MINISTRY OF LANDS, HOUSING AND HUMAN SETTLEMENTS DEVELOPMENT

CONSULTANCY SERVICES FOR SYSTEMS REFORM IN THE OFFICE OF THE COMMISSIONER FOR LANDS

INCEPTION REPORT

Client: Permanent Secretary

Ministry of Lands, Housing, and
Human Settlements Development
P.O Box 9132
Dar-es-Salaam., TANZANIA

Contract No. **PSCP/LANDS/C/14 MAY 2008**

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LIST OF ABBREVIATIONS

AG	Attorney General
BRU	Better Regulation Unit
CoL	Commissioner for Lands
CSL	Capital Shelterworks Limited
CTI	Confederation of Tanzania Industries.
IBC	InfoBridge Consultants Limited
MLHHSD	Ministry of Lands, Housing and Human Settlements Development
NGO	None Governmental Organization
TNCB	Tanzania National Business Council
TPSF	Tanzania Private Sector Foundation
TIVEA	Tanzania Institution of Valuers and Estate Agents.
TIC	Tanzania Investment Centre
UCLAS	University College of Lands and Architectural Studies

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1.   Executive Summary

The Ministry of Lands, Housing and Human Settlements Development (MLHHSD) is in the process of reforming the operations of the Office of the Lands Commissioner as part of the Land Reform in Tanzania. Land Reform in Tanzania aims at improving the operations concerning with planning, allocation, implementing the New Land Act, and Site development in Dar es salaam and in other urban areas.

The scope of this project is to reform the activities of the office of the Commissioner for Lands with a view to revamp the land allocation system in order to remove delays in the land allocation process, issuance of Certificates of Rights of Occupancy (CRO) and issuance of title deeds so as to process land for investment within a period acceptable by the World Standards.

The MLHHSD has engaged a Consortium of two local companies; M/s InfoBridge Consultants Limited and Capital Shelterworks of Dar es salaam to undertake a Consultancy to reform the Office of the Commissioner for Lands. The objectives of the consultancy are:
To review existing system for land allocation and issuance of certificate of Rights of Occupancy (CRO)
To design, develop and revamp a system by making detailed proposal for institutional reform of the office of the Commissioner for Lands.
At the end of this project an efficient land delivery system will be designed and proposed for implementation by the office of the Commissioner for Lands.

The work programme for the project will have the following stages:

Stage 1 is preparation of the Inception report: This report will Clarify the Scope of the project and the client's expectations, as well as get the client commitment and identify communication points between the primary officers involved in the project. At this stage, it is expected that a Focal Person will be appointed and the Project Working Group will be established.

Stage 2 is the Review of the Existing System, and Consultants will document as-is processes for land allocation, preparation of certificate of the right of occupancy and title deed issuance system.

Stage 3 is the System Design. Consultants will study and make references to previous studies and identify case studies from other countries; create the new vision for the Office of the Commissioner for Lands and define an enabling technology architecture and organizational model for a reformed system. It is at this stage that gap analysis will be performed and Consultants will prepare a business case for change showing costs and benefits. The output of this stage will include a new business process model with an evaluation of how the new model will work with the other sub-systems in MLHHSD. Also this stage will define the systems and training requirements.

While developing alternative solutions for the problems found, **Consultants will explore the available opportunities to adopting modern Information and Communication Technology (ICT) solutions** to the land delivery processes, so as to enable sharing of resources (data, equipment and human resources), with a view to developing an e-governance system.

Stage 4 is the Stakeholders Workshop. Consultants will summarise the options and proposal into Issue Option Papers which will be presented and discussed at the Stakeholders workshop. Stakeholder's views will be analysed and incorporated in the design.

Stage 5 is the Compilation of the Final Report. Consultants will compile and submit the final report.

According to the work plan, the project reports as agreed and given in the terms of reference (with proposed submission dates in brackets) are the following:
Report 1: The Inception Report (28th July 2008)
Report 2: Existing System Report (18th August 2008)
Report 3: Issue Option Papers (12th September 2008)
Report 4: Draft Proposal for System Reform (12th September 2008)
Report 5: Final Proposed System Reform (26th September 2008)

Meetings
The Project to reform the Office of the Commissioner for Lands will be a participatory one. Senior officers of the Ministry of Lands will be consulted. Since the project period is short (3 months), in order to complete the project within this period, the Consultants request the Focal person to make sure that the proposed meetings will take place according to the timetable below.

1. Kick-off meeting with Client's representatives	11th July 2008
2. Submit Inception Report	28th July 2008
Meeting 1 with the Technical Working Group	4th -8th August 2008
Meetings with Technical Officers at the Ministry of Lands	4th -8th August 2008
Meeting with the Assistant Commissioner responsible for Land Registration	4th -8th August 2008
Meeting with the Commissioner for Lands	4th -8th August 2008
Meeting with Director of Personnel and Administration	4th -8th August 2008
Meeting with Director of Management Information Systems	4th -8th August 2008
Meeting with the Permanent Secretary, Ministry of Lands	4th -8th August 2008
Analysis, Compilation and submission of the Existing System Report	11th -18th August 2008
Meeting 2 with the Technical Working Group to discuss the Option Papers	12th September 2008
Stakeholder Workshop	19th Sept 2008
Final Report Submission meeting to the Commissioner of Lands	26th Sept 2008

The project is expected to be completed within three months.

