

MINISTRY OF LANDS HOUSING AND HUMAN SETTLEMENTS DEVELOPMENT

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

## **A Review of the Existing System**

### **AS-IS- PROCESSES REPORT**

Client: Permanent Secretary



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Human Settlements Development  
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## **TABLE OF CONTENTS**

<b>LIST OF ABBREVIATIONS</b> .....	<b>4</b>
<b>ACKNOWLEDGMENT</b> .....	<b>5</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>6</b>
<b>MANPOWER STRENGTH</b> .....	<b>9</b>
<b>STAFF AWARENESS OF PROBLEMS IN PROCESSING CERTIFICATE OF TITLE</b> .....	<b>9</b>
<b>1. INTRODUCTION</b> .....	<b>12</b>
<b>2. THE MINISTRY OF LANDS HOUSING AND HUMAN SETTLEMENTS DEVELOPMENT</b> .....	<b>13</b>
<b>2.1 THE MISSION AND VISION OF MLHSD</b> .....	<b>13</b>
2.1.1 <i>Vision</i> .....	<b>13</b>
2.1.2 <i>Mission Statement</i> .....	<b>13</b>
<b>2.2 FUNCTIONS OF THE MINISTRY OF LANDS:</b> .....	<b>13</b>
<b>3. OFFICE OF THE COMMISSIONER FOR LANDS</b> .....	<b>17</b>
<b>3.1 DETAILED FUNCTIONS OF THE SECTIONS<sup>2</sup> COMPRISING THE OFFICE OF THE CL</b> .....	<b>19</b>
3.1.1 <i>Urban Land Administration Section</i> .....	<b>19</b>
<b>4. FUNCTIONAL INTERFACE OF THE COMMISSIONER FOR LANDS OFFICE</b> .....	<b>23</b>
<b>4.1 URBAN AND RURAL PLANNING DIVISION</b> .....	<b>23</b>
4.1.1 <i>How Does Urban and Rural Planning Division Interact with CL's Office</i> .....	<b>24</b>
<b>4.2 SURVEYING AND MAPPING DIVISION</b> .....	<b>24</b>
4.2.1 <i>How Does Surveying and Mapping Division Interact with CL's Office;</i> .....	<b>25</b>
<b>4.3 MANAGEMENT INFORMATION SYSTEMS UNIT;</b> .....	<b>25</b>
<b>4.4 PROPERTY VALUATION UNIT</b> .....	<b>26</b>
4.4.1 <i>How Does Property Valuation Unit Interact With CL's Office?</i> .....	<b>26</b>
<b>4.5 PROCUREMENT MANAGEMENT UNIT (PMU)</b> .....	<b>27</b>
4.5.1 <i>How Does PMU Interact with CL's Office?</i> .....	<b>27</b>
<b>4.6 REGISTRAR OF TITLES (RT) UNIT</b> .....	<b>28</b>
4.6.1 <i>How Does Registrar of Titles Unit Interact With CL's Office</i> .....	<b>28</b>
<b>4.7 LOCAL GOVERNMENT AUTHORITIES (LGAs)</b> .....	<b>29</b>
<b>5. AS-IS PROCESS IN THE CL'S OFFICE</b> .....	<b>30</b>
<b>5.1 SYSTEM REVIEW METHODOLOGY</b> .....	<b>30</b>
5.1.1 <i>Visual Process Mapping</i> .....	<b>30</b>
5.1.2 <i>Questionnaires</i> .....	<b>31</b>
5.1.3 <i>Special Tailored Questionnaire</i> .....	<b>31</b>
5.1.4 <i>Physical Examination:</i> .....	<b>31</b>
5.1.5 <i>Sample Studies and Desk Reviews</i> .....	<b>32</b>
<b>5.2 EXISTING ORGANIZATION CHART AND MANPOWER IN THE OFFICE OF THE COMMISSIONER FOR LANDS.</b> .....	<b>33</b>
5.2.1 <i>As-Is Organization Chart (Generated with Counterpart)</i> .....	<b>34</b>
5.2.2 <i>As Is Organization Chart (Generated from Staff Questionnaire)</i> .....	<b>35</b>
<b>5.3 AS-IS LAND TITLING PROCESS</b> .....	<b>36</b>
<b>5.3.1 LAND ALLOCATION</b> .....	<b>36</b>
<b>5.3.2 PREPARATION OF CERTIFICATES OF RIGHT OF OCCUPANCY</b> .....	<b>37</b>
<b>5.3.3 RECEIVING AND PROCESSING CRO, DOCUMENTS AND LETTERS AT THE CL'S OFFICE.</b> .....	<b>37</b>
<b>6. AS-IS PROCESS: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)</b> .....	<b>51</b>

6.1	<b>HARDWARE</b> .....	51
6.2	<b>SOFTWARE</b> .....	51
6.3	<b>LOCAL AREA NETWORK AND THE INTERNET</b> .....	52
6.4	<b>WEBSITE</b> .....	53
6.5	<b>INFORMATION AND COMMUNICATION TECHNOLOGY POLICY</b> .....	53
<b>7.</b>	<b>AS-IS MANPOWER STRENGTH</b> .....	<b>53</b>
7.1	<b>GENDER</b> .....	53
7.2	<b>EDUCATION QUALIFICATION</b> .....	54
7.3	<b>STAFF DESIGNATION - COMMISSIONER FOR LANDS (CL)</b> .....	54
7.4	<b>STAFF DESIGNATION - REGISTRAR OF TITLES (RT)</b> .....	55
7.5	<b>STAFF DESIGNATION – VALUATION UNIT</b> .....	55
<b>8.</b>	<b>AS –IS –STAFF AWARENESS</b> .....	<b>56</b>
8.1	<b>SUMMARY OF STAFF RESPONSES</b> .....	56
8.1.1	<i>On Public Complaints</i> .....	56
8.1.2	<i>On Sections of the Land ACT No. 4, 1999 to be amended or deleted</i> .....	56
8.1.3	<i>On Requirement for Employer to Improve the Work Performance</i> .....	57
8.1.4	<i>On Measure to be Introduced to Speed up the Land Delivery Process</i> .....	58
<b>9.</b>	<b>CONCLUSION</b> .....	<b>59</b>
	<b>APPENDIX 1: STAFF QUESTIONNAIRE</b> .....	60
	<b>APPENDIX 2: MANPOWER STRENGTHS: EXPERIENCES AND QUALIFICATIONS</b> .....	63
	<b>APPENDIX 3: CL STAFF AWARENESS TO PROBLEMS AND SUGGESTIONS</b> .....	76
	<b>APPENDIX 4: RECORD OF WORK DONE BY TITLE CATEGORIES</b> .....	79
	<b>APPENDIX 5: SUMMARY OF TITLE OUTPUTS BY REGISTRATION OFFICES</b> .....	80

## **LIST OF ABBREVIATIONS**

AG	Attorney General
BRU	Better Regulation Unit
SL	Capital Shelterworks Limited
CBO	Community Based Organization
CRO	Certificate of Right of Occupancy
CCROs	Certificate of Customary Right of Occupancy
CoL	Commissioner for Lands
COVIS	A Database for managing scanned documents in the Ministry of Lands
CSL	Capital Shelterworks Limited
CT	Certificate of Title
CTI	Confederation of Tanzania Industries.
GIS	Geographical Information System
GPS	General Planning Scheme
IBC	InfoBridge Consultants Limited
LD	Land Division
LGA	Local Government Authorities
LO	Land Office
MDA	Ministries Departments and Agencies
MIS	Management Information System
MLHSD	Ministry of Lands, Housing and Human Settlements Development
MOLIS	Ministry of Lands Information System
NGO's	Non-Governmental Organizations
OS	Office Supervisor
OSNyaruhuma	A Database for tracking files in the Ministry of Lands
PMO-RALG	Prime Ministers Office Regional Administration and Local Government
PMU	Procurement Management Unit.
R/O	Right of Occupancy
SMD	Surveys and Mapping Division
TIC	Tanzania Investment Centre
TIVEA	Tanzania Institution of Valuers and Estate Agents.
TNCB	Tanzania National Business Council
TP Drwg	Town Planning Drawing
TPSF	Tanzania Private Sector Foundation
UCLAS	University College of Lands and Architectural Studies

## **Acknowledgment**

This As-Is-Process report is the second submission requirement for the Commissioner for Lands Office Reforms Study. We are extremely grateful for the cooperation extended to the Consultants by all members of staff in the Commissioner for Lands and Land Registry Offices by answering our questionnaires and wherever required, for the additional clarifying information they have supplied to us and with regards to responses made during the information gathering stage of this task.

The Consultants hereby acknowledge this invaluable contribution made towards enabling us to realize the Visual Process Map of the state of affairs that we shall build upon to formulate the **Should - Be- Process** after undertaking thorough Analysis and design of options to overcome problems which this study aims to solve.

We would like to assure all those whose ideas were received that any inadvertent misrepresentations or any misinterpretations of their contributions are solely the responsibility of the Consultants.

Edwin Mugerezi  
Project Team Leader

## **EXECUTIVE SUMMARY**

The National Land 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 Rights of Occupancy for the various classes of land occupation. Delay in obtaining land from Government is a major problem to businesses. The Ministry of Lands has set a target of 180 days to complete the processes of allocating land and issuing Certificates of Right of Occupancy; however according to the Ministry, the position is still that obtaining land in Tanzania takes an unnecessary long time by the World Standards.

The responsibility for the day-to-day management of the Land Delivery System is vested in the Office of the Commissioner for Lands (CL), Ministry of Lands, Housing and Human Settlements Development, whose major responsibility is to formulate and implement an institutional framework of Guidelines and regulations to achieve the objectives of the National Land Policy and in accordance to the Land Act No. 4 of 1999. 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 legal and social-economic conditions both locally and internationally which have rendered obsolete the majority of traditional modes of service delivery.

The Commissioner for Lands is the Heads the Lands Development Services Division which has three Sections and Seven Zonal Offices. Land Officers who are employed by the Local Governments Authorities generates most of the workload entering the Office of the Commissioner for titling and other land transactions.

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 and issuance of title deeds so as to register land within a period acceptable by the World Standards.

This report provides the As-is Processes of the Land titling process in Tanzania. Key processes and actors in the land titling processes are summarised as follows:

### **Allocating Plots Surveyed by Local Government Authorities**

For plots surveyed by the Council, the Council advertises available plots and people apply by filling standard form No 19. The Allocation Committee sits and decides; if application granted, then applicant gets a letter of offer. Acceptance is by paying and presenting the exchequer receipts as an evidence of payment and thereafter the Land Officer starts preparing a certificate of Right of Occupancy (CRO)

### **Allocating Plots Surveyed by Prospective Land Owner**

For cases where people transact land in unplanned areas, normally at the urban peripheries, prospective land owner apply to the Lands Office requesting for title. After ascertaining that request is for unplanned land they undergo the following steps: Land Officer requests Town Planner to evaluate application to confirm if application is in conformity with planned use of the area. From the Town Planning Drawing (TP Drwg), a Town Planner confirms non-conflicts, sketches the area in question and advises Land Officer to proceed accordingly.

Prospective land owner obtains minutes of the Village Government to confirm ownership of the land in question and to verify and adjudicate the plot boundary which is witnessed by 4 neighbors in east, west, north and south in attendance of more than 50% of the Village Government members. Forms are signed by the Village Chairperson and the Secretary and duly stamped with Village Government stamp. The Land Officer then issues Surveys Instruction to get area surveyed up and the Surveyor surveys the plot and obtains an approved pf the survey plan from the Director of Surveys at the Ministry headquarter.

When the survey plan is approved, the applicant applies by filling and signing Land Form No 19. The applicant submit form No. 19 to the Lands Office and the Land Officer visits the site for inspection and when the site is accepted, then the Land officer issues a letter of offer to the applicant. Acceptance is by paying and presenting the exchequer receipts as evidence of payment and the Land Officer start preparing a CRO.

### **Preparation of Certificates of Right of Occupancy**

Land officer starts by requesting a deed plan from Regional/Municipal Land Surveyor by filling-in a Deed Plan Request form. A Certificate of Right of Occupancy is typed by a Typist on a standard title form, and the applicant is given a draft certificate and requested to take and sign in witness of a lawyer and returns back the signed Certificate to the Lands

Officer. The Land Officer prepares a covering letter and submits the Draft Certificate to the Commissioner for Lands through the Front Desk.

### **Submitting the Certificates of Right of Occupancy (CRO) and other Documents to Commissioner for Lands**

**At the Front Desk**, the CRO and documents for Transaction of Surrender, Disposition, Revocation, Renewal and Variation are received and assigned Reference Tracking Identification Number using the OSNyaruhuma Database. Records are also recorded manually in the Counter Book and send to the Land Registry at the Mezzanine.

**At the Land Registry**, the CRO and documents for Transaction of Surrender, Disposition, Revocation, Renewal and Variation are received from the Front Desk. For new applications, new file are opened and given the LD number. Prior to opening new files, a thorough search is made to ensure no duplication of files for a single plot. For existing records, files are retrieved from shelves and forwarded to the Dispatch room for eventual dispatch to responsible officers.

**At the Dispatch Room**, the CRO and documents for Transaction of Surrender, Disposition, Revocation, Renewal and Variation are received from the Land Registry, recorded in the OSNyaruhuma and MOLIS database to facilitate smooth tracking of file movement. Files are then dispatched to respective schedule officers.

**Schedule Officers**, the CRO and documents for Transaction of Surrender, Disposition, Revocation, Renewal and Variation are received from the Dispatch room. The CRO and documents are checked and scrutinized if they contain all required attachments and if attachments are valid and legal. Schedule officers when satisfied, advice the Assistant Commissioners to complete the processes by signing the documents. Where deficiencies are found, the schedule officer prepare reply letters to clients detailing problems found and advise on rectifications needed and reverts file to Land Registry.

**At the Commissioner for Lands**, the CRO and documents for Transaction of Surrender, Disposition, Revocation, Renewal and Variation are received from the Assistant Commissioners, signed and sealed.



At the Statistics Section, the CRO and documents signed by the Commissioner for Lands are received and recorded in the OSNyaruhuma and MOLIS database.

At the Registrar of Titles, the documents and CRO already signed by Commissioner for Lands are received and searches are made to Confirm non duplicities for plot. If it is a registration of document under Cap 210 or Cap 117, then searches are made in the Register to confirm validity of names, legality of ownership, absence of Caveats, validity of tenure, and other supporting evidence such as court Orders etc. When all searches and checks are done, then documents are stamped and the time and date the registration is made are recorded in the Title Register and well the details of registration fees made. Finally the documents are signed by the Registrar of Titles, and an official forwarding letter to the owner is prepared and the documents dispatched to the owner.

#### **Manpower Strength**

The Land Development Services Division has qualified and experienced full time staffs who perform the day to day activities in the division. The Division, at the headquarter has a total of 56 staff in the CL office and 38 staff in the office of the Registrar of Title with a gender balance at exactly 50%. In terms of education qualifications, the division (including the Valuation Unit) is well equipped with qualified staffs as follows: Postgraduate (MSc) level (10 staff), BSc and Advanced Diploma level (77 staff), Diploma and Certificate level (20), Form four and below (14)

#### **Staff Awareness of Problems in Processing Certificate of Title.**

The responses of the questionnaire by staffs of the offices of the Commissioner for Lands, Registrar of Title and Surveying and Mapping Division indicated that the staff are aware of the public complaints which they summarized to include: plot double allocations; corruption; lack of general knowledge on procedures and legal aspect pertaining to land allocation, lengthy land acquisition and compensation procedure; cumbersome file movement system at the CL's office, process of preparation and securing of Certificate of Title being too long, and non response to peoples' letters of follow ups.

Concerning the issues in the Land ACT No. 4, 1999 which need to be ammended, it was observed that the majority of the staff within CL's office have not read the Act. However few staffs were of the opinion that the following issues in the land Act need to be addressed: revocation process to be reviewed; limiting parcels owned by one person; provision to change village land into public land; lease of Islands and inclusion of Minister of Agriculture in the Central land allocation committee

Concerning requirement for employer to improve the staff work performance, staffs had the following opinions: Avail all necessary standard forms and stationeries in time, increase training opportunities; provide working tools and equipment on timely and efficient basis, promotions to be done from time to time based on qualification and expansion of office space. Other opinions were: Improvement on the MOLIS system; provide transport to and from work; computerize the file movement, title deed preparation, survey plans and preparation of deed plans. The staff also want the employer to provide extra-duty payment and in-house training.

