



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
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Interconnected Donors Contributing to Sustained Land Interventions from Pilot to Delivery at Scale: Ensuring Gender Equality, Efficiency of Services and Equitable Distribution

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Abstract

How do we implement pilot projects so that they deliver sustainable, equitable, and efficient service delivery at scale? We believe the answer involves long-term donor commitment focusing on sustainable results through increased donor cooperation, communication, flexibility, and gender equality. Sustained donor support provides the needed time to achieve deliverables in a complex sector, and ensures deep and extensive local commitment at all levels. This paper will show how we can improve the impact of our work and projects to make a sustainable difference in the everyday life of citizens. The authors of this paper have extensive international experience working with donors, the private sector, national cadastral systems, mapping and real property registration organizations, and international non-profit organizations. The parties are jointly working to ensure a more cost-efficient, sustainable, and equitable support to beneficiaries in developing countries.

Key Words:

Gender, Delivery at Scale, Donor Cooperation



Overview

Donor funded projects, particularly those seeking to address an entire sector, are intrinsically complex, but at the same time are in high demand given their cross cutting nature and potential to lead to substantive development for emerging economies. Programs which focus on land administration are no different; and given the sensitive nature of property rights as well as the fact that almost all citizens are potentially affected by changes to the land governance framework, are particularly time consuming to implement and must be done so in a collaborative manner. Perhaps a result of these complexities, land administration projects are often plagued with delays, have a limited track record of success, and are seen by many development agencies and governments as being inherently risky. Consequently, we still see too many examples of projects that do not result in the expected level of impact, despite significant investment of time and money.

The land administration sector is increasingly being recognized as one which, requires input from multiple stakeholders working in collaboration. Even in the event of a single large donor - for example a broadly scoped World Bank Project- inevitably other donor organizations must provide support, whether to ensure long term uptake and input from initial interventions, or to address other related sectors. A comprehensive land project, by its very nature requires a diverse set of skills and inputs by a broad range of actors over a significant period of time. Such a project might have components relating to public outreach and broad-based consultation, leading onto policy and legislative reform, eventual digitization and cleaning of data and implementation of a land information system, significant capacity building, and a massive effort to document land claims and adjudicate disputes. One need look no further than the DFID funded Land Tenure Regularization and Support Program (LTRSP) in Rwanda, which over the course of the 4 year project employed 110,000 people - or 1% of the Rwandan population - and was focused relatively narrowly on the process of documenting claims, to get a sense of the broad scope of land administration related projects.¹

Furthermore, land administration interventions must be designed with flexibility in mind given the increasing role of technology to address land administration challenges. For example, a typical five-year donor funded project, if designed with rigid milestones and approaches, would fail to

¹ Gillingham, P.; Buckle, F. **Rwanda land tenure regularisation case study**. Evidence on Demand, UK (2014), P. 11 pp. [DOI: http://dx.doi.org/10.12774/eod_hd.march2014.gillingham]



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



incorporate recent technological developments in the land sector. Just in the last few years concepts such as drone technology, cloud based platforms, the role of social media, mobile applications for documenting land rights, and the increasing accuracy and decreasing costs of global positioning system technology, as well as the emergence of fit-for-purpose solutions as an intrinsic component of land interventions, have fundamentally altered the land governance landscape. Simply put, technology is moving significantly more quickly than the bureaucracy of program design and implementation could ever hope to; programs must be designed with flexibility in mind so to allow the incorporation of new trends and technologies.

In a world of new technology and increasing flow of information, efficient land administration require well-developed organizations, strong leadership, and hardworking individuals for efficiency of services, gender equality, and equitable distribution of rights to land now more than ever. Ensuring adequately skilled, accessible, and affordable land professionals is critical, however, the shortage of land professionals is particularly acute in emerging economies, as demonstrated in the infographic below.