CONSULTANCY SERVICES FOR SYSTEMS REFORM IN THE OFFICE OF THE COMMISSIONER FOR LANDS.

2.   Background to the Project

The Ministry of Lands, Housing and Human Settlements Development (MLHSD) is the sole Government Institution vested with the Responsibility of managing land issues in the Tanzania mainland. Its broad mandates are clearly stated in the Fundamental Principle of the National Land Policy explicitly stated in Part II of the Land Act no. 4 of 1999. "Policy recognizes the importance of land as a foundation for human development which must be made available to all the Citizens in an equitable, efficient and fully secured manner by way of the right of occupancy for the various classes of land occupation".

The broad mandates of the Minister for the MLHSD are Policy formulation for the efficiency in the land development issues and to advice on the implementation of the policy. The responsibility for the day-to–day management of the Land Delivery System is vested in the Office of the Commissioner for Lands (COL) whose major responsibility is to formulate and implement an institutional framework of Guidelines and regulations to achieve the stated objectives of the National Land Policy. This is an enormous responsibility   to a single department operating countrywide in conditions that are technologically inadequate to meet the challenges of the fast changing social- economic conditions both locally and internationally which have rendered obsolete the majority of traditional modes of services delivery. Much as there are mechanisms in place to facilitate the day to day functions of COL's Office in its present form, the shear pressure exerted by the current trading practices e.g. (e-commerce) exposes the present land delivery system to numerous lapses such as the circumvention of procedures and ultimately into other connected vices such as corruption.

Its in recognition of the above mentioned facts, stakeholders in Government , International Aid Agencies, Local and International NGOS, local stakeholders in business and small peasant farmers are advocating for reform of the Land Delivery system to meet the expectations of all who have voiced their legitimate concerns.
We would like to applaud the Government for responding positively to reform the system that we believe will go a long way to contribute to the success of other programmes being implemented towards poverty eradication in which access to land is considered a serious impediment .

2.1 Objectives of the System Review of the Office of the Lands Commissioner

The broad objectives of this consultancy are to **design and make available an efficient land delivery system by office of the Commissioner for Lands** by undertaking a diagnostic study aimed at streamlining the land delivery process in the Office of the Commissioner for Lands which highlights three key elements viz:
- **identify impediments lying in the title registration process**;
- **suggest solutions** to problems identified; and
- **Design a faster land delivery** system to issue the Certificates of Right of Occupancy.

2.1.1 Identify impediments lying in the title registration process

The Consultant is specifically requested to formulate solutions to problems that were diagnosed in the existing system. We understand that there are conclusions made in the past about the system and some of the recommendations made in the past may have resulted in the problems bedevilling the office of the COL.

So far we have not yet accessed to the previous studies and recommendations as such we are working on the assumption that those conclusions were a results of a carefully analyzed study and present a fair view of the problems which are stated in the terms of reference. The intended diagnosis of the impediments is multifaceted touching on the review of the existing **establishments statutes**, the **regulatory mechanisms**, **administrative functions, human resources, working tools, level of technology** and other **supporting sub-systems**.

The initial problem that needs to be addressed in great detail is that, COL's Office plays an interface role between Town Planning, Land Surveying and Registry Offices, and derives much of its upcountry working inputs from employees with whom it has no legitimate control. Most of these are employees of a different ministry – The Prime Minister's Office Regional Administration and Local Government (PMO-RALG). These undefined linkages appear to widen scope of the service than those envisaged by the ToR. The Attached Flow Diagram of activities *(Appendix 1)* suggests that an understatement of the tasks is likely to emerge and therefore call for an immediate review as we proceed in the next phase of this study.

2.1.2 Suggestion of Solutions

The in-depth diagnostic through interviews, system documentation, analysis and testing, benchmarking against the best practices and the SWOT analysis that is **S**trength, **W**eakness, **O**pportunity and **T**hreat (Challenges) of the existing system will enable us to identify gaps in the system. The results will guide the review process to build a case for changing the status –quo in the COL's Office and expect that at this stage we shall be able to determine the choice of options available to architect the new land delivery System. Options for the solutions will be prepared as Issues and Options Papers and discussed with the Technical Working Group and at the

Stakeholders Workshop. While developing alternative solutions, **Consultants will explore the available opportunities to adopting modern Information and Communication Technology (ICT) solutions** to the land delivery processes, so as to enable sharing of resources (data, equipment and human resources), with a view to developing an e-governance system.

2.1.3 Design of a Faster Land Delivery System

After completion of the diagnosis and summary of findings by the Issues and Options Paper, the next process will be to undertake the design of a synchronized Land Delivery Systems (answering the findings in the diagnosis on **establishments statutes**, the **regulatory mechanisms**, **administrative functions,   human resources**, **working tools**, **level of technology** and other **supporting sub-systems which going by the SWOT Analysis mentioned above)** that   is   epitomized /structured along the internationally   acceptable   principles   of   Relevance,   Effective,   Efficiency, Sustainability, and Measurable Impact/ Value.