Concerning the titling process, the staffs recommend the Certificates of Right of Occupancy to be submitted with a *check list* and letters of offer to be dropped in the process of land acquisition. They also recommend that the Director of Physical Planning should not be consulted twice in the process of preparing Certificate of Title regarding the "Land use" as this is normally stated in the survey instructions, and that the public should be made aware of the processes and legal provisions and other aspects that accompany the process of preparing certificates of Title.

This As-Is Process Report has been compiled in detail and presented in a narration, tabular and graphical form to enable readers to understand the processes involved from title application to title issuance. From this report, key operational, technical and administrative issues will be raised for discussion by stakeholders at the workshop where the Issues and Option Papers as well as the proposed Title Processing system will be presented and discussed.



## 1. Introduction

### 1.1 Overview

The National Land Policy <sup>1</sup> 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 Rights 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 (CL) 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 legal and social- economic conditions both locally and internationally which have rendered obsolete the majority of traditional modes of service delivery.

Its in recognition of the above mentioned facts that stakeholders in Government, Development Partners, 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. It is against this background that the Government acting through the **MLHSD** commissioned **InfoBridge Consultants Limited** in association with **Capital Shelterworks Limited** to conduct this study which will provide an insight into the Operational bottlenecks of the CL's Office which this Second report of our study seeks to achieve.

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*1-Land Act no.4 1999(as amended) Sect. 3 (1) a-h*

## **2. The Ministry of Lands Housing and Human Settlements Development**

The (MLHSD) is one of the government ministries and the sole Government Institution vested with the responsibility of managing land issues in the Tanzania mainland. Its broad mandates are clearly stated in Land Act No. 4 of 1999)

### **2.1 The mission and vision of MLHSD**

#### **2.1.1 Vision**

To be the ministry that will create a secure land tenure system and facilitate sustainable human settlements for the citizen's enjoyment of the social economic benefits

#### **2.1.2 Mission Statement**

To provide with efficiency, land development services to customers for their social and economic development and create conducive environment for the development of sustainable human settlement;

### **2.2 Functions of the Ministry of Lands:**

Functionally, Ministry of Lands, Housing and Human Settlements conduct its mandated business through the following divisions, units, agency and tribunal:

- Administration and Human Resources Management Division
- Human Settlement Division
- Surveys and Mapping Division
- Land Development Services Division
- Finance and Accounts Unit
- Housing Appeals Tribunal Unit
- Internal Audit Unit
- Management Information Systems Unit
- Policy and Planning Unit
- Procurement Management Unit
- Property Valuation Unit

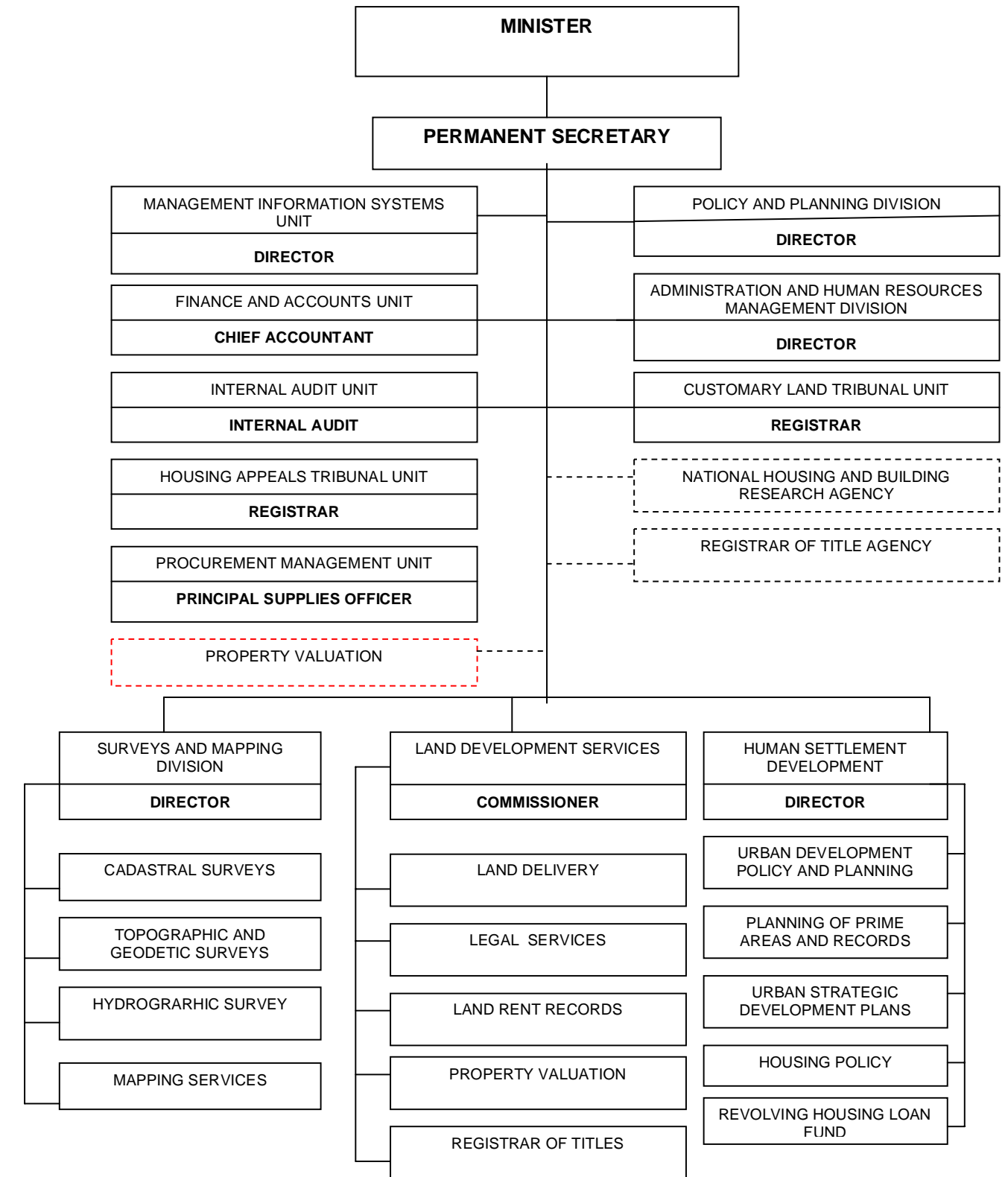
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*Note : 1 Sect 8 of the Land Act 1999 (As amended 2004 )*

- Registrar of Title Unit
- Housing and Building Research Agency
- Customary Land Tribunal

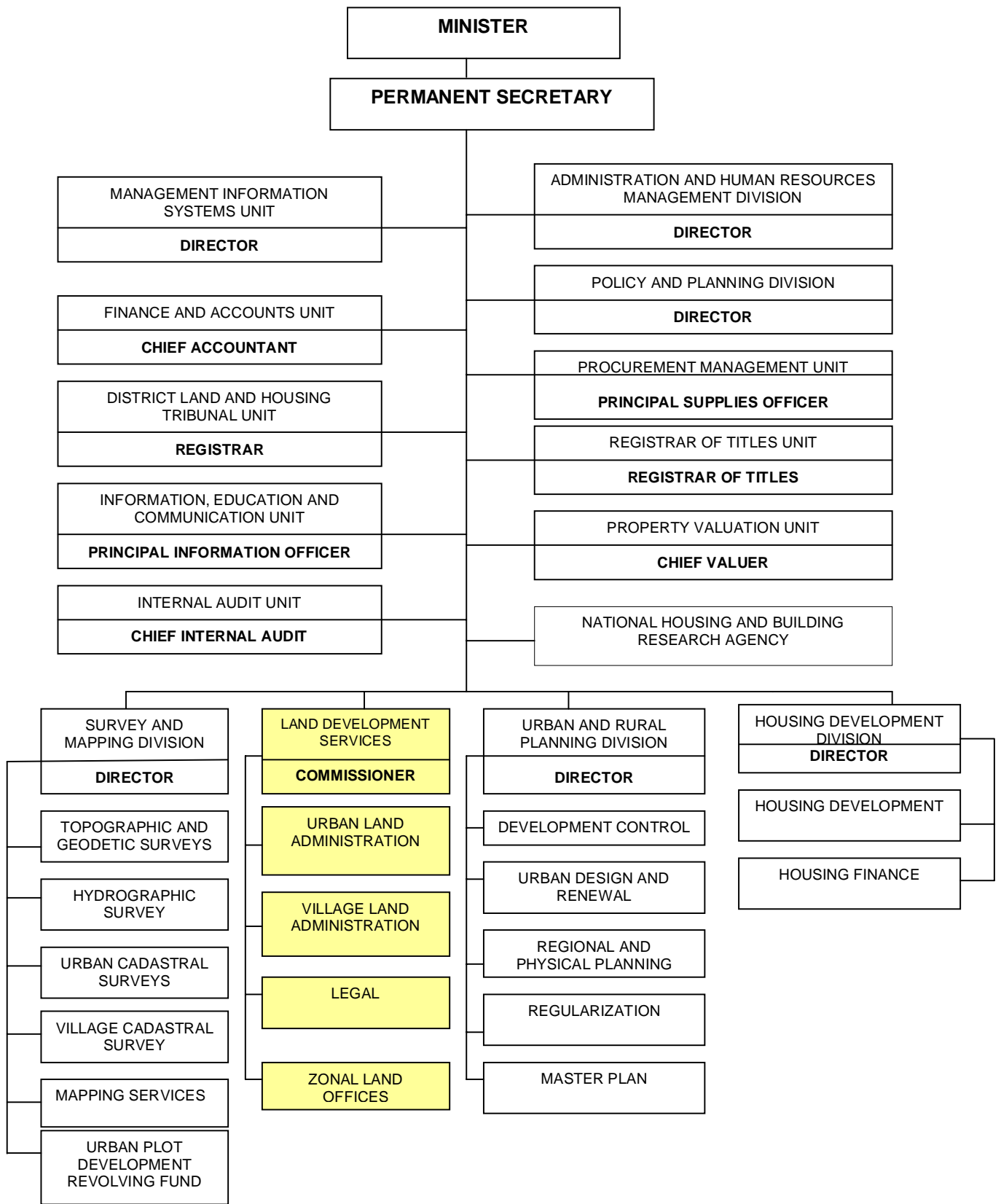
At the time of conducting this study, the Ministry is implementing a new structure to suit new situations arising from changing social/ legal and economical conditions and largely to accommodate implementation of the New Land laws which have necessitated the Formation of new sections within the Lands Development Division to be solely responsible for Urban Land Administration and Village Land Administration; (Chart 1 shows the old structure and chart 2 shows the current structure)

**Chart 1: Old Organization Structure (Approved by the President on 18<sup>th</sup> April, 2006)**



*Proposed to be / already an agency*

**Chart 2: Current Organization Structure**





### 3. OFFICE OF THE COMMISSIONER FOR LANDS

Office of the Commissioner for Lands is legally established under section 9 of the LAND Act 1999 and amendments thereof. The Commissioner for Lands is a Presidential Appointee with wide ranging powers vested in him for proper conduct of day to day land management function as spelt by the same Legislation in which his functions are broadly stated as being .... **‘the principal administrative and professional officer of, and adviser to the Government on all matters connected with the administration of land and shall be responsible to the Minister for the administration of this Act and the matters contained in it...’**<sup>3</sup>

Our interpretation of the responsibilities and functions of the Office of the Commissioner for Lands as discerned from the provisions of the law and as far as it concerns **all matters connected with the administration of land** shall be refined in the course of examination of the interfacing roles played by other offices indicated in the current set up of the MLHSD

Currently CL heads the Lands Development Division with three Sections and Seven Zonal Offices whose jurisdiction extends over the Lands Officers in the employment of the Local Governments District Councils and Municipal Offices that currently forms the bulk of the workload entering the Office of the Commissioner for Titling and other Land transactions viz:

- Urban Land Administration Section
- Village Land Administration Section
- Legal Section and
- Zonal Offices to cater for whole country for :
  1. Lake Zone Land Office (Mwanza) -comprising Mwanza, Kagera and Mara regions
  2. Western Zone Land Office(Tabora) -comprising Tabora, Kigoma and Shinyanga regions;
  3. Northern Zone Land Office Moshi)- comprising Arusha, Manyara, Kilimanjaro and Tanga regions;
  4. Southern Zone Land Office(Mbeya)-comprising Mbeya, Iringa, Rukwa and Ruvuma regions;

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*Note. 3=Land Act No 4 1999. Sect. 10 (1)-(6)*



### 3.1 Detailed Functions of the Sections<sup>2</sup> Comprising the Office of the CL

#### 3.1.1 Urban Land Administration Section

The section performs the following activities: -

- Advises the Commissioner for Lands on technical matters pertaining to delivery of general land under and in the implementation of Land Act No 4 of 1999;
- Implements Land Act No; 4of 1999 (As amended) through provision of education to Land Officers countrywide as to its application in the delivery of land services;
- Facilitates the conducting of auctions and tenders of prime land;
- Coordinates Zones Land Offices in all matters pertaining to land delivery services and preparation of Certificates of Occupancy under the Land Act, No;4 of 1999;
- Administers Land Office Registry for urban/general land at the Headquarters;
- Manages records on Land ownership countrywide and disseminate its information to the public/investors;
- Conducts site visits for administrative settlement of disputes appeals in land rights and ownership country wide according to Urban Land Act;
- Ensures proper availability and distribution of Accountable Land Forms and other legal documents required in the Zones and Councils land offices for allocation of general land and preparation of Certificates of Occupancy;
- Recommends approval for allocation of Land for creation of:
  - New Urban Centers,
  - Big Farms/Land Above 500 Acres,
  - Land For Investment,
  - Beach Areas and Small Islands,
  - Foreign Missions,
  - Housing estates exceeding an area of 5 hectares,
  - Land Use For Activities of National Interest
  - Plots in Prime Areas;
- Recommends renewal of rights of occupancy in prime areas

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*Note 2: Extracted from MLHHSDS Proposed Organization Brief*

- Conducts site inspections and recommending to the Legal Section revocation of ownership of big farms, prime areas, investment land, beach plots, small islands, land for investment and plots in prime areas;
- Designs in – house programs to ensure diligent land service delivery to customers in the country, effective performance of Land Registries in the country, proper recording and computerization of files/ land information and documentation of correspondences
- Takes records on all incoming mails and claims made in the consultative meetings with members of public via Minister, Deputy Minister and Permanent Secretary; analyze and advise on disputes/ issues and prepare monthly report
- Coordinates issues arising from the declaration of extension of urban areas to cover village land;
- Coordinates and advice on issues arising out of regularization process;
- Advices on declaration of hazardous lands Disseminate the Land Act (Cap; 113) education and information to the Public;
- Prepares action plan, progress report and budget for the section

### **3.1.2 Village Land Administration Section**

The Section performs the following activities:-

- Advises the Commissioner for Lands on matters pertaining to Village Land Administration and implementation of Village Land Act
- Coordinates preparation and issuance of Village Land Certificates and Certificates of Customary Rights of Occupancy (CCROs) under the Village Land Act No; 4 of 1999;
- Maintains Register of Village Land Certificates;
- Disseminates Village Land Act including planning, monitoring and coordinating with other partners eg; NGO's, CBO's;
- Collaborates with National Land Use Commission to ensure that all villages have village land use plans;
- Supports the operation of Land Office Registries in the Zones and Local Government Authorities country wide
- Ensures proper recording of distributed and circulated standard land forms, circular, directives, guidelines and other legal documents related to village land

- Advises the Commissioner on transfer of village land to general land or reserved land and declaration of hazardous land in villages land and vice versa;
- Advises the Commissioner on the appointment of a mediator under the Village Land Act;
- Disseminates the Land Act (Cap; 113) education and information to the Public;
- Advises on the implementation of village land administration;
- Prepares action plans, progress reports and budgets for the section;

### **3.1.3 Legal Services Section**

The section performs the following activities;

Principal technical adviser to the Commissioner for Lands on legal matters;