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ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



CADASTRA



Surveying the Landscape to Reduce Poverty

70% of land in emerging economies is **NOT DOCUMENTED**

The **1 Billion** People that rely on that land are **VULNERABLE**

Without legal documentation of their land rights, these individuals and communities don't have the authority to

protect their land nor the security to invest in their land to improve their harvests and their **LIVES.**



To protect the environment and reduce poverty, we must **simplify, modernize, & expedite** the documentation of land and resource rights.



But documenting land rights through traditional methods will take generations.

Consider: An estimated **15 Million Parcels of Land**

in Uganda are not registered. It will take more than **1,000 years** for the country's few dozen land surveyors to legally register all the parcels.

Consider the **SCARCITY OF SURVEYORS** Where They are Needed Most: Number of Surveyors Per 10,000² km

Ghana
7.8 Surveyors

Norway
26 Surveyors

Ivory Coast
1.1 Surveyor

USA
41 Surveyors

Tanzania
1.9 Surveyors

Empowering communities to use innovative technology to document their rights to land can help reduce this bottleneck.

Satellite imagery, drones, and simple to use smartphones equipped with GPS can now help communities demarcate boundaries.

The Cadasta Platform, can store and organize this information allowing communities to efficiently and effectively document and strengthen their own rights to land.

University of Twente's Its4land initiative is developing software that can detect land rights boundaries in aerial photos automatically.

To learn more visit Cadasta.org

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While the Land Tenure Regularization and Support Program (LTRSP) in Rwanda noted earlier was successful in documenting approximately eleven million (11,000,000) parcels precisely because of the flexible and fit-for-purpose approach to data collection that allowed for the enlistment of over one hundred thousand (100,000) employees, Rwanda also faces challenges now in ensuring subsequent transactions are occurring and that the land information system in place can serve as an integrated registry and cadastre capable of managing significant data



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



loads. Without having well trained and managed people on the ground, necessary land administration improvements will not happen.

Given the inherent complexity and broad scope of land administration programs, it is clear the answer is not in short to medium-term discrete activities, but integrated activities supported by long-term commitments with initiatives of fifteen years (15) or more. Sustainable results will only truly emerge following increased cooperation between donors through regular communication, flexibility in approach, and ownership of the program by host country governments. This approach will allow for more time to be spent on building strong, wide, and extensive local commitment at all levels as opposed to lurching from activity to activity, scaling up and down as projects start and end, and which are driven not just by donor interests but in clear requests driven and managed by the host country government. This paper will elaborate on how we can improve the impact of our work and make a sustainable difference in the everyday lives of citizens.

The Current Situation

Land professionals working for donor organizations have long recognized the need for greater integration in programming land activities. The United States Agency for International Development (USAID), under leadership from Dr. Gregory Myers and following the successful multilateral negotiation on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security developed under the auspices of the Committee on World Food Security in 2012, ushered in a new era of collaboration within the land community. On the heels of the endorsement of the Voluntary Guidelines, USAID in 2012, developed a map of donor funded land activities, which for the first time allowed donor organizations, to, at a glance, recognize where other land programs might occur. As stated by Dr. Myers, “successful realization of the Voluntary Guidelines will require coordinated action by development agencies, civil society organizations and governments around the world.....the Global Donor Land Governance Program Database...will provide stakeholders with a platform for information sharing and coordination in support of the Voluntary Guidelines, with profound consequences for millions of people².”

This map, and the momentum created during development of the Voluntary Guidelines led to a

² USAID. “New Interactive Map of USAID and MCC Land Governance Programs.” *LandLinks*, 2013, www.land-links.org/2013/11/new-interactive-map-of-usaid-and-mcc-land-governance-programs/.



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



Donor Roundtable meeting in 2013, on the margins of the World Bank Land & Poverty Conference and resulted in the establishment of a Global Donor Working Group on Land. As detailed by the hosting organization, the Global Donor Platform for Rural Development, “The Working Group aims to improve land governance and enhance transparency and coordination of its currently 24 bilateral and multilateral members with each other and with external government, non-governmental and private sector stakeholders. Its core functions are to allow for better coordination and knowledge exchange on land governance programs, as well as to jointly advocate the relevance of land issues in policy processes which affect international development.” Certainly lofty and aspirational goals, which could go a long way to deliver on increasing coordination and set a starting point for improving collaboration between donors. There is great potential to build on but the cooperation has to go beyond the high level and down to local implementation level if to be effective.