2.2   Previous Studies to the Operations of Office of the Lands Commissioner

In undertaking this exercise, we shall as far as its practicable make reference and use comparative studies that have been done by other researchers and academicians in the quest for finding solutions to the land delivery problems. The references to literature shall include

i   The New Land Policy and related laws including: Land Act No. 4, Land Act No 5, , Urban Planning Act 2006, Land Ordinance - Cap. 113, 2. Land Registration Ordinance - Cap. 334, 3. Land Law (Conveyacing) - Cap. 114, 4. Land Regulations – 1948.

ii   Review of the procedures for Land Registration, Land Administration and Land Information Processing by K.C Dunlop, Cadastral Advisor, Tropical Research & Development Inc. , Dec. 1994, Dar es Salaam.

iii   The Government of The United Republic of Tanzania: 1992, Report of the Presidential Commissioner of Enquiry into Land Matters, Vol. 1 Dar es salaam.

iv   Technical Report- Tanzania: Land Policy Development Project, IDA-Credit No. 2335-7A by D.W Greenwood; Tropical Research & Development Inc, 11th Dec 1994.

v   Land Resources Management Programme (LRMP) and Land Information Management Project (LIMAP; Local Stakeholder Conference Discussion by Haruna Masebu, October 1999

vi   Information Computerization- Final Report, Ministry of Lands and Human Settlements Development by Wilson E. Minja, 25th October 1999.

vii   Land Information Management Project; Report of the Donors Conference on Land Resources Management Programme (LRMP), Sheraton Hotel, 14th March 2002

viii   TS. 7.15 Regional Experience in Cadastre-Africa and Americas. Improving and Facilitating Land Title Registration Process in Tanzania by Dr. Francis W. Derby- FIG X X II, International Congress, Washington DC, April 19-26 2002

ix   ]Customer Care Awareness Course for the Ministry of Lands and Human Settlements Development, Feb 2005.

x   The Government of the United Republic of Tanzania, (1992), Report of the Presidential Commission of Inquiry into Land Matters, Vol. 1, dare s salaam, Tanzania.

The Office of the Commissioner of Lands is requested to provide us with any other relevant literature.

2.3   The Focal Person and the Working Group

The Client will appoint the Focal Person who will be a link person between the Client and the Consultants. The Client will also appoint a **Technical Working Group** which will be responsible for discussing the Consultant's findings and recommendations and give suggestions to improve the final reports to meet the client's objectives and expectations. According to the Terms of Reference, the Technical Working Group will be made of experts from the following institutions: Ministry of Lands, BRU, UCLAS, Public Service, TNBC or TPSF, TIVEA and Attorney General Office. Remuneration cost for the Focal Person and the Technical Working Team will be covered by the Client.

2.4   Input from Other Staff

The Consultants will request the Client to identify experienced staff who will work with the Consulting team to ensure that the present activities and expectations for each section in the land delivery process are well covered in the study. Consultants propose the following staffs to be selected to work with the Consulting team as and when needed.

- Land Officer;
- Town Planner;
- Lands Surveyor;
- Land Registry Officer;
- Legal Officer;
- Documentalist;
- Information Technology Specialist;
- Human Resources Officer; and

This team will be remunerated by the Consultant.

2.5   The Consultants

The Consulting team, as it was presented in the Technical Proposal will undertake the study and this team include qualified and experienced experts as:

- Land Administration Specialist;
- Systems/Financial Analyst;
- Land Information Systems Analyst; and
- Legal Expert

2.6   Limitation to the Scope of Work

The consultant proposes a baseline for the working parameters of defining "**Land Delivery**" process which starts   by an   interested party **in land ownership** submitting an application to own land, a process that Climaxes in the Collection of a **Registered certificate** of the right of occupancy. Apart from the Maiden titles that are being issued for the first time, Titles to land are also recognized as involving   **others activities at the** Commissioner of Lands office such as transfers, exchange, Mortgage, replacement through Operations of Law, losses/expiry etc.

Depending on the status of the land either being a surveyed one or otherwise, the experience is that a **Land Officer** will in all instances be consulted first , then he/she shall consult with the **Town Planner** and where there is no conflict between an application and the planned use of the land then the request is sent back to the **Lands Officer** who issues survey Instructions to the **lands Surveyor to get the land surveyed and** once the approval of the Cadastral Plan is obtain, the rest of the formalities climaxing in issuance of title is dealt with by the Lands Officer/Commissioner for Lands and the respective Land Registry Officers at the head Office and designated Registry Zones from where a title passes to the applicant.

This process interacts with other supporting documentation and archives sections of the Ministry of Lands that have significant bearing on the time spent in the whole process through which titles are made through .

From the above explanation, see also the Data Flow Diagram (DFD) on *Appendix 1*, it is obvious that the land delivery process depends also on the performance of other departments, in particular, the Town Planning Department and the Surveying and Mapping Department. To be very specific, the Project for Reform of the Office of the Lands Commissioner **assumes that there are Plots to be allocated,** and therefore the study will not include reforming the Town Planning and the Surveying departments.