- Prepares revocation memorandum for the Commissioner to forward to the Minister for onward transmission to the President;
- Prepares revocation instrument for the Commissioner to forward to the Minister to register revocation;
- Prepares and Submit application for recording revocation to the Registrar
- Prepares memorandum for transfer of land from one category to another for Minister to forward to the President
- Prepares transfer of land instrument for the Minister for publication in the General Notice for revocation and transfer
- Prepares compulsory land acquisition memorandum for the Minister to forward to the President
- Submits application for recording compulsory acquisition of land
- Approves disposition of ownership for big farms/land above 500 acres, land for investment, beach areas, small islands, foreign missions, housing estates exceeding an area of 5 hectares, Land for use of activities which are of national interest and plots in prime areas;
- Processes the declaration of hazardous land in general and reserved land
- Coordinates review of land policies, laws and advise on possible amendment or repeal and enactment of new ones;
- Litigation by consultation with the Attorney General for land cases involving the Ministry;

- Provides legal advice;
- Validates interest in general land, Sub-division, transfers, mortgage and lease
- Advises the Commissioner on legal issues relating to regularization schemes;
- Prevention of offences and preservation of peace under the Land Acts
- Prepares action plans, progress reports and budgets for section;

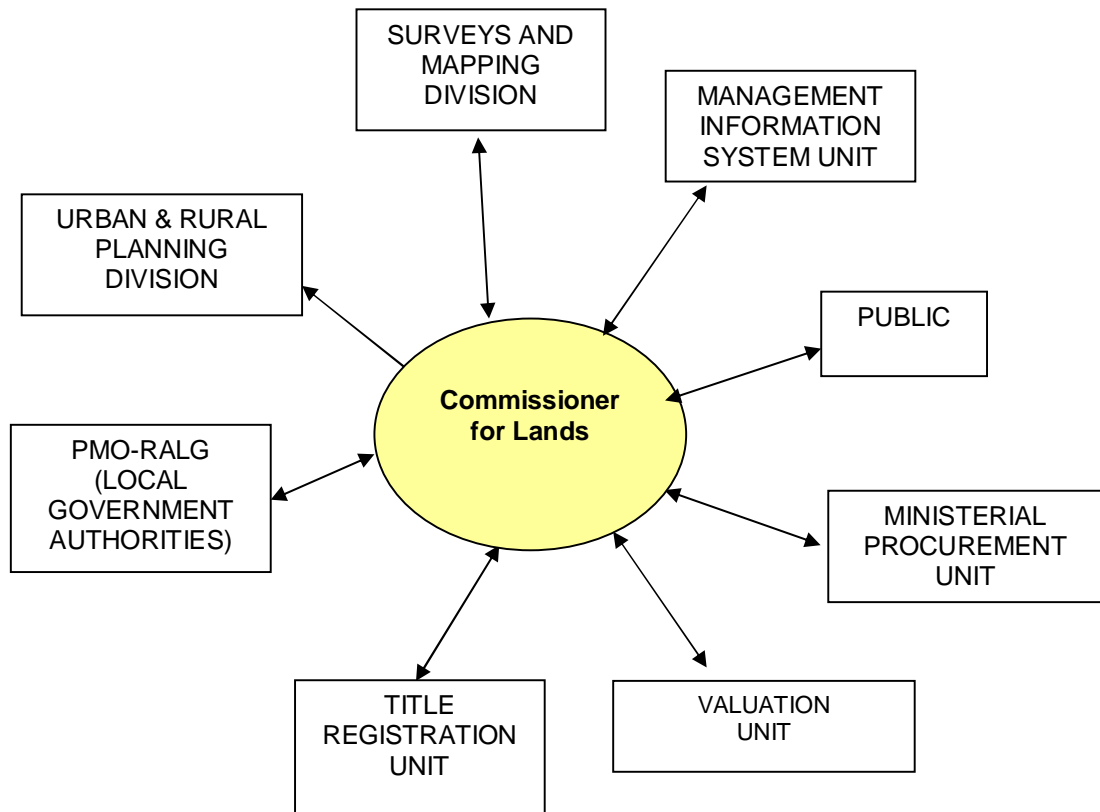
#### **3.1.4 Zonal Land Offices;**

These Offices are responsible for the following activities: -

- Scrutinize; sign and seal Certificates of Occupancy and Certificates of Village Land submitted by all Local Authorities in the Zones;
- Submit Certificates of Village Land already signed to their respective District Land Registries;
- Recommend to the Ministry for acquisition and revocation of Rights of Occupancy in the Zones;
- Process surrender and renewal of Rights of Occupancy in Zones
- Advise on transfer of land categories in the Zones;
- Coordinate declaration for hazardous land in the Zones;
- Ensure effective record keeping of the issued Certificates of Occupancy and Certificates of Village Land by Authorized District Land Officers;
- Administer Zonal Land Office Registry
- Sensitize preparation and issuance of Certificates of Occupancy, Village Land Certificates and Certificates of Customary Rights of Occupancy (CCROs) in the Zones or regions;

#### 4. FUNCTIONAL INTERFACE OF THE COMMISSIONER FOR LANDS OFFICE

The following context diagram shows the main entities which the Office of the Commissioner for Lands interrelate with in order to fulfill its mandated functions.



##### 4.1 URBAN AND RURAL PLANNING DIVISION

This Division is responsible for formulation, review and monitoring the implementation of National Human Settlements Development Policy, review and implementation of urban legislation, regulations and standards, promotion of orderly, safe, healthy and sustainable human settlements, preparation and monitoring of urban developments plans; This Division facilitates regularization schemes and is responsible for provision of assistance and technical advice in urban planning work of regions and local government authorities and developing and updating national land use plans;

#### **4.1.1 How Does Urban and Rural Planning Division Interact with CL's Office**

Before a Land Officer issues a letters of offer, he/she will normally enquire from a Town Planner on the available development conditions and landuse for that subject parcel. The information on development conditions and parcel land use is retrieved from approved Town Planning Drawing (TP Drwg). There are delays experienced in retrieving the parcel landuse information due to problems of storing and handling the TP Drawings in the Town Planning Division, hence contributing to **delays in processing the Certificate of Title.**

#### **4.2 SURVEYING AND MAPPING DIVISION**

The Division is responsible for implementation of Surveying and Mapping Policy and Legislation; administration of urban and Village Cadastral Surveys, Survey of International Boundaries; execution of Mapping and Hydrographic Services, Providing Technical Advice to the Government on matters related to Surveying and Mapping and administration of the Plot Development revolving Fund

The Urban Cadastral Surveys and Village Cadastral Surveys Sections of the Surveys and Mapping Division respectively undertake:

1. Administer and coordinate urban cadastral surveys;
2. Manage urban surveys records;
3. Facilitate conflict resolution in urban parcels
4. Promote Public Private Sector Participation (PPP) for the former and the latter section
  - i. Demarcate and Survey village land for facilitation of issuance of village certificates and customary titles
  - ii. Manage data and records from rural cadastral surveys;
  - iii. Link and streamline the inter-relationship between the National Land Policy and other National Policies on Agriculture, Livestock, and Water etc; in relation to the needs for survey;
  - iv. Advise on resolving boundary conflicts between Villages, Districts and Regions;
  - v. Promote private sector participation in rural surveys;
  - vi. Coordinate financing with District councils on Village Surveys;



#### **4.2.1 How Does Surveying and Mapping Division Interact with CL's Office;**

During the preparation of the CRO the office of the CL reverts to SMD for the deed plans which are integrated in the CRO; Deed plan is an extract from an approved survey plan which provides the geo-based land parcel information in terms of location, unique identification number, area, Registered plan and the Land Office (LO) number.

In case of disputes, the SMD provides technical assistance to CL in resolving boundary disputes by establishing or re-establishing boundary positions.

The performance of the CL's office to prepare CRO, depends on the effectiveness and speed on the SMD division in preparing deed plan. There are **delays reported to get deed plan from SMD hence delaying the processing of the Certificate of Title.**

#### **4.3 MANAGEMENT INFORMATION SYSTEMS UNIT;**

The Management Information Systems Unit is responsible for facilitation of the use of **ICT** in the day to day operations of the Ministry, to implement the e- Governance Policy, coordinate the integrated Management Information System for the Ministry and to carryout studies and propose areas of using IT as an instrument to improve service delivery in the Ministry. The Unit is responsible for the following tasks

##### **Database Administration**

- Facilitate Departmental and Ministry's Database
- Manage IT system
- Install and upgrade the database servers and application tools
- Allocate system storage and planning for future storage requirements for the database systems
- Create primary database storage structures (table space) for different designed applications
- Modify database structures as recommended by application developers
- Design system access policy for users
- Design and enforce system security

- Monitor and optimize system performance
- Plan for system backup and recovery
- Coordinate linkage of zonal Database;

#### **4.3.1 MIS Unit Interaction with CL's Office**

The MIS Unit manages and administers all ICT resources in the Ministry. The resources include the following: Servers; Backup systems, Computers; Local Area Network (LAN), Software and database.

The databases which are used by the CL office which include operating systems, office automation software and the MOLIS, COVIS and OSNyaruhuma database, also the computers and the LAN are all managed by the MIS Unit.

Performance of the CL's office depends on the effectiveness of the MIS unit as well. Delays such as low speed of LAN, low speed of MOLIS and OSNyaruhuma databases, and inadequate computers are experienced by the CL office, hence contributing to the **delays in processing the Certificate of Title.**

#### **4.4 PROPERTY VALUATION UNIT**

This Unit performs the following activities:-

- Advise Ministry and the Government in general on Valuation matters
- Conduct Valuation for different purposes that include land rent, mortgage, insurance, transfer, compensation, shares balance sheet etc.
- Oversee Valuation profession in the country.

##### **4.4.1 How Does Property Valuation Unit Interact With CL's Office?**

This Unit will only be requested by Lands Officer to determine/advise on land rent to be included in the letter of offer; In re-development areas or other areas acquired by Government to facilitate orderly Urban expansion, the Unit will be required to undertake valuation for compensation purposes. The Valuation Unit has no significant influence in the process of preparing a certificate of right of occupancy, hence it **does not cause delays in processing the Certificate of Title.** However it has a significant

delay in the whole land delivery process because any dispute in compensation which is a result of the valuation exercises could lead to objections and sometimes court cases.

#### **4.5 PROCUREMENT MANAGEMENT UNIT (PMU)**

The Procurement Management Unit provides the Ministry with technical assistance and support services in the area of Procurement and Disposal as stipulated in the Public Procurement Act No; 21 of 2004 whose main responsibilities are: -

- To advise the Management on matters pertaining to the procurement of goods and services and logistics management
- Ensure that the MDA adhere to procurement process and procedures as per Public Procurement Act
- Develop an annual procurement Plan for the Ministry
- Procure, maintain and manage supplies, materials and services to support the logistical requirements of the Ministry
- Ensure proper handling and storage, adequate and timely distribution of office supplies and materials
- Maintain and updates inventory of goods, supplies and materials
- Secretariat to the Tender Board as per Public Procurement Act
- Perform functions of Procurement Management Unit as stipulated in Para 35 of Public Procurement Act No; 21 of 2004
- Prepare action Plan, progress reports and budgets for the Unit

##### **4.5.1 How Does PMU Interact with CL's Office?**

Preparation of Certificate of Title requires unique stationeries, that is, file cover, crested papers, application forms etc. The Procurement Unit's supplies section has direct bearing on the smooth performance of the Office of the CL by providing timely supplies of stationeries and other requirements. Many a times the supply of stationeries is not smooth hence causing **delays in processing the Certificate of Title.**

## **4.6 REGISTRAR OF TITLES (RT) UNIT**

This Unit performs the following activities:-

- Register titles, dispositions and other transactions on land according to Land Registration Act, Cap 334, for Mainland Tanzania
- Register compulsory and optional documents according to the Registration of the Documents Act, Cap 117
- Register chattels transfers (movable/financial leasing) under the Chattel Transfers Act, Cap, 210
- Supervise establishment and management of District Land Registries and Village Registries under Village Act Cap 114
- Ensure safe custody of registered titles and documents
- Administer coordination of registration countrywide through the six Zonal Registries at the headquarters
- Advise the Ministry on Land registration issues
- Monitor and evaluate Registrar of Title's registries performance at the Headquarters and Zones
- Ensure timely availability and delivery of resources to the registries for better performance
- Recommend development plans and budget for the registries
- Liaise with the Attorney General on legal matters and Court cases on registration
- Attend to court where summoned or applied for orders of court
- Review registration laws and recommend appropriate action for efficiency and effective registration system
- Prepare action Plan, progress reports and budgets for the Unit

### **4.6.1 How Does Registrar of Titles Unit Interact With CL's Office**

This unit is charged with the registration of maiden titles and other documents which go through the Office of Commissioner for other reasons such a transfers, renewals, mortgaging etc. About 70 % of the activities in the Registrar of Title are end products

of the Titling Process conducted through CL office before title is handed to prospective owner. The technical and administrative problems in the office of the Registrar of Title end up being generalised by the public as the non-performance of the CL office. Due to the rigorous checks undertaken by this unit, there are **delays caused by this unit in processing the Certificate of Title.**

#### **4.7 LOCAL GOVERNMENT AUTHORITIES (LGAs).**

The **PMO-RALG** employees coordinates land Allocation Committees at the local Government levels , they use CL's Stationery in issuance of Certificates of Titles to land , they have Town Planning mandates, they undertake Land Surveying within their administration jurisdictions , they collect land rent on behalf of CL and in principal they are the Frontline Managers of the Land Administration process in the country given their proximity to the majority of the grass root beneficiaries which the Land Laws seeks to benefit;

The Lands Officers in **PMO-RALG** derive employment<sup>4</sup> from recommendation / confirmation by CL who has no control whatsoever over their plight; These employees shares similar views as their counterparts in the direct employment of the Ministry of Lands as manifested in the majority responses to awareness questions posed to CL's staff in questionnaire (appendix 1) and filtered responses summary appendix (3)

The consultant shall endeavor to establish the efficacy of the present system and examine how the involvement of the **PMO-RALG** could contribute in the Land administration process in the Country. Because the CL has no direct control to the land sector employees in PMO-RALG, definitely the non-performance of these staff contribute significantly to the **delays in processing the Certificate of Titles.**

## 5. AS-IS PROCESS IN THE CL'S OFFICE

### 5.1 System Review Methodology

In order to review the existing system, the following process was followed:

#### 5.1.1 Visual Process Mapping.

At the request of the Consultants, a Counterpart team was formed by the **MLHHS** to assist the Consultants with identification of the key sections in the CL's office regarding the description of activities and functions undertaken in each of the sections and units in the Land Titling Process.

The Counterpart team was made up of the technical officers viz:-

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

The primary objective was to detail down the as-is-activities and functions undertaken in each of the sections and units specifically on matters related to procedures for:

- i. Preparation and registration of the certificates of Rights of Occupancy
- ii. Registration of documents cap 117, 210
- iii. Handling of official letters

It is from the descriptions of their respective activities that a detailed work flow (**WF**) in the Office of the CL was documented (**refer 5.3**).

### 5.1.2 Questionnaires

Questionnaires were designed to capture Individual staff Qualifications, experience, departmental relationships, awareness testing of CL's staff understanding of the existing administrative/problems and workers frustrations were completed by each staff member in the CL's Office.

A total of 80 staff members from the CL Office and Zonal Land Registries completed the questionnaires and the results and findings from this task are:

- Detailed Man-power strength in qualifications, experience and detailed individual job description ( **Appendix 2** ) and time duration for the typical tasks they perform
- Build up of As-Is Organization Chart. (see **5.2.2**)
- CL's Staff Awareness of:
  - Public complaints against the Office of the CL.
  - Staff's opinions on improvements to be made by employer to improve their performance
  - Staff's comments of the Land Act No 4 of 1999
  - Staff' views on measures to be introduced to speed up the process of preparing and issuance of the Certificates of Rights of Occupancy as summarized in filtered responses ( see **8.1**)

### 5.1.3 Special Tailored Questionnaire

These questionnaires were used to interview the primary stakeholders in order to obtain an insight of the kind of problems that ordinary people are experiencing during follow-up of their titles at the offices of the Municipal / District councils. The results of this are in audio form that was analyzed and presented behind appendix details of the workers awareness.

### 5.1.4 Physical Examination:

The Consultants carried out a walk through visit tracking the movement of certificate of the right of occupancy, documents and official letters and documenting the steps and actions taken at each stage from the inception at the Front Desk up-to time of registration and handling over Title to prospective owner.