Project Sustainability

Project sustainability is a critical consideration for any development professional, and the land sector is no exception. Given the complexity, broad scope, and lengthy timeline to implement land projects, it should be recognized that land programs need be measured not in months or single years, but should be thought of as long term (10-15 year) investments by the donor community.

Large scale land administration projects inevitably run into countless hurdles that complicate and delay successful implementation. These issues can range from the limited number of land professionals in a given jurisdiction, to the scarcity of funds to maintain systems and data following delivery of land information systems, and the overall political will of a government to embark on expensive and time-consuming initiatives, to say nothing of corruption. According to Transparency International, land agencies are the third most corrupt government agency globally, behind only the police and the judiciary (Transparency International, 2014).

Examples of Successful Implementations

While the donor landscape is littered with land governance projects that failed to live up to expectations, as well as promising pilots for which funding to allow replication and scale up never occurred, there are numerous cases in which donors have successfully coordinated to



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



deliver long-term results. We will look at a number of these examples, but it is important to note some of the similarities of each; projects were of a manageable scale (either occurring at a local/regional level or in a relatively small country) and thus had smaller budgets; donor coordination occurred at both the higher level of donor organizations as well as at the local level by implementing parties; the national government played an active role in setting priorities and coordinating donors and the countries of intervention enjoyed an extended period of political stability. In addition, for larger initiatives, the long-term commitment from donors together with flexibility over time has in many cases proven to be a success factor.

Botswana

The southern African country of Botswana has enjoyed significant donor support from Sweden, dating back to 1966 when President Sir Seretse Khama called that national need for assistance from its friends. This call initiated the still ongoing cooperation with the Swedish International Development Agency (Sida), which has matured from fully funded “donor support” to long-term sustainable cooperation, in several cases funded by Botswana. During this long and fruitful cooperation several Swedish actors have been cooperating not only with sister organizations in Botswana as well as with other international donors. This cooperation was initiated at the highest level and implemented all the way down to individual experts on the ground doing hands-on activities. Government partnerships have proven to be extremely successful, including cooperation with the Swedish Aviation Development Agency (Swedavia), which contributed to the development of Botswana’s Department of Civil Aviation and the work cooperation to develop Local Government in Botswana through the District Development Sector Support project which has developed capacity of Districts and Town Councils.

Lantmäteriet started its long journey on land governance project in Botswana in 1988, when with Swedesurvey - the overseas agency of Lantmäteriet - a mapping and surveying project was initiated. The first activities carried out were related to a study on supplying large scale mapping to support an ongoing Sida funded Development Project for Rural and District development, specifically supporting Physical Planning. As a result of this fruitful cooperation Sida funded an institutional cooperation between Swedesurvey and the Department of Surveys and Lands (DSL), later to be renamed Department of Surveys and Mapping (DSM). This cooperation, started in 1988, is still ongoing between Lantmäteriet and the Ministry of Land Management, Water and Sanitation Services (MLWS), and has moved from being fully funded by Sida to a partnership with increasing responsibility and funding by Botswana.



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



Botswana in general and the MLWS have had a long period of political stability and it has of course been an important factor making the continued progress possible. Some of the achievements this cooperation has contributed to are producing the Botswana National Atlas, a national Integrated GIS, Aerial Photography (digital orthophoto and digital line mapping), development of a Geodetic Control Network, improvement of land administration procedures, registration of land, development of a land information system, introduction of NSDI, and street addressing, to name a few

Throughout the years activities have included numerous short-term missions to Botswana from Swedish experts, mainly from Lantmäteriet, on-the job training in Botswana and Sweden, study and benchmark visits to a number of Swedish and international organizations, long term staff from Lantmäteriet residing in Botswana, development of University programs etc. During this long, fruitful, and very positive cooperation the parties involved have worked to ensure a sustainable availability of competence needed to manage, run, and develop the organizations in Botswana related to land administration. In addition, several different Swedish organizations active on-site in Botswana have informally cooperated, shared experiences, and helped each other, and even more so the partners in Botswana, to develop and continue the fruitful cooperation. The different steps of the support described above have been carried out in manageable parts (with phases and projects divided into components), all having sustainable results and long-term development as guiding stars.

