened	Project Records	1	100%	13							
9 Custom Number of claimants filing	MAST database	359	77%	6,062							

land claims as a result of USG assistance											
10 Custom Number of trainings delivered	Project Records	8	73%	147							
11 Custom Number of individuals trained in land tenure and property rights as a result of USG assistance	Project Records	318	33%	11,682							

ESTIMATED BUDGET

Estimated FY17 Budget

	Q1 Oct- Dec 16	Q2 Jan - Mar 17	Q3 Apr - June 17	Q4 Jul- Sep 17	Estimated Budget Total
Estimated Cost	\$ 490,802	\$ 509,997	\$ 413,658	\$ 409,562	\$ 1,824,019
Fee	\$ 29,448	\$ 30,545	\$ 24,819	\$ 24,574	\$ 109,386
Total Cost + Fixed Fee	\$ 520,250	\$ 540,542	\$ 438,477	\$ 434,136	\$ 1,933,405