2.7   Scope of The Assignment / task

The Scope of the project according to the terms of reference is as follows:

a) Make regulatory impact assessment of the new land laws and regulations on the operation of the private sector

b) Re-vamp the land allocation , preparation of the right of occupancy

c) Reduce the time consuming and complex procedure for acquiring title deeds especially for commercial and industrial plots

d) Remove inordinate delays and bottlenecks in the land allocation system and recommend standard time for completion of various steps in the process of acquiring land

e) Propose a step by step guide to acquiring a certificate of title to land, describing all steps needed for land allocation, issuance of letters of offer, certificates of the rights of occupancy, and the issuance of title deeds.

f) Make recommendations on the creation of a database of zoned Commercial and Industrial plot to facilitate land delivery/ access.

g) Promote transparency in land allocation system and eliminate loopholes for corrupt practises in the land allocation system

h) Develop a Customer / Client v Service Charter to enhance Customer knowledge of their property rights from the Office of the Commissioner of Lands including a clear statement of the services the client may expect from the COL and the obligations of the COL and the rights and obligation of the Customer in the certificate of Occupancy for the development of land and provisions of basic infrastructure services to ensure fairness in land administration.

i) Outline clear methods of redress when the expected services are not received.

We have interpreted these sets of scope of work and essentially establish that they basically point to the three elements that have already been discussed in the objectives section 2.1 above, except for the (e) and (h).

The Scope of Service under (a) is part of the impediments identification   which is one of the seven areas we have identified that they shall be subject to Diagnostic Stage in the exploratory stage of this study. Scope (b-d, g) are the outcome of the exercise and therefore can not be expanded on at this stage. This must be part of the Monitoring and Evaluation (M&E) which is outside the ToR. (e) and (h) are extension of Issues and Option Paper which are to be prepared and discussed by the Working Group and stakeholders at the workshop. Scope Task (f) presents an important Milestone in the Land Delivery Process not only for Commercial / Industrial Plots but also for all categories of Land Titling. There are known previous studies that emphasized a need for establishing a Land Information System since 1995 the absence of which has greatly contributed to the slow land delivery we are witnessing in Tanzania today.

Consultants shall strive to demonstrate the practicability of developing shared databases and working in an integrated system as well as having a one–stop-centre for Land Information, the approach which will significantly reduce the duplication of data

and efforts among the key departments, namely the Lands, Town Planning and Surveying, and consequently reduce the time for processing Certificates of Right of Occupancy.

3.   Approach to the Project Delivery

3.1   Information Sources and Methods of Analysis

3.1.1 Literature Reviews
The Consultant will undertake an extensive Literature Review of the existing Land Laws, the regulatory frameworks and also undertake review of the Previous studies conducted by the MLHHSD, and others as indicated in 2.2 Above.

3.1.2 Sample Studies, Desk Reviews, Structured Interviews, and Questionnaire;
This task will seek to provide solution to problems which were analyzed by others. Broad terms of reference stipulates that   "Delays in obtaining Land from Government is a major problem to business, although the MLHHSD has set a target of 180 days …… and that……obtaining land in Tanzania takes an un necessary long time by the World standards." Matrixes for the 180 days target set by   MLHHSD and the "World Standards" have not been availed to consultants. We shall therefore need to establish the Time and Yardsticks used by MLHHSD in setting the stated target days and with researched benchmarking establish the World Standards and draw appropriate conclusions therefrom.

3.1.3 Sample Survey

The sample size will be determined in collaboration with the Technical Working Group; however, we endeavour to ensure that this will be a representative sample which will enable us to gather an insight of typical problems encountered by users.

This shall involve Desk Reviews of Randomly selected Sample of Office Documents such as   a file for a Land parcel registered on a Specific date (for all land Registries) and then retrace back to originating point.

The respective files will then be thoroughly scrutinized with the view to establish the dates of first application and other intervening requirements to measure the flow and time each event was completed and thereby be able to diagnose the relevance of the time that goes in accomplishing each stage.

Delays and the causes thereof will be identified at this stage and the suggestion on remedies will definitely be able to guide in forming standard response time in which certain stages of the titling process must be accomplished. This way, we may be able to support or come up with an alternative to the target days to compare with one on proposal by MLHHSD for comparison with other known world/ best practice standards so that we may be able to   determine and set realistic targets relevant within the present level of our technology.

3.1.4 Structured Interview

Structured interviews will be carried out simultaneously with desk reviews by seeking views of the stake holders. Three distinct classes of stakeholders will be contacted. Our approach to this study is by participatory techniques to maximise the value of information to be gathered by working with individual or households and groups having direct or other interest in the subject of our study. These are categorized as The Primary Beneficiaries, Partners and Project Managers as follows: -

Primary Beneficiaries: These are the individuals, households, or corporate bodies which the land Policy / Land Delivery –process aims to benefit.

Partners: Those who have knowledge of the land management and policy issues but not directly involved in project implementation. This is expected to be a wide range of groups including Private Estate Agents, Private Land Surveyors, NGO's, Financiers, Ex- Government officials and key informants relating to Project beneficiaries

Project Managers: Those who are directly involved in the implementation of the Project includes Managers and senior staff members of MLHHSD.

Interview topics shall include both Policy and Management Issues.