### **5.1.5 Sample Studies and Desk Reviews.**

For the purpose of the above the consultant had expected to study a randomly selected sample of 1 % for all titles drawn from registry offices which aimed to study about 300,000 registered Titles in all Land registries.

Due to time constraints and haphazard record keeping of Title files in the Land Registry offices, we were unable to access all registered titles files for the randomly selected cases across the geographical area of mainland Tanzania.

An average of 80-150 study cases from each zone was realized. After this selection and for each selected Registered Certificate of Title, a Lands Office Number (LO) was obtained for possible follow ups at the point of title origin in the Local / District Lands Offices. From Land Division (LD) files, the actions and actors on each file have been traced right from the date of application by the land owner and acceptance thereof, time for submission to CL's Office up to registration and hand over title.

The sequence of the intervening process (time wise) has been detailed down for the purpose of establishing whether there were any significant constraints between action and acting. From the findings of this sampling, time cycles and wastages between actions have been established. Conclusions over the exact nature of the problems will then be analyzed by the classical statistical methods during the System Analysis Phase (**Appendix 5**).

During the Analysis phase, a comparison will be made between time taken previously and the time the officers confirmed in interviews while detailing the As-Is Process activity. This process aims at deriving a more practical time frame for processing the Certificates Title from which consultants will be able to measure against other known best practices.



## **5.2 EXISTING ORGANIZATION CHART AND MANPOWER IN THE OFFICE OF THE COMMISSIONER FOR LANDS.**

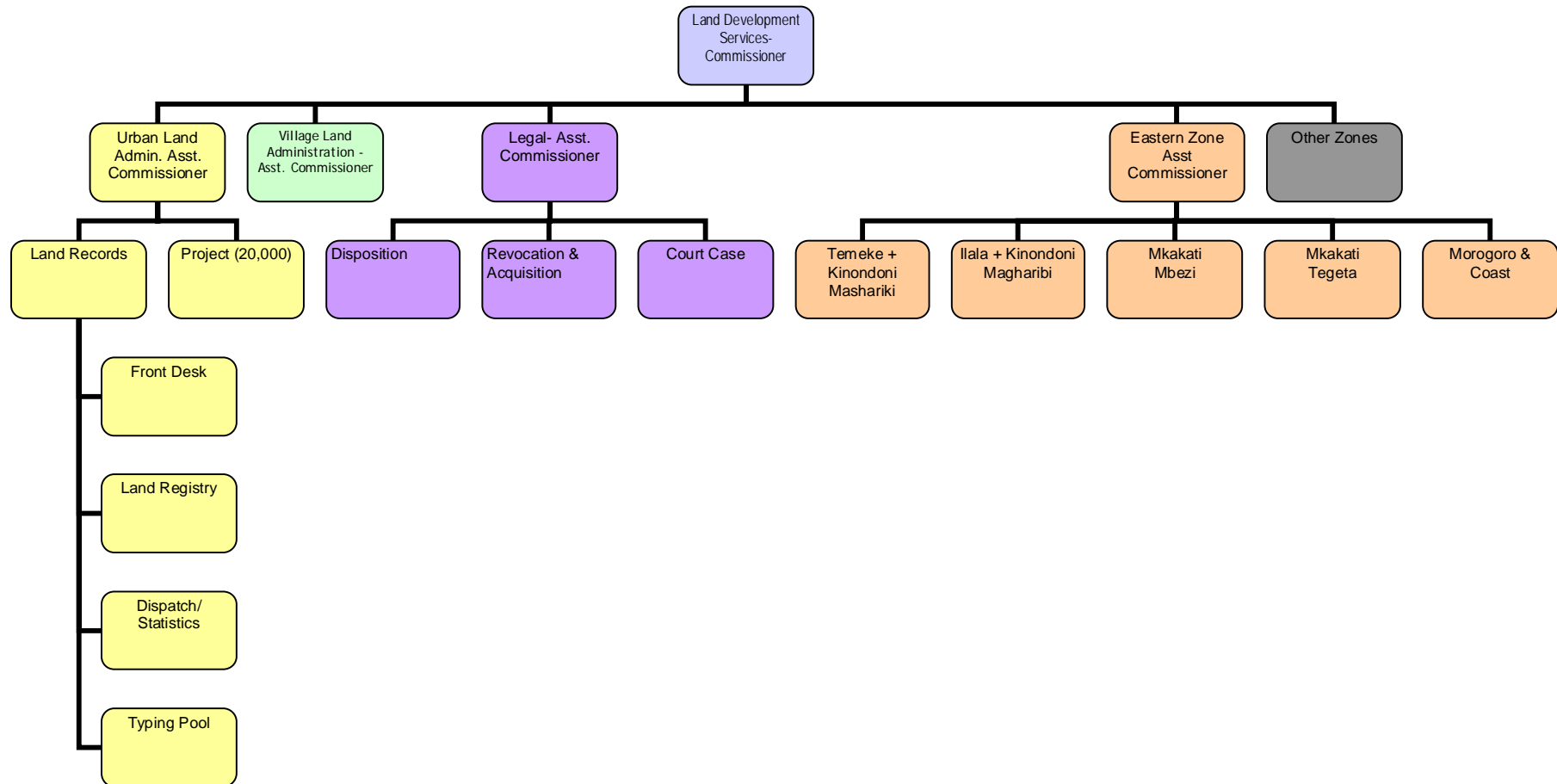
In any service provider institution, the quality and quantity of the different categories of human assets are of greater importance just in the same way as a combination of machineries, operators, distributors and sales men are for any goods processing concerns. Customer satisfaction is just one of the many key- performance- indicators over which manufacturers of goods are able to measure the efficiency in the utilization of a combination of resources that goes in the entire process of goods production.

Likewise , we document the current official structure (see chart no 1 shaded yellow above) one level beneath the Commissioner for Lands and distribute the rest of the staff in the order by which they responded to Questionnaire( **See Appendix 1: Sect. 8 Departmental Relations**) whose construction was designed to detect how the staff dispositions in CL's Office would fare when measured against universally accepted principles of good office organization and how this aspect, in combination with other supporting resources (Ministerial Divisional interfaces) is likely TO harness the operations leading to **customer satisfaction** over the services that the CL's office is mandated to perform.

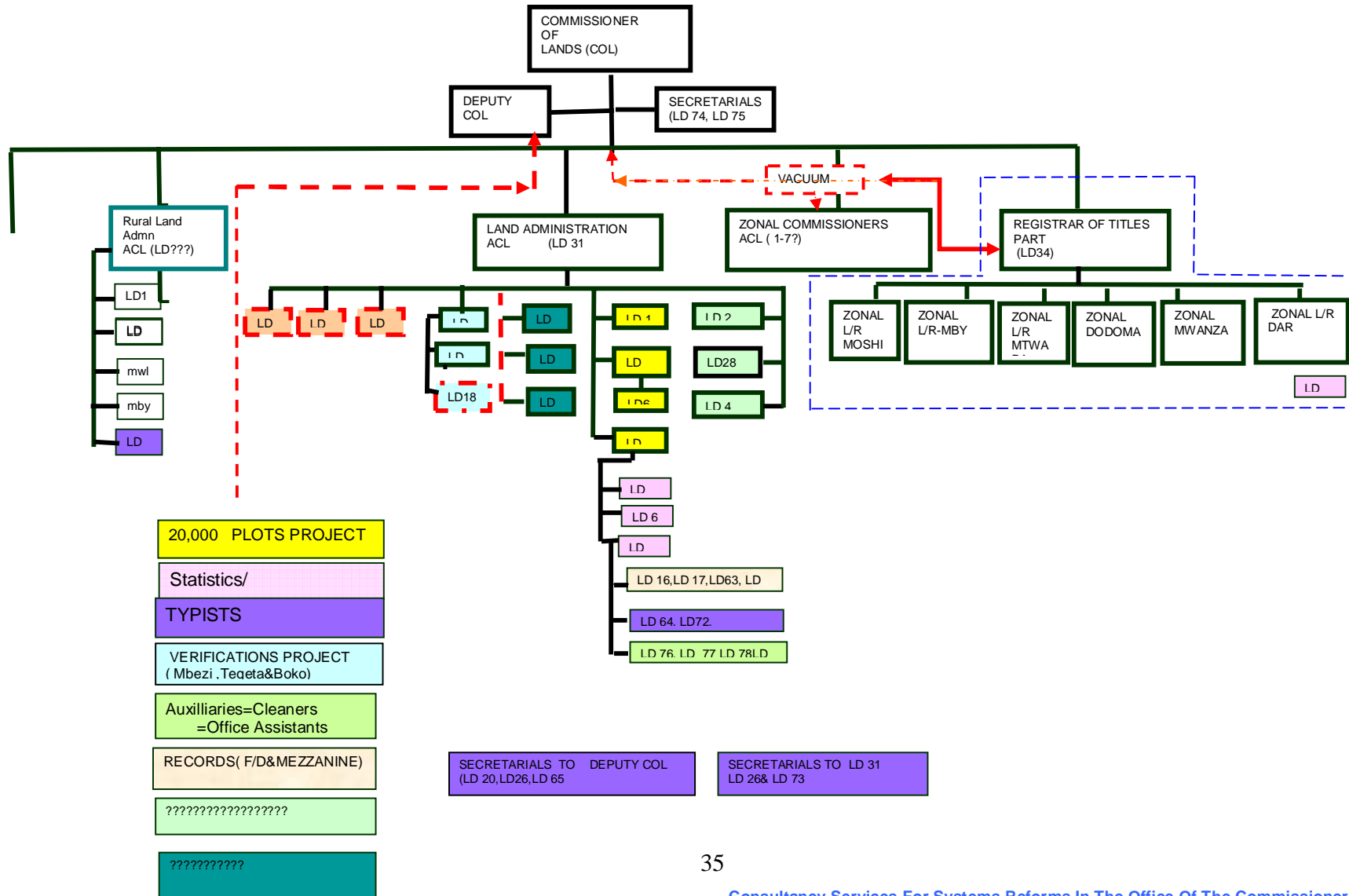
The analysis phase of this study will attempt to examine the Ministerial Human Resources Policy pertaining to individual / groups development in terms of training programs, annual /periodic staff evaluations and how this specifically focuses the Office of the CL to achieve its stated mission.

The individual staff names have been Code Named LD1 To LD81 and each one's work experience, qualifications and responsibilities are detailed separately in **Appendix 2.**

### 5.2.1 As-Is Organization Chart (Generated with Counterpart)



### 5.2.2 As Is Organization Chart (Generated from Staff Questionnaire)



### 5.3 AS-IS LAND TITLING PROCESS

#### 5.3.1 Land Allocation

##### (a): Allocating a Land in Planned and Surveyed Areas

###### Allocating a Plot surveyed from the Local Authority Budget

- Council advertises available plots
- People apply by filling in standard form No 19
- Allocation committee sits and decide
- If application granted, then applicant gets a **letter of offer**
- Acceptance is by paying and presenting the exchequer receipts as an evidence of payment;
- Land Officer starts preparing a certificate of Right of Occupancy (CRO) (See **5.3.2 next**)

##### (b): Allocating a Land in Unplanned Areas

There are cases where people transact land in unplanned areas normally at the urban peripheries. Prospective land owner in such places would normally apply to the Lands Office requesting for title and after ascertaining that request is for unplanned land they undergo the following:

- Land Officer requests Town Planner to evaluate application to confirm if application is in conformity with general scheme/planned use of the area;
- From the Town Planning Drawing (TP Drwg), Town Planner confirms non - conflicts and if none exists, sketches the area in question and advice Land Officer to proceed accordingly;
- Prospective land owner obtains minutes of the Village/Mtaa Government to confirm ownership of the land in question and to verify and adjudicate the plot boundary which is witnessed by 4 neighbors in east, west, north and south in attendance of more than 50% of the Village/Mtaa Government Members; Forms must be signed by the Village/Mtaa Chairman and the Secretary duly stamped with village/mtaa Government Stamp;

- Land Officer requests the Surveys Instruction to get area surveyed up;
- Surveyor surveys the plot and obtains an approved survey plan by the Director of Surveys;
- Applicant apply by filling and signing Land Form No 19;
- Applicant submit the forms to the Lands Officer and the Land Officer visits the site for inspection, when accepted, then
- Land officer issues a letter of offer to the applicant
- Acceptance is by paying and presenting the exchequer receipts as evidence of payment;
- Land Officer start preparing a CRO (see 5.3.2 next)

### **5.3.2 Preparation of Certificates of Right of Occupancy**

- At a Local Government (City, Municipal, Town and District Council) level, a Land officer starts by requesting a deed plan from Regional/Municipal Land Surveyor by filling-in a Deed Plan Request form, while at the Ministry a deed plan request is made to the Surveying and Mapping Division by a schedule officer;
- A Certificate of Right of Occupancy is typed by the Document Typist using a standard form;
- The applicant is given a draft certificate and requested to take and sign in witness of a lawyer/ land officers/ magistrates and returns back the signed Certificate to the Lands Officer;
- The Land Officer prepares a covering letter and submits the Draft Certificate to the Commissioner for Lands through the Front Desk;

### **5.3.3 Receiving and Processing CRO, Documents and Letters at the CL's Office.**

The CRO are received by the CL from Local Government Authorities for scrutiny, signing and sealing by the Commissioner for Lands before being registered by the Registrar of Titles. The following sections explain the activity work flow in the CL office.

(i) **Front Desk**

**Major Functions at Reception:**

- Receives client, assess problem and directs client to the designate office depending on the problem at hand;
- Receiving and recording incoming Certificates of Right of Occupancy, documents for approval by CL (surrender, variations, rectifications, revocations, application for renewals etc ) and official letters to CL;

**How the work is performed**

The Front Desk section is on the ground floor of the Ardhi House; it is responsible for receiving client's documents and inquiries as above;

Upon reaching the Front Desk, the client will explain his/her problem to the desk officer and is directed to the officer who is handling the case;

- (a) In case the Client is enquiring over an earlier submitted CRO, he/she give reference Number and Officer checks in the computer and directs whom to see among the designated schedule officers;
- (b) If it is a new document with a covering letter, then the following is done:
  - The desk officer checks if the submitted document is generally in order;
  - If it is not in order, the client is advised accordingly by an advice on the deficiencies that must be corrected;
  - If in order, it is recorded in the **OSNyaruhuma** database and is given a Tracking number automatically;
  - The tracking number is a serially running number given automatically by the OSNyaruhuma File Tracking system;
  - Customer is advised to come back after 2 weeks
  - At the end of the customer services hour (1pm) all letters/documents are directed to the Officer in charge at Land registry (mezzanine) for recording purposes, open files for new cases and transmits to dispatch;

- From dispatch office the files/ letters are moved to respective schedule officers who acknowledges receipt by signing on a Dispatch print out;

(b) Customer inquiries/follow-up

- Customer presents plot particulars
- If it is CRO , a search is done in OSNyaruhuma using Plot No; Block, Location
- If it is a simple letter, a search done in OSNyaruhuma using LTR number

**(ii) Land Registry**

The Land Registry is on the Mezzanine floor of the Ardhi House. It is responsible for receiving and filing all files and letters received from the Front Desk. It also receives letters from schedule officers as return mails to clients. It is also responsible for safe custody of all files and retrieving files from shelves and sending them to the Dispatch room

**Major Functions**

- Filing letters and other documents
- Searching records of existing files
- Opening new files

**How the Work is Performed**

- Collecting files from officers
- Finding files from shelves
- Dispatching files to schedule officers via Dispatch section
- Returning files to shelves and putting files in proper location after they are no longer in circulation
- Dispatching incoming / outgoing letters

### **File Searching**

When a CRO or document is received from the Front desk, the Land registry checks if there exists any file bearing references/particulars for a plot indicated in the document.

If there is no existing file, it means that the request is for a **New Plot** registration. There is a thorough search and checkup to confirm beyond doubt that the file has never been opened in order to avoid plot double allocation.

### **File Search Process**

The search process goes as follows:

A search is made in the **OSNyaruhuma** database, if no information is found in the database, another search is made in the **MOLIS** database, again if no information found, another check is made in the **COVIS** database (in 3<sup>rd</sup> floor), and finally if no any information found, a final search is made in the manual (old) index card system.