All in all, the fruitful cooperation between authorities, organizations, and people from Sweden and Botswana has contributed not only to a unique development of a country but also to friendships for life and over generations.

Bosnia Herzegovina

In Bosnia and Herzegovina, Lantmäteriet has been involved with both geodetic authorities in Bosnia Herzegovina for a long time with various projects, the latest being the Capacity Building for Improvement of Land Administration and Procedures (CILAP) 1 and 2 covering multiple components from geodetic works to address registers. A key parameter for successful progress in the land sector in Bosnia Herzegovina is the strong donor coordination. Since Lantmäteriet has long term experts on site the organization has become a natural central point for donor coordination. One example is the collaboration with the Norwegian mapping authority Kartverket



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



that has been able to support the Swedish project and the Bosnian authorities by completing the project with funding for hardware, software, and other equipment, whereas the Swedish project focuses more on capacity building and provide expertise from their own resources. All in close cooperation with the World Bank Project and other donors at the senior level of donor organizations as well as at the local level by implementing partners. The national government also played a critical and active role in setting priorities and coordinating donors.

Liberia

In the West African nation of Liberia, the need for donor coordination has been particularly acute, as the government works to establish a secure foundation of law and order which will allow the country to rebuild the economy after two decades of civil unrest. The fighting in Liberia which spanned over two decades, destroyed much of the nation's infrastructure and left an estimated 250,000 dead. Approximately two million refugees scattered across the sub region are now returning to the land they once occupied, in many cases only to find the land occupied by another party - and a judicial system and property records ill-equipped to address the resulting disputes.

Land tenure security is a critical issue in this post-conflict state and is widely recognized as a potential catalyst for further civil disturbances if not dealt with proactively. In its 2008 final report, the Liberia Truth and Reconciliation Commission stated that land disputes are a threat to national peace. If the issue is not addressed, there is a strong likelihood of a return to violence.

In the aftermath of large scale catastrophes, whether man made or natural, donor coordination is particularly challenging as organizations focusing on scaling up their activities without integrating with other donor interventions. The case of Haiti following the 2010 earthquake was a prime example. As donors rushed into Liberia following the cessation of hostilities and the democratic election of Ellen Sirleaf in 2005, it would have been easy to fall into the trap of duplicative, and at times of even counterproductive, land interventions.

Fortunately, the establishment of a Land Commission in 2009 ensured that there would be a central coordinating national body that would serve as the driver for all land initiatives. Under the leadership of Dr. Othello Brandy, the Land Commission worked with donors to ensure that projects were in line with national priorities, were not duplicative of other initiatives and were coordinated with domestic and international organizations. Furthermore, a culture of regular



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



meetings between project managers and senior leadership of various donor funded organizations ensured greater learning and coordination. The Liberian Land Commission successfully managed to ensure projects from the Food and Agricultural Organization (FAO), the US Agency for International Development (USAID), the Millennium Challenge Corporation (MCC), The World Bank, The European Union and the UK Agency for International Development (UKAID), amongst others, were well coordinated.