3.1.5 Questionnaire

Questionnaires will be designed and request that they be filled by persons involved in the land delivery process in MLHHSD. These shall include selected employees of the Lands Development department, selected Lands Officers in the employment of Local Government Authority, and selected officers in the Lands Survey, Town Planning and Land Registry. The purpose is to be able to map down the current administrative structure visa avis, working facilities, each individual's job description and other personal attributes that may be needed in measuring work performance, trainability etc.

Views of the private sector will be obtained by preparing specific questions for stakeholders in private sector. Also key institutions related to the lands sector will give their views through questionnaires, and they include but not limited to the following: BRU, UCLAS, Public Service, TNBC, TPSF, TIVEA, IST, TPA, TIC and Attorney General Office

3.1.6 Meetings and Workshops

Meetings shall be conducted progressively between the Consultants and the Client's Working Group to ensure that the project remains focused in terms of achieving the important milestones to the project. Stakeholder workshop shall be conducted to get the views of the stakeholders and incorporate them in the design of the reformed system.

4.   Work Programme

4.1. Preparing an Inception Report

Stage	Objective	Tools and Activities	Dates	Deliverable
Create project prospectus (define project)	Clarity of Scope of the project and the client's expectations. To get the enterprise wide commitment and identify communication points between the primary officers involved. To establish Project Working Group, Focal persons and resource persons.	Meetings, Literature Reviews	14th - 28th July 2008	**Inception Report**
Kick-off meeting with Client's representatives; Literature search;			*11th July 2008*	
Submit Inception Report			*28th July 2008*	

4.2. System Review

Stage	Objective	Tools and Activities	Dates	Deliverable
Document as-is processes for land allocation, preparation of certificate of the right of occupancy and title deed issuance system	Business Needs Analysis, Diagnostic Study (mainly through interviews, walk through tests, review of available documents (Impact Assessment of the New Land Laws -procedures if any, publications etc). Meeting with the Working Group to have a common understanding of the scope and expectations.	On-site field visits, Flow Charts, Literature Reviews, Interviews, Questionnaires, Benchmarking		**Existing System Report**
Meeting 1 with the Technical Working Group			*4th -8th August 2008*	
Meetings with Technical Officers at the Ministry of Lands			*4th -8th August 2008*	
Meeting with the Assistant Commissioner responsible for Land Registration			*4th -8th August 2008*	

Meeting with the Commissioner for Lands	*4th -8th August 2008*
Meeting with the PS	*4th -8th August 2008*
Meeting Heads of Sections in Land Commissioner Office	*4th -8th August 2008*
Analysis, Compilation and submission of the Existing System Report	*11th -18th August 2008*

4.3. System Design

Stage	Objective	Tools and Activities	Dates	Deliverable
Learn from others (management, customers/Business Community, associates, technology)	Recommend changes to existing Land Laws	On-site field visits, Flow Charts, Interviews, questionnaires, Benchmarking	18th-29th August 2008	**Issue Option Papers**
	1. Evidence that the intended purpose has been met e.g. reduction in number of title availability days			
	2. Increase in customer/Investor satisfaction			
	3. Growth in the number of Land allocated and building permits issues			
	4. Identify stakeholders and define sample size			
	4. Measurement of stakeholders attitudes			
Create new vision	1. Business Process Enhancement	On-site field visits, Flow Charts, Interviews, questionnaires, Benchmarking , Meeting with Land Officers in sampled districts/municipalities.		
	2. Define expected performance targets e.g maximum number of days for title processing.			
	3. Identify detailed Systems specifications			
Develop/Define enabling technology	1. Develop Improved processing model/database	Consider the Use of IT Solutions (Automation)		

architecture and organizational model	2. Examine the appropriateness of the existing data bases in support of Land Allocations	Re-define the Bureaucratic free Organization Model (Chart)		
Perform a gap analysis and prepare a business case for change (benefits and costs), design new business process model	1. Base Case for Change,	SWOT Analysis,		
	2. Identify non value adding activities, those which could be combined, duplicate/redundant activities etc	Benchmarking, Value Chain Analysis		
	3. New systems development	Data Flow Diagrams (DFD)		
Evaluation of the other support sub-systems	1. The adequacy of Human Resources capacity (training, Job descriptions, clear line of reporting etc)	Job establishments and Job descriptions; Existing systems		
	2. The existence of efficient financial system			
	3. Other facilities			
Define process, systems and training requirements	1. Technical training	Training needs assessment		
	2. Capacity Building of the Office of the Commissioner of Lands			
	3. Compliance Testing and system re-work			
	4. Quality Assurance testing			
Prepare Issue Option Papers	Presentation of the recommended system reforms	Option papers		
Meeting 2 with the Technical Working Group to discuss the Option Papers			*12th September 2008*	

4.4. Organise and Conduct Stakeholder Workshop

Stage	Objective	Tools and Activities	Dates	Deliverable
Compile a Draft Proposal for the System Reform	Compile draft final report	Research tools	1st-12th September 2008	**Draft Proposal for System Reform**
Organize and Conduct the Stakeholder Workshop	Prepare workshop papers, organize venue, identify stakeholders, and Guest of honor	Workshop venue and facilities		
Stakeholder Workshop			*19th Sept 2008*	