If at the end of the search no information is found, then the Office Supervisor (OS) of the Land Registry opens a new file (**See Referencing a New File-below**).

- When a search is done and records found but the physical file not found, then the OS recommends to the Commissioner to authorize opening up of a **temporary file**;
- When a file is found, or a temporary file opened or a new file opened, the Land Registry officers will study the contents and minute the file to the schedule officer responsible for the matter through the dispatch section;
- All the files searched for the day are sent at the end of the day to the **Dispatch room**.

### **Referencing a New File**

- After opening a new file, a Land **Division** number (**LD**) is issued and entered in OSNyaruhuma. LD numbers are serially running unique/ non-repetitive numbers issued at the Ministry's Land Division for single land parcel identification throughout mainland Tanzania.



- The Land Registry office keeps a LD Register from which all LD numbers are recorded.
- Each LGA gives a file its own unique land parcel identification number (9999) using their respective acronyms, e;g **Kinondoni Municipal Council** is referenced as **KMC/9999**.
- When a new file is opened its cover is printed upon showing the following information:
  - Plot No.....,
  - Block.....,
  - Locality.....,
  - Land Office.....,
  - LD no.....

### **Retrieving of Files**

Retrieving of files from Shelves goes as follows:

The MLHSD has invested heavily in 2006, in tracking physical files as they enter and leave the shelves by introducing **movable shelves**; Movable shelves are operated by a computer and has its own database for monitoring file entry and exit from the shelves.

The movable shelves are supposed to be operated automatically by the computer, however this automation is not yet in place and the shelves are currently operated manually; the vision and essence of the movable shelves project were to:

- (a) Speed up the file retrieval process
- (b) Put a tight security and control when retrieving files from their physical locations in the shelves
- (c) Simplify the work of returning a file to its position in the rack;
- (d) Create conducive environment for the registry staff including removing dust;

### **Outgoing Letters Dispatch Desk**

In the Land Registry there is a Letter Dispatch Desk where all outgoing letters from the office of the Commissioner for Lands are recorded in the register and dispatched; The dispatch process is manual and includes recording the letter in the register, writing address on envelope and posting the letter;

### **(iii) Dispatch Room**

#### **Major Functions**

- Receiving files
- Recording, dispatching and tracking file movement

#### **How the Work is Done**

##### **Dispatching files**

The Dispatch room is responsible for controlling file movement and dispatching files to schedule officers; It is at the Dispatch room that the initial data are captured into the OSNyaruhuma database; The Dispatch room receives files from the Land Registry;

The dispatching process goes as follows:

- There are shelves each labeled with initials of the officers in the CL's Office;
- All files received from the Land registry or from schedule officers are put in the shelves labeled with the initials to whom the file is going
- All files going to one officer are taken and entered in the OSNyaruhuma database indicating the LD number, date, initials of the officer posting the data, and initials of the officer receiving the file; The OSNyaruhuma contains the initials and room number of all officers in the CL's Office;
- After recording all files, a file movement report is printed and filed;
- The Messenger takes a bunch of files to the initialed officer, with a printed file movement report, and the officer who receives the file signs against the printed report to acknowledge receipt;

- At this moment any search in the OSNyaruhuma at the Front Desk, at the Land Registry or at any computer with access to OSNyaruhuma, will show where the file is by using the LD number as the search key;
- When a Certificate of Right of Occupancy is signed by the Commissioner, the dispatch room dispatches the file to the Statistics office

**(iv) Statistics (Lands Division)**

- Receiving documents already signed by the Commissioner and dispatch to Zonal Land Registries
- Recording signed documents in MOLIS and in OSNyaruhuma
- Issuing of LO numbers to all LGAs and the Ministry for plots issued at the Ministry's Headquarters e:g 20,000 and Mkakati wa Tegeta/Mbezi plot.

**How the Work is Done**

This section is just a database management section within the Dispatch office. It has no separate office or staff. It is responsible for receiving and documenting the following documents after they have been signed by the Commissioner:

- **Certificate of Right of Occupancy**
- Document for **Surrender** of Certificate of Right of Occupancy
- Document for **Variation** of Certificate of Right of Occupancy
- Document for **Rectification** of Certificate of Right of Occupancy
- Document for **Revocation** of Certificate of Right of Occupancy
- Document for **Renewal** of Certificate of Right of Occupancy

The Statistics section is also responsible for allocating the Unique Land Office (LO) number to all LGAs; The LO number is used as a unique identification number for a Deed Plan. For any request of a deep plan at the Ministry, the Statistics section issues a LO number. In districts the District Land Officer is the one who maintains the LO Number Register and issues the LO number for each plot allocated.

(v) **Schedule Officers**

**Major Function**

Schedule Officers are grouped geographical-wise and perform the following activities

- Attending individual customers on day-to-day basis
- Receiving files from Statistics and verifies authenticity and validity of documents/ attachments contained therein and submits CRO for signature by CL
- Prepare reply letters to clients detailing problems found in the cases when the documents are not registered
- Site visits for onsite verifications/ disputes resolutions.

**How the Work is done:**

Schedule Officers receive files from the Dispatch section, study the contents of the file and distribute them to their subordinates:-

- The main task of a schedule officer is to check if all documents and conditions needed for registration of certificate of occupancy or registration of document are complete and valid.
- When a schedule officer completes the check he/she minutes the file to the Assistant Commissioner responsible for the area with recommendation to sign.
- When a schedule officer finds some problems in the document, he/she prepares a reply letter detailing the problems identified and the file goes through a reverse process to the Land Registry's Outgoing Letter Dispatch Desk

(vi) **Zonal Assistant Commissioners**

There are seven zones and each zone is headed by the Assistant Commissioner. The zones are as follows:

1. Eastern Zone Land Office(Dar es Salaam, Coast a and Morogoro regions)
2. Lake Zone Land Office (Mwanza, Kagera and Mara regions)
3. Western Zone Land Office (Tabora, Kigoma and Shinyanga regions)
4. Northern Zone Land Office (Arusha, Manyara, Kilimanjaro and Tanga regions;
5. Southern Zone Land Office (Mbeya, Iringa, Rukwa and Ruvuma regions)
6. Central Zone Land Office (Dodoma and Singida regions)
7. South Eastern Zone Land Office (Mtwara and Lindi regions)

### **Major Functions**

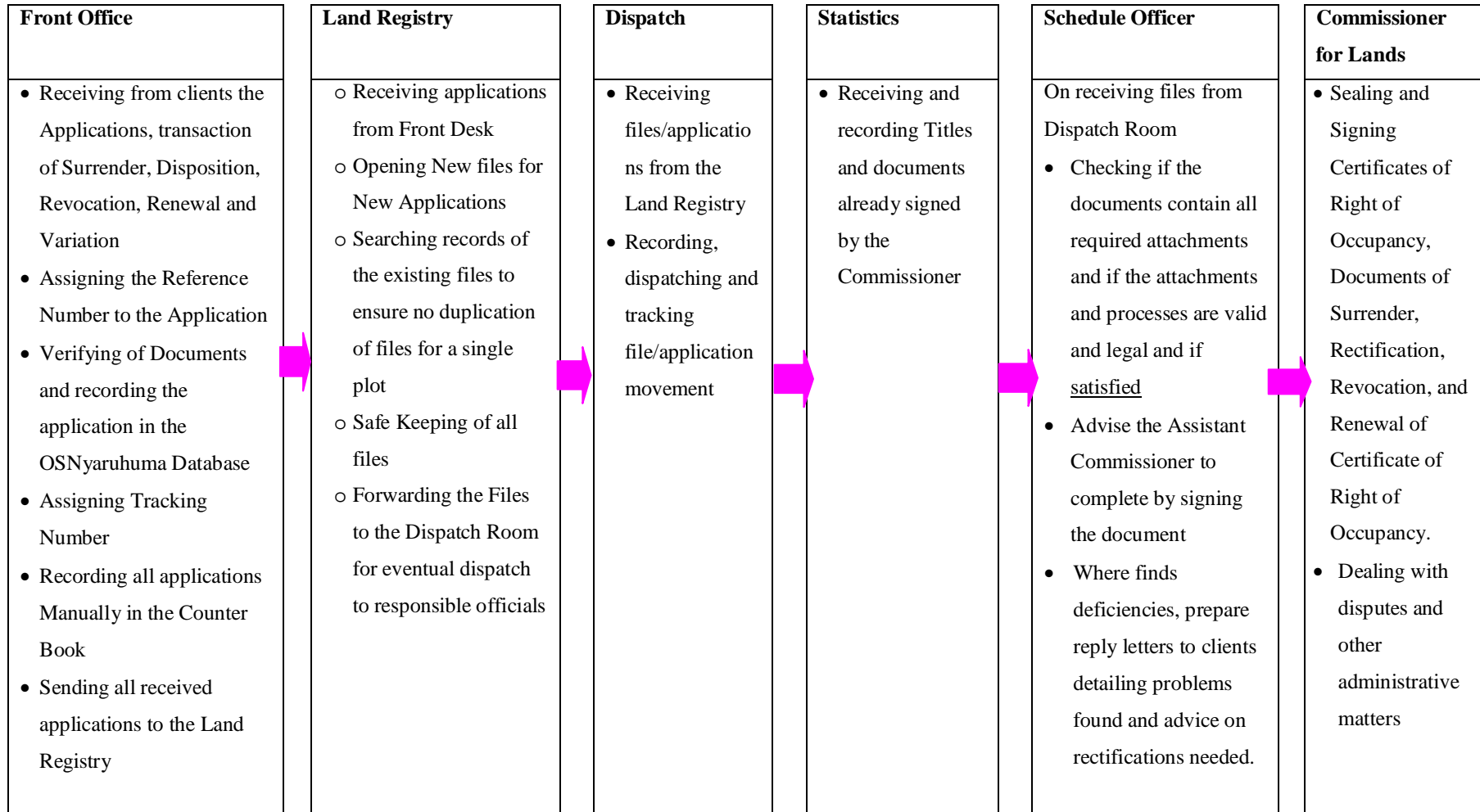
- Dealing with, and advising the Commissioner on land disputes and all matters pertaining to land administration in their areas of jurisdiction.
- Signing some certificates of Right of Occupancy, Documents of Surrender, Rectification, Revocation, and Renewal of Certificate of Right of Occupancy

### **(viii) Commissioner for Lands**

- Planning and administering the land matters
- Dealing with disputes and other administrative matters
- Sealing certificates of Right of Occupancy, and approving documents of Surrender, Rectification, Revocation, and Renewal of Certificate of Right of Occupancy

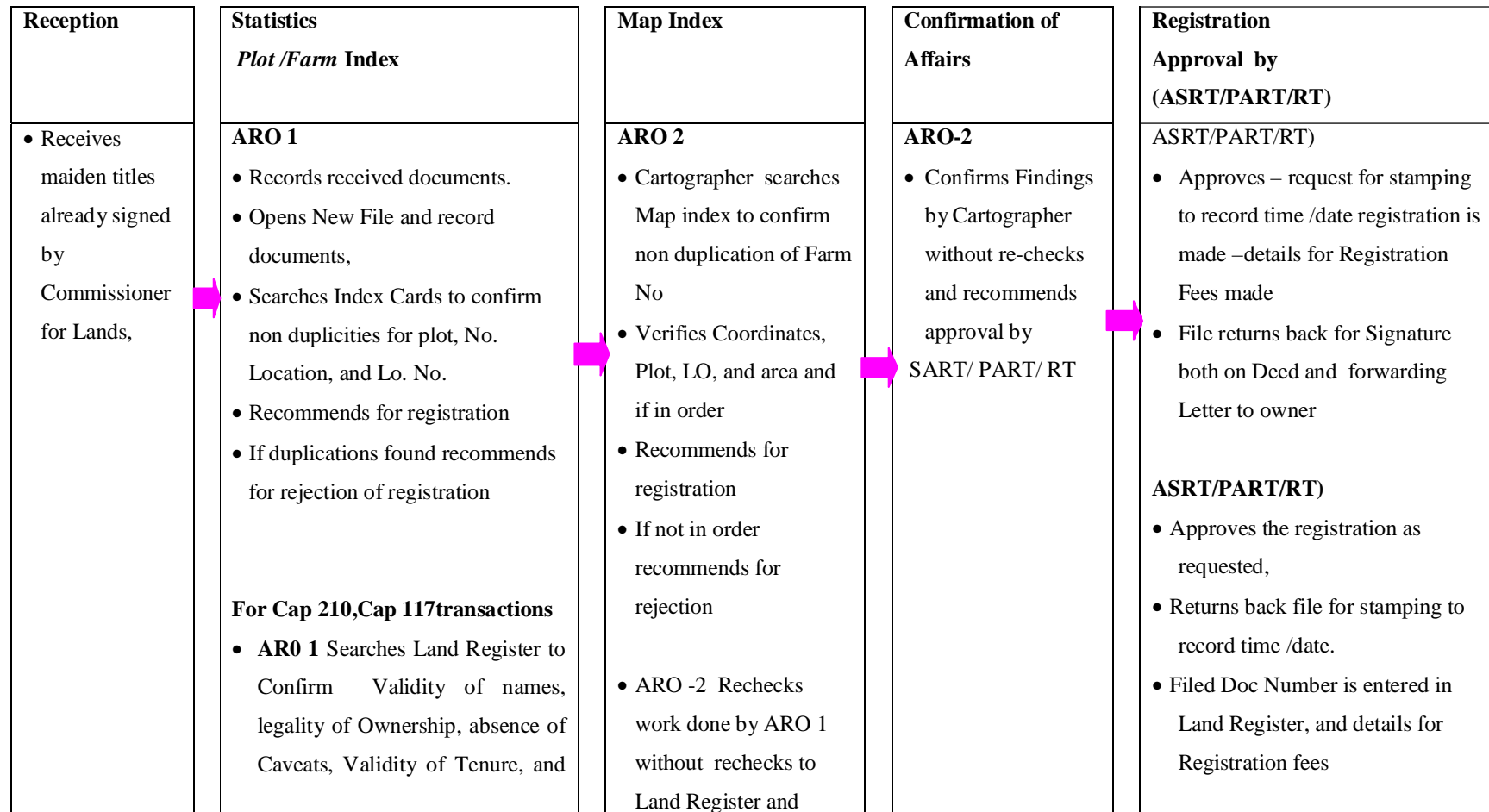
The above narration is **summarized** in a tabular form as hereunder:

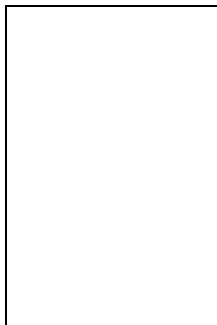
**Table 1: As Is Process CL Office: Table Presentation**



**Table 2: As Is Process –Title and Document Registration.**

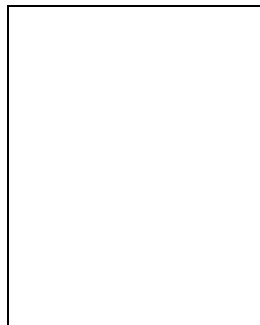
The process for registering Certificates of Rights of Occupancy in the Office of Registrar of Title runs thus:





other supporting evidence such as court Orders etc and recommends approval for registration of the sought transaction