4.5. Compile the Final Report

Stage	Objective	Tools and Activities	Dates	Deliverable
Compile Final Report incorporating stakeholders inputs	Compile and submitting the Final report	Workshop input	26th Sept 2008	**Final Report**
Final Report Submission meeting to the Commissioner of Lands			*26th Sept 2008*	

5.   **Progress Report Todate**

The Project started with a kick-off meeting on the 11th July 2008 in the office of the Deputy Commissioner for Lands. The meeting was chaired by the Deputy Commissioner and was attended by the following:

Mrs Ndeni Ulomi	Deputy Commissioner and Chairperson
Mrs Hilda Kinanga	Coordinator from Private Sector Coordination Office
Mr. Mujwahuzi	Procurement Officer from the BRU
Mr. Edwin Mugerezi	Consultant from InfoBridge and Project Team Leader
Mr. Fulgence C.R	Consultant from Capital Shelterworks and Assistant Project Team Leader

At the meeting the following were discussed and agreed:

- The start date of the project is on 11th July 2008
- The Client will appoint the Focal person and the Technical Working Group, and all costs for the focal point and the working group will be covered by the client
- The Client will prepare letters of introduction to Consultants and will facilitate meetings with top government and institution officials according to the meeting schedule proposed in the Inception Report.
- The Client will facilitate access to, and use of official documents and reports required by the Consultants
- The task of the working group shall be to study the Consultants work progress and give technical comments in order to make sure that the work is done within the project scope and the client's expectations as explained in the inception report.
- For communications during the project, letters to be addressed to the Permanent Secretary of the Ministry of Lands with copies sent to the following:
    - o Commissioner for Lands
    - o Director of Personnel and Administration (DAP)
    - o Coordinator, BRU
    - o Project Focal Person
- The Consultant will undertake the project according to the terms of reference and conditions shown in the Contract Agreement.

6.   **Recommendations**

Consultants would like to recommend few things regarding the project scope:

- o The Client is interested (section f of the tasks) to get recommendations on the creation of database for zoned **commercial and industrial plots** to facilitate land deliver/access. Consultants recommend proposing a database which includes **all plots** regardless of the use of the plot.

7.   **Operational Issues**

Most of the government documents which will be accesses and used by Consultants are classified as official documents. A number of staffs will be interviewed during the project. Due to these facts, a working office will be required by Consultants on the dates which will pre-planned in order to be meet people and use the documents.

8.   Expected Reporting Structure and Type of Reports

The Project reports are as shown in the Project Contract as follows:

Report 1: The **Inception Report** is planned to be submitted on 28th July 2008

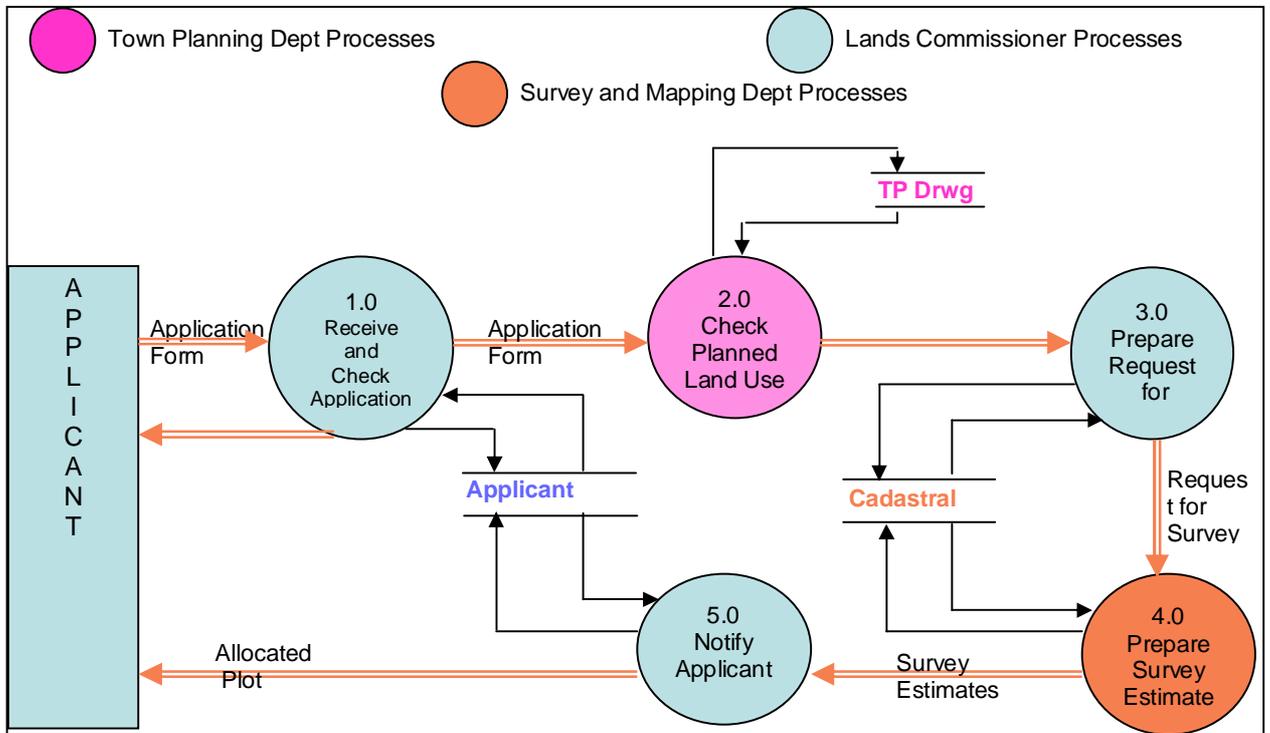Report 2: **Existing System Report** is planned to be submitted on 18th August 2008