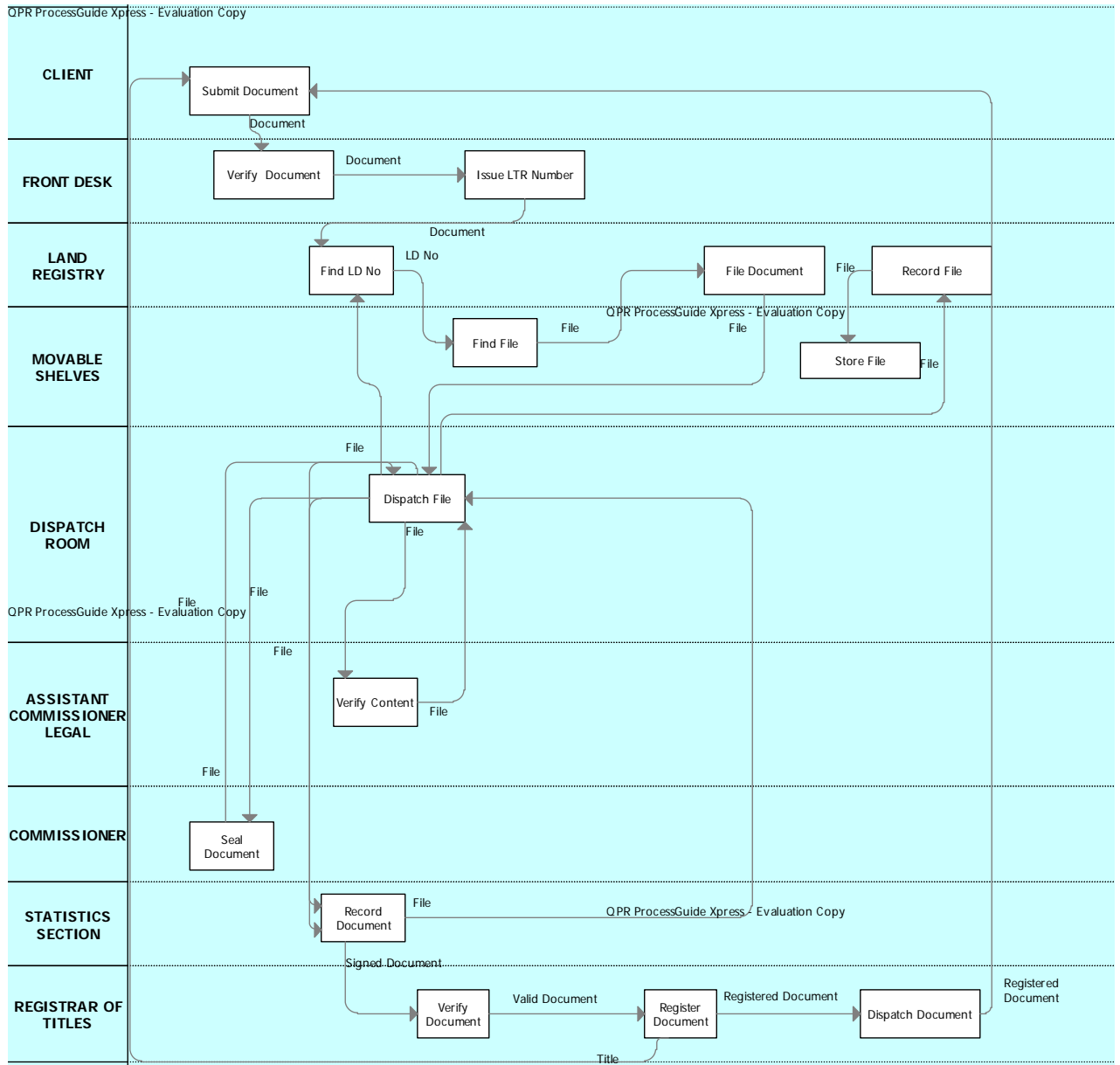
recommends approvals to ASRT/PART



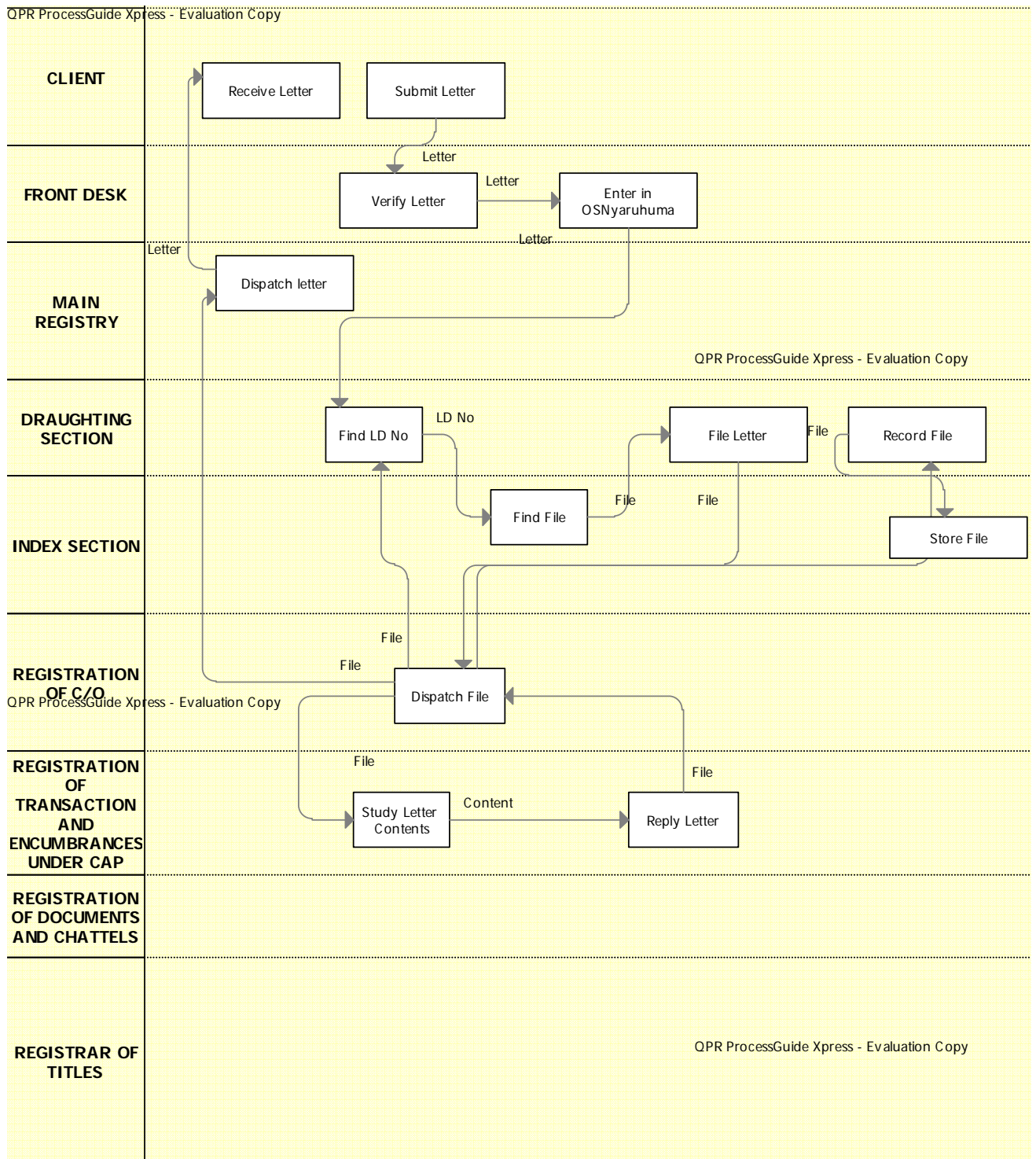
- Prepares forwarding letter and return returns back for Signature both on
- Deed and forwarding Letter to owner.
- Returns file to Dispatch letter to owner



**Chart 3: As Is Process Title Processing: Graphical Presentation**



**Chart 4: As Is Process Handling of Official Letters: Graphical Presentation**



**6. AS-IS PROCESS: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)**

The Management and Information System (MIS) Unit is responsible for facilitation of the use of ICT in the day to day operations of the Ministry, to implement the e- Governance Policy, coordinate the integrated Management Information System for the Ministry and to carryout studies and propose areas of using IT as an instrument to improve service delivery in the Ministry.

The MIS Unit provides the technical support to the CL and therefore the performance of the MIS Unit has a direct impact to the CL performance. The current status of ICT in the CL is summarized below:

**6.1 Hardware**

Hardware	Desktop Computer		Laptops		Printers		Photo copier		Digital Camera	Others (UPS)	
	<i>G</i>	<i>B</i>	<i>G</i>	<i>B</i>	<i>G</i>	<i>B</i>	<i>G</i>	<i>B</i>		<i>G</i>	<i>B</i>
Commissioner for Lands	25	1	2	-	19	6	-	1	1	22	2
Registrar of Title	12	1	1	-	8	-	1	-		10	3

*[G=Good, B= Bad working condition]*

Available computers in the Land Development Services Division are generally in good working condition and accessible to users. However they are not adequate compared to the workload.

**6.2 Software**

	Software Name	Version
Commissioner for Lands	MS XP	SP2
	MS Office	2003
	MOLIS	1
	OSNyaruhuma	
	COVIS	
Registrar of Title	MS XP	SP2
	MS Office	2003
	MOLIS	1
	OSNyaruhuma	

There are three application software in the Land Development Services Division which are consulted when preparing Certificate of Title:

- **MOLIS** Software, was developed by a Consultant and captures Plot and Ownership data at a time when a plot owner pays the registration fee to accept the offer and thus initiate the process of preparing a Title. Registration fees are paid at the Land Rent Records section which is under the Finance and Accounts Unit. The MOLIS database is installed on the Ministry server and is accessed by CL Staff over the Local Area Network. Staffs that access and use the MOLIS database are at the Front Desk, Land Registry, Dispatch room, Statistics and by Schedule Officers.

In general the MOLIS interface is user friendly though the system is not yet stable. The MIS Unit is coordinating the improvement of the system, and MOLIS users recommend the system to be linked to the main data sources, specifically the Cadastral database of the Surveys and Mapping Division, and the Land use database of the Town Planning Division. Also a remote Auto-backup system is recommended.

- **OSNyaruhuma** Software, was developed in-house (in the CL Office) with an objective to tracking the file movement. The software is installed on the server and accessed by CL staff over the LAN. The software is generally working well, but tends to slow down when used concurrently. This could be due to the limitations of the software or the speed of the LAN. So far users of this system are satisfied with its intended use.
- **COVIS** Software, is an archive system storing scanned files. The system is not available on the LAN and is accessed by users on the third floor.

### **6.3 Local Area Network and the Internet**

The Ministry of Lands is networked and users in CL office share some IT resources over the internet, though the network is currently not fully utilized to share resources such as databases and printing services. The LAN speed and the Internet speed is sometimes slow sometimes faster. The Internet connection is provided by Simbanet Company of Dar es salaam.

## 6.4 Website

The Ministry of Lands has a website, [www.ardhi.go.tz](http://www.ardhi.go.tz). The website has pages that are dedicated to the CL and the pages are updated by the Ministry's system Administrator in collaboration with the Communication Officer. However the CL pages on the website are not frequently updated, and users are generally not happy with the contents because in most cases they are outdated. However the email system is good and efficient.

## 6.5 Information and Communication Technology Policy

The Ministry of Lands has a Data Policy, which covers the CL Office as well. The policy provides access control to network, to operating systems and to information. Also the policy provides guideline statement on use and maintenance of software and database backups and disaster recovery. However staffs in the CL office are not aware of this policy. The database administrator in the MIS Unit is responsible to making backups for the whole Ministry data.

## 7. AS-IS MANPOWER STRENGTH

The Land Development Services Division has qualified and experienced staff as summarized in the following tables:

### 7.1 Gender

Gender	LANDS	REGISTRAR OF TITLE	VALUATION
Male	28	19	9
Female	28	19	18
<b>Total</b>	<b>56</b>	<b>38</b>	<b>27</b>

## 7.2 Education Qualification

Qualification	LANDS	REGISTRAR OF TITLE	VALUATION
Msc in L.Mgt./GIS, ULA, Adv.Dip. LMV	4	1	1
MBA,BSc/Adv.Dip. LMV	3	0	1
B.Sc.LMV	14	0	7
LLB	11	11	2
BA. In Land Economics			1
Adv.Dip.LMV	3	17	11
Cert.in LMV	13	0	3
Diploma in Law	3	1	0
FORM IV	4	8	1
STD V11	1	0	0
	<b>56</b>	<b>38</b>	<b>27</b>

## 7.3 Staff Designation - Commissioner for Lands (CL)

Designation	Total
Princ. Asst LO I	1
Ass.Com. LDS	1
Asst Comm. for Lands (Z)	5
Asst LO I	5
Asst LO II	7
Commissioner	1
Land Officer I	17
Land Officer II	3
PLO II	3
Sen Asst LO	3
Sen Land Off.	5
Sen.Doc. Typist	5
<b>Total</b>	<b>56</b>

#### 7.4 Staff Designation - Registrar of Titles (RT)

<b>Designation</b>	<b>Total</b>
Registrar of Tittles	1
Princ. State Attorney I	1
Princ. Reg. Asst.	8
Principal State Attorney I	2
Principal State Attorney II	1
Reg. Asst. I	4
Reg. Asst. II	12
Sen. State Attorney	1
Sen.Reg. Asst.	2
State Attorney I	4
State Attorney II	2
<b>Total</b>	<b>38</b>

#### 7.5 Staff Designation – Valuation Unit

<b>Designation</b>	<b>Total</b>
Princ. Tech.Val.I	1
Princ. Tech.Val.II	2
Chief Valuer	1
Princ. Valuer I	2
Princ. Valuer II	3
Tech.Vauer II	2
Valuer II	16
<b>Total</b>	<b>27</b>

## **8. AS –IS –STAFF AWARENESS**

About 80 staffs of the Land Development Services Division filled questionnaires that were designed to capture Individual staff qualifications, experience, departmental relationships, awareness testing of staff understanding of the existing administrative problems and workers frustrations. The questions were structured as follows:

- a) What are Client's main complaints to the Office of the Commissioner for Lands?*
- b) In order to improve the services, what sections of the Land Act No. 4 of 1999 (As Amended) you would recommend to be amended or deleted? State briefly*
- c) State which measures should be introduced by your employer to improve your work performance.*
- d) State which measure should be introduced to speed up the land delivery process (title processing)*

### **8.1 Summary of Staff Responses**

#### **8.1.1 On Public Complaints**

- Plot double allocations
- Corruption
- General knowledge on procedures and legal aspect pertaining to land allocation, acquisition, compensation is lacking very much
- File movement system at the CL's office is very cumbersome
- The process of preparation and securing of Certificate of Title is too long
- Non response to peoples' letters of follow ups.

#### **8.1.2 On Sections of the Land ACT No. 4, 1999 to be amended or deleted**

- Revocation process is too long and cumbersome
- Sections 49, 12 & 179
- The Act is silent
  - o on the role to be played by Land Officers
  - o number of plots to be owned by one person at given time in a given location



- to avoid speculative motives of individuals, and create many parcels/plot of land that have been surveyed but remain undeveloped. This leads to land invasion, trespassing, selling plots (one) to several people, and many other related problems, that form a bulk of complaints at CL's office.
- The provision to change village land into public land
- Lease of Islands
- Inclusion of Minister of Agriculture in the Central land allocation committee

**Otherwise** - The majority of the staff within CL's office have either not read the Act/or didn't understand the requirement put before them in this data collection – as they decided to skip it.

### **8.1.3 On Requirement for Employer to Improve the Work Performance**

- Avail all necessary land forms, counter books, C.T.s covers etc.
- Training opportunities
- Stationeries required in the preparation of Certificate of Right of Occupancy to be available on time and sufficiently to avoid delays.
- Provision of working tools and equipment on timely and efficient basis.
- Promotions to be done from time to time based on qualification.
- Working environment – over crowding caused by people flocking to Commissioner's office on daily basis.
- Expansion of office space
- Improvement on the MOLIS system
- Transport to and from work
- Computerization of file movement, Title preparation, survey plans and preparation of deed plans
- Payment on extra-duties should be done promptly and timely
- Increase of budgetary and human resources

#### **8.1.4 On Measure to be Introduced to Speed up the Land Delivery Process**

- Computerize cadastral survey plans in order to speed up the preparation of Deed plans.
- MOLIS programme should be improved to help ease out the processing of Certificate of Title deeds – and currently not all staff members are aware of this software within the department.
- Emphasis should be put on Electronic file movement, to avoid loss, misplacement, and other unnecessary delays in handling clients documents
- District/Municipal Land Officers, particularly, those responsible for land allocation, preparation of Certificate of Titles should undergo frequent – in house training, and before submitting any documents to the commissioner’s office, they ought to carry out thorough checkup otherwise return of documents for any reason amounts to time wasting and frustrating title owners.
- Certificates of Right of Occupancy to be submitted with a Checklist filled by the Land Officer to confirm legal and procedural completeness
- Increase of Assistant Commissioners for Lands from 6 to 8, to help solve some of land disputes and sign documents within their zones of designation.
- The letter of offer should be dropped in the process of land acquisition as it is possible for one to get the Certificate of Title directly after his application has been approved by relevant authorities/committees.
- The Director of Physical Planning should not be consulted twice in the process of preparing Certificate of Title regarding the “Land use” as this is normally stated in the survey instructions, whereby once the survey plans are approved it is safely assumed that there are no immediate changes in the land use plan.
- Public awareness of legal provisions and other aspects that accompany certificate of Title Deed preparation and issuance of the same by the office of the CL’s. This will not only reduce time taken to prepare Titles but will also tremendously cut down complaints/disputes that the office of the Commissioner for Lands is facing at the moment.