Report 3: **Issue Option Papers** planned to be submitted on 12th September 2008

Report 4: **Draft Proposal for System Reform** is planned to be submitted on 12th September 2008
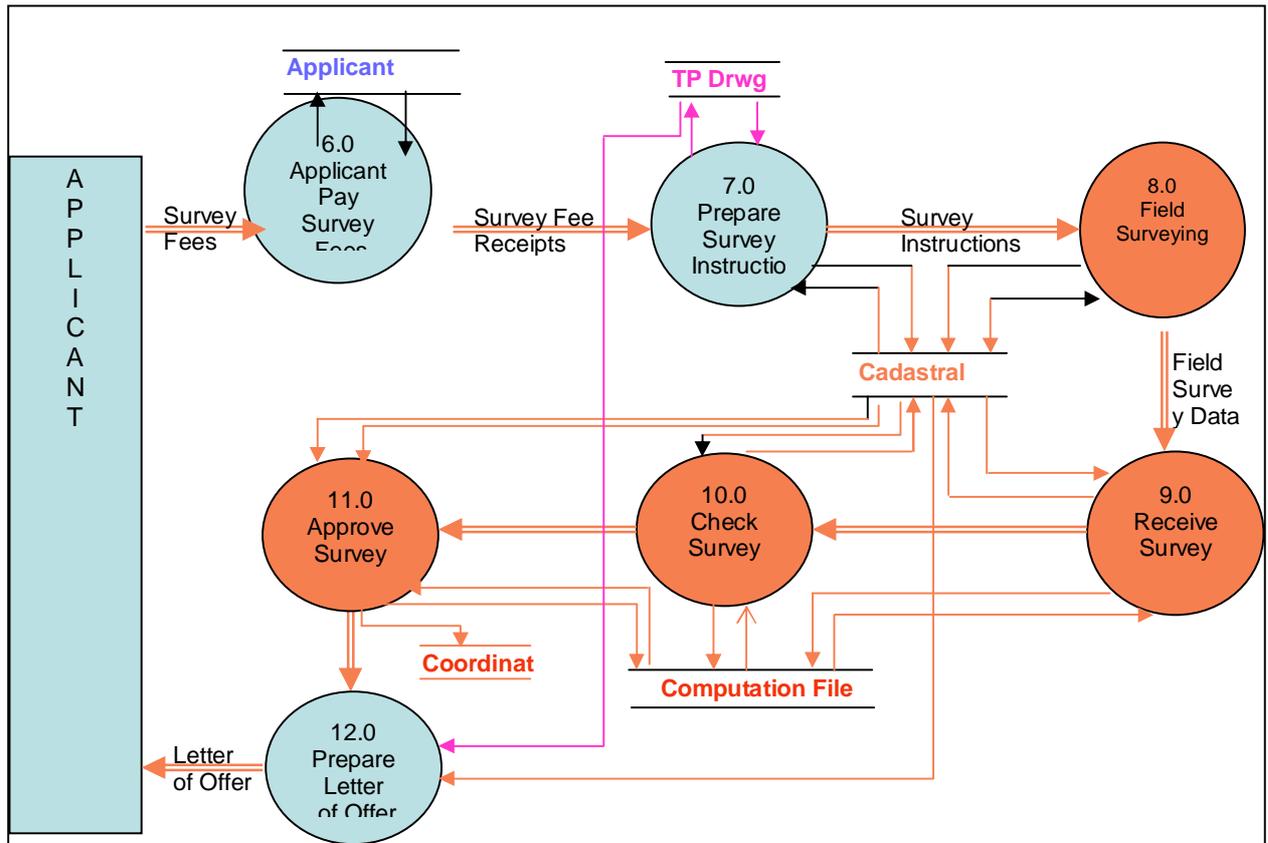
Report 5: **Final Proposed System Reform** is planned to be submitted on 26th September 2008
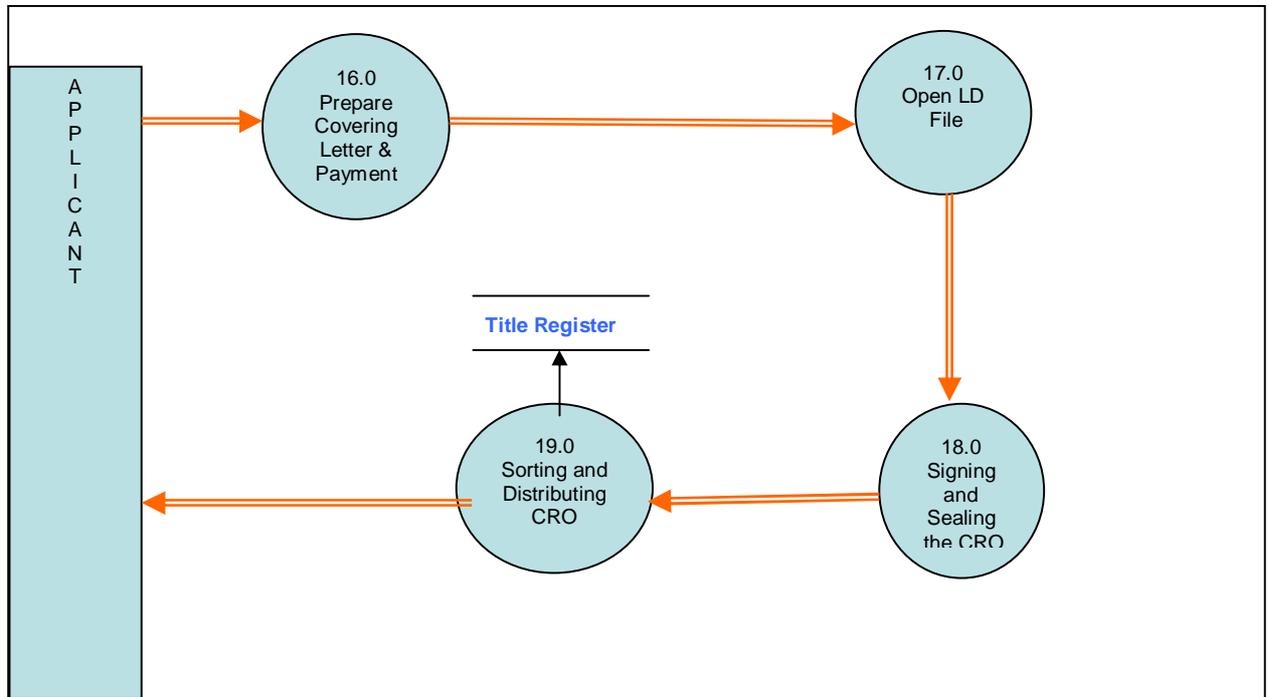
9. Appendices