## **9. Conclusion**

In Reviewing the Office of the Commissioner for Lands, an overview of the existing administrative setup has been documented and the work flow mapped in both narrative and graphical form to present the As-Is Processes. The interface and linkage of the CL office and other divisions and Units in the Ministry of Lands have also been studied and documented. From the various meetings, discussions and questionnaires it has been possible to “detect and feel” areas in the work flow that could cause delays and frustration in the process of preparing Certificate of Titles.

This report is an input in the next stage of the Reform Process which will deal with Analysis of the Existing Situation and Designing an Improved System.

# APPENDICES

## Appendix 1: Staff Questionnaire

CL REFORMS: DOCUMENTING AS-IS PROCESS- ORGANIZATION & JOB DESCRIPTION					
S/N	NAMES	Surname	Middle	FIRST	YEAR BORN
1					
2	<b>QUALIFICATION</b>	CERTIFICATE	DEGREE 1	DEGREE 2	OTHER ( State)
	Course Name				
	Year				
3	List Additional Training/Exposure/Visits etc				
4	<b>Title &amp; Date Joined the CL</b>			<b>Section Joined</b>	
5	<b>How joined ( Tick)</b>	Direct Ex College	Applied & Interviewed		Other ( State)
6	<b>Your Job Description/Tasks and Time Taken</b> ( List your JD now)				

7	<b>Your Present Title</b>		<b>Present Section</b>				
8	<b>Departmental relation</b> ( You are positioned between coworkers give names of the rest  <i>(add boxes where appropriate)</i>	<pre> graph TD     A[YOUR SUPERVISOR] --- B[CO-WORKER]     A --- C[THIS IS YOU]     A --- D[CO-WORKER]     C --- E[Assistant]     E --- F1[SUBORDINATE 1]     E --- F2[SUBORDINATE 2]     E --- F3[SUBORDINATE 3]     E --- F4[SUBORDINATE 4]         </pre>					
9	<b>Committee Relationship</b>	<b>Name of Committee</b>	<b>Status</b>	<b>Dates</b>			
	Insert N/A where not Applicable						
	<b>Communication</b>	<b>Mode</b>					
		<b>Group</b>	<b>Postal</b>	<b>Intranet</b>	<b>Intercom</b>	<b>Mobile</b>	<b>Internet</b>
	(A) for Most Often	Colleagues (Professionals)					
	(B) for Occasionally	Friends & Family					
	(C) Rarely	Outsiders					
	(D) Never	Overseas					

11	<b>Awareness</b>
	(a) What are Client's main complaints to the Office of the Commissioner of Lands ( state)
	(b) In order to improve the services, what sections of the Land Act No. 4 of 1999 (As Amendments) would you recommend to be amended or deleted? State briefly
	(c) State which measures should be introduced by your employer to improve your work performance.
	(d) State which measure should be introduced to speed up the land delivery process (title processing)

## Appendix 2: Manpower Strengths: Experiences and Qualifications

### LAND DELIVERY SERVICES (ADMINISTRATION)

Col Reforms Study: 4.2 As – is Organization and job Description						
		Date Joined 1984		Present Position		Work/Task Performed
	Name	Title	Section	Title	CODE	
1	<ul style="list-style-type: none"> <li>Secretarial Certificate</li> <li>Joined the Ministry 1989</li> </ul>	Secretary	COL/OFFICE	PERSONAL SECRETARY	COL/OFFICE	<ul style="list-style-type: none"> <li>Perform all Secretarial duties.</li> </ul>
2	<ul style="list-style-type: none"> <li>Secretarial Certificate 2002</li> <li>Joined the Ministry, 1999</li> </ul>		COL/OFFICE	PERSONAL SECRETARY	CLO/OFFICE	<ul style="list-style-type: none"> <li>Performs all Secretarial duties</li> </ul>
LAND DELIVERY SERVICES (AUXILIARY STAFF)						
1	<ul style="list-style-type: none"> <li>Qualifications</li> <li>Joined the Ministry</li> </ul>	Office Attendant – land	Delivery Service	Office Attendant	Meza Nine	<ul style="list-style-type: none"> <li>Messenger cum cleaner</li> <li>Filip Assistant</li> </ul>
2	<ul style="list-style-type: none"> <li>St ( Primary Education)</li> <li>Joined the ministry</li> </ul>		-/-	Senior Office Attendant	Land Delivery Services	<ul style="list-style-type: none"> <li>Messenger cum cleaner</li> <li>Filip assistant</li> </ul>
3	<ul style="list-style-type: none"> <li>Primary Education</li> <li>Joined the Ministry 2006</li> </ul>	Office Attendant	-/-	-/-	-/-	<ul style="list-style-type: none"> <li>-/- -/-</li> </ul>
4	<ul style="list-style-type: none"> <li>Primary Education</li> <li>Joined the Ministry</li> </ul>		-/-	-/-	-/-	<ul style="list-style-type: none"> <li>-/- -/-</li> </ul>

## LAND DELIVERY SERVICES (LEGAL)

Col Reforms Study: 4.2 As – is Organization and job Description						
		Date Joined 1984		Present Position		Work/Task Performed
	Professional Qualification	Title	Section	Title		
1	<ul style="list-style-type: none"> <li>Diploma in Law 2004</li> <li>Joined Ministry 1988</li> </ul>	Senior Assistant Land officer	-/-	Senior Assistant Land Officer Legal section	-/-	<ul style="list-style-type: none"> <li>Assessment of mortgage</li> <li>Excusive transfer deed documents</li> </ul>
2	<ul style="list-style-type: none"> <li>LLB (2000)</li> <li>Joined the Ministry 2004</li> </ul>	Land Office (Legal)	Land Delivery Services/ Legal	Land Delivery Service (Legal)	Land Delivery Services (Legal)	<ul style="list-style-type: none"> <li>Preparation of various legal documents. i.e deel of surrender deed variation etc.</li> </ul>
3	<ul style="list-style-type: none"> <li>LLB (2000)</li> <li>Joined the Ministry, 2001</li> </ul>	Land Officer (Legal)	-/-	Senior land Officer (Legal)	-/-	<ul style="list-style-type: none"> <li>LIASE Commissioner for laws office with the Attorney Genera’s office on litigation (Law Materials)</li> <li>Legal adviser to commissioner of Law on how maters (Legal aspects)</li> </ul>
4	<ul style="list-style-type: none"> <li>LLB (Hons) 1992</li> <li>Joined the Ministry</li> </ul>	Land Officer (Legal)	-/-	Senior land Officer (Legal)	-/-	<ul style="list-style-type: none"> <li>To prepare documents (Legal) based on Village law Act.</li> <li>Advice the commissioner for laws on all material related to law Village law Act.</li> <li>To conduct public awareness of the Village law Act- and what it stand for</li> </ul>
5	<ul style="list-style-type: none"> <li>Certificate in Typing</li> </ul>	Personal	-/-			<ul style="list-style-type: none"> <li>Perform all secretarial duties as</li> </ul>



	(1980) • Joined the ministry (2005)	Secretary (Legal)				assigned by superiors
--	--	----------------------	--	--	--	-----------------------

## LAND REGISTRY

Col Reforms Study: 4.2 As – is Organization and job Description						
		Date Joined 1984		Present Position		Work/Task Performed
	Name	Title	Section L/R	Title		
1	<ul style="list-style-type: none"> <li>LLB</li> <li>Joined the Ministry of Laws 2004</li> </ul>	ART	L/R - LEGAL	ART	L/R	<ul style="list-style-type: none"> <li>- Signing of official searches</li> <li>- Approving Registration of Certificate of Titles</li> </ul>
2	<ul style="list-style-type: none"> <li>Attended Public Service College. 2005</li> <li>Joined the Ministry of Laws, 1999</li> </ul>	FILING CLERK	L/R	FILING CLERK	L/R	- Filing /Record movement
3	<ul style="list-style-type: none"> <li>FORM SIX LEAVER</li> <li>Joined the Ministry 2003</li> </ul>	REGISTRAT ION MANAGEM ENT	L/R	REGISTRATIO N MANAGEMEN T ASSISTANT	L/R	- Office clerk (Filing)
4	<ul style="list-style-type: none"> <li>Dipl. Record Management (2005-2007)</li> <li>Joined the ministry (2001)</li> </ul>	RECORDS ASSISTANT	L/R	RECORDS ASSISTANT	L/R	-Filing clerk
5	<ul style="list-style-type: none"> <li>Certificate in Computer – joined Ministry 1973</li> </ul>		L/R	PRINCIPAL REG. OFFICER	L/R	- Clerical duties
6	<ul style="list-style-type: none"> <li>LLB (2001)</li> <li>Joined Ministry 2002</li> </ul>					<ul style="list-style-type: none"> <li>Approval of Registration Certificate of Titles</li> <li>Signing of official services</li> </ul>

7	<ul style="list-style-type: none"> <li>• Certificate of Law Management &amp; Valuation 2003</li> <li>• Date joined ???</li> </ul>	ASSISTANT REGISTRATOR	L/R	ASST. REGISTRATOR OFFICER I		<ul style="list-style-type: none"> <li>• Reviewing /checking of documents submitted for Registration</li> </ul>
8	<ul style="list-style-type: none"> <li>• Certificate in Records Management (2006)</li> <li>• Joined Ministry 2008 (March)</li> </ul>	??	L/R	Records Management Officer		<ul style="list-style-type: none"> <li>• Customer Care</li> <li>• Receiving all in coming document</li> </ul>
9	<ul style="list-style-type: none"> <li>• Certificate in Records Management (2007)</li> <li>• Joined Ministry 2008</li> </ul>		L/R	Records Management Assistant (RMA II)		<ul style="list-style-type: none"> <li>• Filing Clerk</li> </ul>
10	<ul style="list-style-type: none"> <li>• Certificate in Law</li> <li>• Date joined ??/</li> </ul>	ASSISTANT REGISTRATOR OFFICER	L/R	???		<ul style="list-style-type: none"> <li>• Registration Documents</li> </ul>
11	<ul style="list-style-type: none"> <li>• LLB (2003)</li> <li>• Joined Ministry 2004</li> </ul>	ART	L/R	ART		<ul style="list-style-type: none"> <li>• Registration of Certificate of Titles and other legal documents</li> </ul>
12	<ul style="list-style-type: none"> <li>• Certificate in Law Management &amp; Valuation (1990)</li> <li>• Date joined ???</li> </ul>	REG. ASST.	L/R	PRINCIPAL ASST. REGISTRATOR OFFICER		- Rechecking and recommending Registration various document
13	<ul style="list-style-type: none"> <li>• Certificate in Law Surveying (2007)</li> <li>• Date joined ???</li> </ul>	RECORDS MANAGEMENT ASSISTANT	L/R	Records Management Assistant		<ul style="list-style-type: none"> <li>- Re- checking certificate of Titles before Registration.</li> <li>- Despatching of certificate of Titles after Registration.</li> </ul>
14	<ul style="list-style-type: none"> <li>• Certificate in Law Management</li> </ul>	ASST.	L/R	AST. REG.		- Re- checking of certificate of

	<ul style="list-style-type: none"> <li>and Valuation (2003)</li> <li>Joined Ministry 2004</li> </ul>	REGISTRAT ION OFFICER		OFFCIER II		<ul style="list-style-type: none"> <li>Titles before approval / Registration</li> <li>- Despartching of Certificate of Titles to customer</li> </ul>
15	<ul style="list-style-type: none"> <li>Certificate in Records Management (2007)</li> <li>Joined Ministry 2008</li> </ul>	???	LAND REGISTRY	RECORDS MANAGEMEN T ASST (RMA)	LANDS. Registry	<ul style="list-style-type: none"> <li>Filling Maintenance</li> <li>Filling clerk</li> </ul>

## LAND DELIVERY SERVICES

Col Reforms Study: 4.2 As – is Organization and job Description						
		Date Joined 1984		Present Position		Work/Task Performed
	Name	Title	Section	Title		
5	<ul style="list-style-type: none"> <li>• LMV + Registration Certificate (2007)</li> <li>• Joined the Ministry 2008</li> </ul>	Assistant Law Officer	Land Delivery Services	Asst. Land Officer	Land Administration on Rural	<ul style="list-style-type: none"> <li>• Carry our site in specifications</li> <li>• Giving advice on law matters to customers.</li> </ul>
6	<ul style="list-style-type: none"> <li>• BSC in LMV (2000)</li> <li>• MBA – Finance (2002)</li> <li>• Joined the Ministry (2003)</li> </ul>	Land Officer II	-//-	SENIOR LAND KOFFICER	Law Administration. Libran	<ul style="list-style-type: none"> <li>• Settling disputes pertaining to land administration – urban</li> <li>• Providing technical advice to commissioner for Laws on matters pertaining to urban Law administration.</li> <li>• Providing advice to customers on all technical matters related to urban law administration</li> </ul>
7	<ul style="list-style-type: none"> <li>• BSC in LMV (2001)</li> <li>• MASTERS in Law Management (2008)</li> <li>• Joined the Ministry (2004)</li> </ul>	Land Officer I	-//-	LAND OFFICER I	-//-	<ul style="list-style-type: none"> <li>• Solving various Law disputes</li> <li>• Preparing various document i.e. letters of office, deals of surrender etc.</li> </ul>
8	<ul style="list-style-type: none"> <li>• Std VII</li> <li>• Joined the ministry (2006)</li> </ul>	Office Assistant	Land Delivery Services	Senior Office Assistant	Land Delivery Services	<ul style="list-style-type: none"> <li>• Messenger</li> </ul>

9	<ul style="list-style-type: none"> <li>• Certificate LMV 2002</li> <li>• Diploma in law (2007)</li> <li>• Joined Ministry (2003)</li> </ul>	Assistant Land Officer	-//-	Assistant Land Officer	-//-	<ul style="list-style-type: none"> <li>• checking of certificate of Titles before approval by commissioner for Laws</li> <li>• Site inspection</li> <li>• Preparation of various document i.e letters of officer, deeds of surrender etc</li> </ul>
10	<ul style="list-style-type: none"> <li>• BSC LMV 2006</li> <li>• Joined Ministry 2008</li> </ul>	Land Officer II	-//-	Land Officer	-//-	<ul style="list-style-type: none"> <li>• Site inspections</li> <li>• Advising Commissioner for Laws on land matters</li> <li>• Preparation of various documents i.e letter of offer, revocation notices ect.</li> </ul>
11	<ul style="list-style-type: none"> <li>• O-Level</li> <li>• Date of joining Ministry ???</li> </ul>	Senior Records Management Assistant	???	Senior Records Management Assistant	-//-	<ul style="list-style-type: none"> <li>• Filling clerk</li> </ul>
12	<ul style="list-style-type: none"> <li>• LLB (Hons)</li> <li>• Joined Ministry 2007</li> </ul>	Land Officer (Assistant Registrar II)	Law Registry	Land Officer I	Land Administration (RURAL)	<ul style="list-style-type: none"> <li>• Advising Commissioner for Laws on all matters pertaing to Law Administration (RURAL)</li> <li>• On issuance/ transfers of Village land Titles.</li> </ul>
13	<ul style="list-style-type: none"> <li>• A- Level (2001)</li> <li>• Joined Ministry 203</li> </ul>	???	Registry	Records Management Assistant	Land Delivery Services	<ul style="list-style-type: none"> <li>• Filling clerk</li> </ul>

14	<ul style="list-style-type: none"> <li>• LMV + Registration certificate 2001</li> <li>• Joined Ministry 2004</li> </ul>	Assistant Land Officer	???	Assistant Land Officer I	-//-	<ul style="list-style-type: none"> <li>• Records Management</li> <li>• Front desk Officer</li> </ul>
15	<ul style="list-style-type: none"> <li>• LLB (2003)</li> <li>• Diploma in Law (1998)</li> <li>• Joined Ministry ???</li> </ul>	Land Officer II	Land Delivery Services	Land Officer I	Land Administration Urban	<ul style="list-style-type: none"> <li>• Preparation and issuance of various documents i.e letters of officer</li> <li>• Check /verity certificate of Titles</li> <li>• Site visit</li> <li>• Solve various disputes pertaining to urban Law administration.</li> </ul>
16	<ul style="list-style-type: none"> <li>• Certificate in LMV (2002)</li> <li>• Joined Ministry 2003</li> </ul>	Records Assistant	-//-	Senior Assistant Land Officer	-//-	<ul style="list-style-type: none"> <li>• Provide advice to customers on Law matters</li> <li>• Checking on certificate of Titles preparation as they come in before they are sent to commissioner Law for approval . signing.</li> </ul>
17	<ul style="list-style-type: none"> <li>• ADV.DIPL. LMV (1984)</li> <li>• Joined Ministry 2001</li> </ul>	Senior Land Officer	Land Delivery Services	Assistant Commissioner for Lands	Land Delivery Services	<ul style="list-style-type: none"> <li>• Signing /approving of Certificate of Titles</li> <li>• Law Dispute resolution</li> <li>• Advising Commissioner for Lands, on matters pertaining to Raw administration in any area of jurisdiction (sooth westernzone)</li> </ul>
18	<ul style="list-style-type: none"> <li>• Certificate Secretarial 2002</li> <li>• Diploma Secretarial 2006</li> </ul>	Personal Secretary to	-//-	Personal Secretary III	-//-	<ul style="list-style-type: none"> <li>• Performing all Secretarial duties as assigned by the Asst. Commissioners</li> </ul>

	<ul style="list-style-type: none"> <li>• Joined Ministry 2008</li> </ul>	Asst. Commissioner				for Laws i.e
19	<ul style="list-style-type: none"> <li>• BSC – LMV 2001</li> <li>• MSC. Estate Management (2004)</li> <li>• Joined the Ministry in 2004</li> </ul>	Land Officer II	-//-	Land Officer	Urban Land Amin	<ul style="list-style-type: none"> <li>• Preparing of letters officer, certificate of Titles</li> <li>• Provide professional advice to customers on Land Matters</li> <li>• Advise commissioner for Lands on matters Pertaining to urban Land administration.</li> </ul>
20	<ul style="list-style-type: none"> <li>• Certificate in Law (1979)</li> <li>• Joined Ministry ???</li> </ul>	Assistant Land Officer	Land Division	Principal Assistant Land Officer	Land Delivery (Urban)	<ul style="list-style-type: none"> <li>• Site inspections</li> <li>• Preparation of certificates of Titles</li> <li>• Verification of C.T. Prepared of District council officials</li> </ul>
21	<ul style="list-style-type: none"> <li>• BSC. LMV 2001</li> <li>• Joined Ministry 2004</li> </ul>	Land Officer	Land Delivery Services	Land Officer I	-//-	<ul style="list-style-type: none"> <li>• All Law matters pertaining to Law administration (Urban)</li> </ul>
22	<ul style="list-style-type: none"> <li>• Certificate in LMV + Registration (2006)</li> <li>• Joined Ministry 2006</li> </ul>	Assistant Land Officer	-//-	Assistant Land Officer	-//-	<ul style="list-style-type: none"> <li>• Site visits and preparing reports</li> <li>• Checking /as certaining all land related documents within area of jurisdidion</li> </ul>
23	<ul style="list-style-type: none"> <li>• Diploma in secretarial studies</li> <li>• Joined Ministry 2008</li> </ul>	Personal Secretarial	-//-	Personal Secretarial III	-//-	<ul style="list-style-type: none"> <li>• Performs all secretarial duties as assigned by supervisor</li> </ul>



24	<ul style="list-style-type: none"> <li>• Certificate in Records Management</li> <li>• Joined ministry ???</li> </ul>	Record Management Assistant	-//-	Record management Assistant	Land /Statistics	<ul style="list-style-type: none"> <li>• Monitoring Records /Files movement with the Law Delivery Services Section</li> </ul>
25	<ul style="list-style-type: none"> <li>• Certificate in LMV (2002)</li> <li>• Joined Ministry (2004)</li> </ul>	Assistant Land Officer	Land Delivery Section	Assistant Land Officer I	Land Delivery Services	<ul style="list-style-type: none"> <li>• Site inspections</li> <li>• Preparation of various document i.e letters of officer, revocation notices, variation deeds ect.</li> </ul>
26	<ul style="list-style-type: none"> <li>• LLB 2003</li> <li>• Joined Ministry 2002</li> </ul>	Land Officer I	-//-	Land Officer I	-//-	<ul style="list-style-type: none"> <li>• Setting of various Law disputes</li> <li>• Checking of Law related documents from district /municipal councils</li> </ul>
27	<ul style="list-style-type: none"> <li>• BSC. LMV 2002</li> <li>• Joined Ministry 2004</li> </ul>	Land Officer II	-//-	Land Officer	-//-	<ul style="list-style-type: none"> <li>• Advising the commissioner for Law on various Land matters</li> <li>• Preparation of various Land matters</li> <li>• Preparation of various law documents i.e letters offer, certificate of Titles</li> </ul>
28	<ul style="list-style-type: none"> <li>• ADV. Diploma .LMV 1984</li> <li>• Joined the ministry 1984</li> </ul>	Lands Officer Value	Lands Dept	Acting Assistant Commissioner	-//-	<ul style="list-style-type: none"> <li>• Settle law disputes</li> <li>• Inspecting various law related documents</li> <li>• Advising the commissioner on various law matters.</li> </ul>
29	<ul style="list-style-type: none"> <li>• ADV. Diploma. LMV 1983</li> <li>• Joined the Ministry 1983</li> </ul>	Land Officer	-//-	Assistant Commissioner	-//-	<ul style="list-style-type: none"> <li>• Preparing memorandums of revocations, Law acquisitions and transfers</li> </ul>

						<ul style="list-style-type: none"> <li>• Approving dispositions of land ownerships</li> <li>• Co –ordinate review of land polices, laws and advise of law repeals</li> <li>• Litigations in consultation with the attorney General</li> </ul>
30	<ul style="list-style-type: none"> <li>• ADV. DIPLOMA .LMV</li> <li>• MSC. LM</li> <li>• Joined the Ministry 2006</li> </ul>	Land Officer	Land Delivery Services	Assistant Commissioner for Lands	Urban Land Admin	<ul style="list-style-type: none"> <li>• Administer zonal law offices</li> <li>• Deal with complains related to Land matter in the Zone</li> <li>• Advise the commissioner for Law and minister for lands on matters related to acquisition/ revocation of Law rights \.</li> </ul>
31	<ul style="list-style-type: none"> <li>• Diploma in Secretarial Ontiles 2004</li> <li>• Joined the Ministry 2008</li> </ul>	Personal Secretary	(RURAL)	Personal Secretary	Rural Land Administration	<ul style="list-style-type: none"> <li>• Performing all secretarial duties as assigned by superiors</li> </ul>
32	<ul style="list-style-type: none"> <li>• BSC. LMV 2004</li> <li>• Joined the Ministry 2004</li> </ul>	Land Offer II	Land Delivery Services	Land Officer	Land Delivery services	<ul style="list-style-type: none"> <li>• Preparation of various law related document. i.e letters of offer, certificate of Titles</li> </ul>
33	<ul style="list-style-type: none"> <li>• BSC .LMV 2003</li> <li>• Joined the Ministry 2004</li> </ul>	Land Officer II	-//-	Land Officer	-//-	<ul style="list-style-type: none"> <li>• Re-checking of certificate of Titles before approval /signing of the same</li> <li>• Site inspection</li> <li>• Advise commission on various Law matters</li> </ul>

						<ul style="list-style-type: none"> <li>Solve various disputes related to law administration matters.</li> </ul>
34	<ul style="list-style-type: none"> <li>Certificate in Records Management (2007)</li> <li>Joined the Ministry 2008</li> </ul>	RUA II	Land Delivery Services	RMA II	Land Delivery Services (Registration )	<ul style="list-style-type: none"> <li>Doing all filling duties plus other clerical assignment</li> </ul>
35	<ul style="list-style-type: none"> <li>Certificate in Document Typing</li> <li>Date of joining ???</li> </ul>	Senior Document Typist	???	Senior Documents Typist	-/-	<ul style="list-style-type: none"> <li>Typing of Certificate of Titles</li> </ul>
36	<ul style="list-style-type: none"> <li>Certificate in Typing</li> <li>Date of joining ???</li> </ul>	Documents Typist	Land Delivery Services	-/-	-/-	<ul style="list-style-type: none"> <li>Typing certificate of Titles</li> </ul>
37	<ul style="list-style-type: none"> <li>Certificate in LMV(2007)</li> <li>Joined the ministry 2006</li> </ul>	Land Office Assistant	-/-	Land Office Assistant	-/-	<ul style="list-style-type: none"> <li>Enter records in DATA Base</li> </ul>
38	<ul style="list-style-type: none"> <li>Qualifications ???</li> <li>Joined the Ministry 2007</li> </ul>	Record Keeping	-/-	Record keeping	-/-	<ul style="list-style-type: none"> <li>Filling Clerk</li> </ul>

### Appendix 3: CL Staff Awareness to Problems and Suggestions

SN	NAME CODE	Double allocation	Corruption	Ignorance of Legal Procedure Il.lawProcedure	C.T processing time too long	Non reply to customer letters	Cumbersome file Movement	Bureaucratic operations	Slow revocations process	Avail Training opportunities	Improve Communicat.PMO	Provision of working tools	Avail all necessary stationery	Promotions by qualifications	Distribute Work Proportionately	Expand office space	Eliminate bogus Estate Agents	Improve MOLIS system/ Network	Transport to/from Work	Eliminate Letter of Offer Stage	Speedup /Computerize file movement t	Computerize deed plans, operations	Payment for extra ( H/ Allowances / OT)	Increase of budgetary and HR	TOTAL
1	LD1	-	-	-	-	-	-	v	v	-	v	v	-	-	-	-	-	-	-	v	-	v	-	6	
2	LD2	-	-	-	-	-	-	v	-	v	-	v	-	-	-	-	-	-	-	-	-	-	-	v	4
3	LD3	v	-	-	-	-	-	v	v	v	-	v	v	-	-	-	-	-	-	-	-	v	-	v	8
4	LD4	-	-	-	v	-	-	-	v	-	v	-	v	-	-	-	-	v	-	-	-	-	-	v	6
5	LD5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	LD6	-	-	-	v	-	-	v	-	-	-	v	v	-	-	-	-	-	-	-	-	-	-	-	5
7	LD7	v	-	-	v	-	-	-	v	-	-	v	-	-	-	-	v	-	-	v	-	v	v	v	9
8	LD8	-	-	-	v	v	-	-	-	-	-	-	-	-	-	-	-	v	v	-	-	v	v	-	6
9	LD9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10	LD10	-	-	-	v	-	-	-	v	v	-	v	-	-	-	-	-	-	-	-	-	v	-	-	5
11	LD11	-	-	-	v	-	-	v	v	v	-	-	-	-	-	-	-	-	-	-	-	v	v	-	6
12	LD12	-	-	-	v	-	-	-	-	v	-	v	-	-	-	-	-	-	-	-	-	-	v	-	4
13	LD13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14	LD14	-	-	-	v	-	v	v	-	-	-	v	-	-	-	-	-	-	-	-	v	-	v	-	6
15	LD1	-	-	-	-	-	-	-	-	v	-	v	-	-	-	-	-	-	-	-	-	-	-	-	2

	5																									
16	LD1 6	-	-	v	v	-	-	-	-	v	v	V	-	-	-	-	-	-	-	-	-	-	v	-	6	
17	LD1 7	-	-	-	v	-	-	-	v	-	-	V	-	-	-	-	-	-	-	-	-	V	-	-	4	
18	LD1 8	-	-	-	v	-	-	-	-	-	-	-	-	-	-	v	-	-	-	-	-	-	v	v	4	
19	LD1 9	-	-	-	-	-	-	-	-	v	v	V	-	-	-	-	-	-	-	-	-	-	-	-	3	
20	LD2 0	-	-	-	v	-	-	-	-	-	-	V	-	-	v	-	-	-	-	-	-	v	-	-	4	
21	LD2 1	-	-	-	v	-	-	-	-	-	-	-	V	-	-	v	v	-	-	-	-	-	v	v	6	
22	LD2 2	V	-	-	v	-	-	-	-	-	-	-	v	-	-	-	-	-	v	-	-	-	v	-	5	
23	LD2 3			v					v			V	v												5	
24	LD2 4							v		v				v									v		4	
25	LD2 5	-	v	-	v	-	-	-	-	V	2	-	-	v	-	-	-	-	v	-	-	v	V	-	v	8
26	LD2 6	-	-	-	v	-	-	-	-	v	-	-	v	v	-	-	-	-	-	-	-	-	v	-	5	
27	LD2 7	--	-	-	v	-	-	-	-	-	-	v	-	-	-	-	-	-	-	-	-	v	-	v	4	

28	LD28			v			v			v				v			v			5
29	LD29	V	V	v		v			V	v	v							v		7
30	LD30			v				v		v			v						HR	5
31	LD31	-		V	V		V			V	V				V					6
32	LD32																			
33	LD33																			
	LD34																			
	LD35																			
	LD36																			
	LD37																			
	LD38																			
	LD39																			
	LD40																			
	LD41																			
	LD42																			
	LD43																			
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	LD49																			
	0																			
	L51D																			
	LD52																			
	LD53																			
	LD54																			
	LD55																			
	LD56																			
	LD57																			
	LD58																			
	LD59																			
	LD60																			

## Appendix 4: RECORD OF WORK DONE BY TITLE CATEGORIES

### Dar-es-Salaam Registry of Titles Office

YEAR AND MONTH	FISRT REGISTRATION DISPOSITION REQUIRED										MISCELLANEOUS	TRANSMISSIONS	CAVEAT AND INJUNCTIONS	SEARCHES
	APPLICATION ALLOWED	APPLICATION DISMISSED	CERTIFICATE OF OCCUPANCY	TRANSFER	LEASE	MORTGAGE	DISCHARGE AND	NOTICE OF DEPOSIT	WITHDRAWALS OF NOTICES	SURRENDER OF RIGHT OF OCCUPANCY				
2007/2008														
JULY, 2007	-	-	118	15	-	7	3	-	-	2	16	16	-	21
AUG.	-	-	179	43	-	9	-	1	-	-	2	2	1	22
SEPT.	-	-	25	21	-	7	5	-	-	-	1	8	-	54
OCT.	-	-	107	9	-	7	7	-	-	-	2	11	1	52
NOV.	-	-	130	10	-	15	5	-	-	-	4	5	-	21
DEC.	-	-	127	20	-	12	2	1	1	1	7	-	3	25
JAN. 2008	-	-	73	3	-	5	6	-	-	-	-	5	-	11
FEB.	-	-	75	13	-	8	7	-	-	-	3	-	1	28
MARCH	-	-	32	6	-	3	-	1	1	1	3	2	-	29
APRIL	-	-	107	19	-	9	5	-	-	-	2	8	2	24
MAY	-	-	158	8	-	7	2	-	-	-	5	4	1	36

**Appendix 5: SUMMARY OF TITLE OUTPUTS BY REGISTRATION OFFICES**  
**JUNE 2004-JUNE 2008**

<b>TIME</b> <b>REGISTRY</b>	<b>July- Dec. 2004</b>	<b>JAN 05- June 05</b>	<b>July 05- Dec05</b>	<b>JAN 06- June 06</b>	<b>July 06- Dec. 06</b>	<b>Jan 07- June 07</b>	<b>July 07- Dec07</b>	<b>Jan 08- June 08</b>	<b>Tot al</b>
<b>Dar-Es-Salaam</b>	848	619	1030	555	1372	1366	2009	992	
<b>Dodma</b>	19	10	20	25	81	164	97	191	
<b>Mwanza</b>	161	180	273	131	741	1329	1077	1250	
<b>Mbeya</b>	50	62	99	53	269	487	786	735	
<b>Moshi</b>	123	107	122	183	572	943	908	1391	
<b>Mtwara</b>	18	24	34	40	61	146	175	252	
<b>Total</b>	1219	1002	1578	987	3096	4435			