Appendix 1: Land Registration Processes
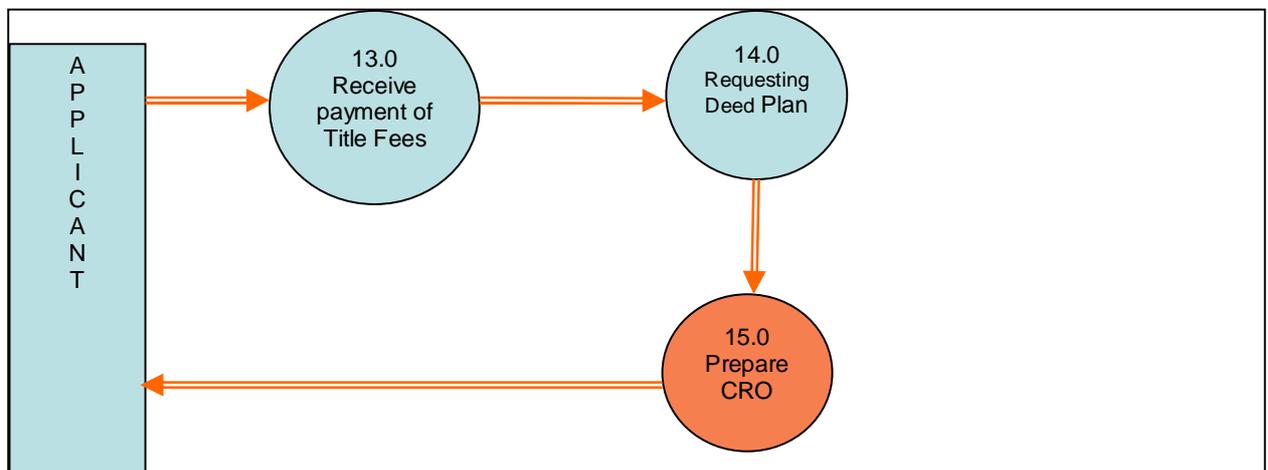
Appendix 2: Proposed Meetings

1. Kick-off meeting with Client's representatives	11th July 2008
2. Submit Inception Report	28th July 2008
Meeting 1 with the Technical Working Group	4th -8th August 2008
Meetings with Technical Officers at the Ministry of Lands	4th -8th August 2008
Meeting with the Assistant Commissioner responsible for Land Registration	4th -8th August 2008
Meeting with the Commissioner for Lands	4th -8th August 2008
Meeting with Director of Personnel and Administration	4th -8th August 2008
Meeting with Director of Management Information Systems	4th -8th August 2008
Meeting with the Permanent Secretary, Ministry of Lands	4th -8th August 2008
Analysis, Compilation and submission of the Existing System Report	11th -18th August 2008
Meeting 2 with the Technical Working Group to discuss the Option Papers	12th September 2008
Stakeholder Workshop	19th Sept 2008
Final Report Submission meeting to the Commissioner of Lands	26th Sept 2008