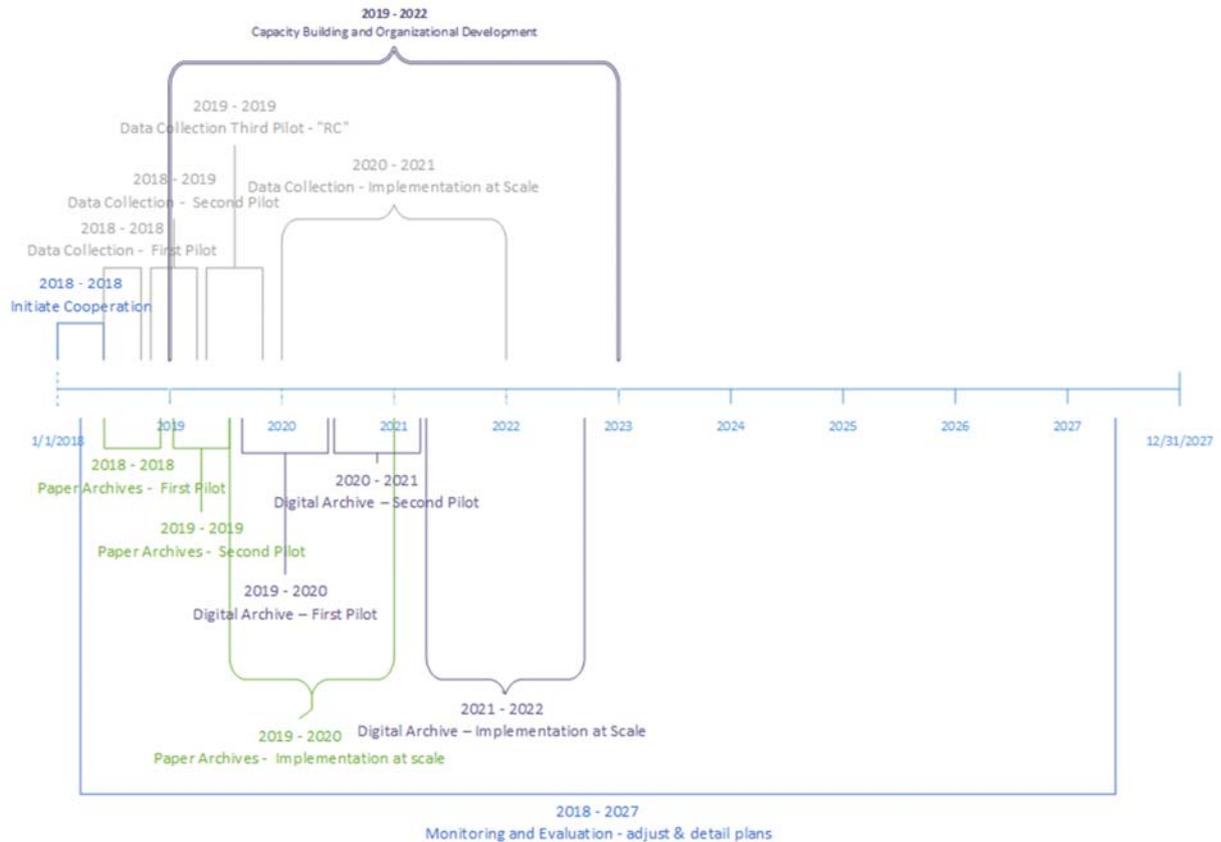
A New Approach

The authors of this paper include Kartverket of Norway, Lantmäteriet of Sweden, and the Cadasta Foundation, an NGO based in the United States, represent both government and non-government organizations. Together, these groups have extensive international experience with the donor landscape as well as with the private sector, national cadastre, mapping and real property registration organizations, and international non-profit and for profit organizations working on land issues. The groups have established a cooperative relationship and are extending it to enable a more cost-efficient, sustainable, and equitable support to beneficiaries in developing countries. Some of the most important understandings shared among these parties are: (i) a need for capacity building and support at all local levels for several stakeholders (a chain is only as strong as its weakest link), (ii) the importance of ensuring continuous, multi-year support (avoiding gaps which risk ruining any results achieved), (iii) cooperation between donors (each donor having different skills, experiences, and means to bring to the table). A successful cooperation could be implemented as visualized below, with several pilot projects combined with large-scale implementations and institutional capacity building utilizing the knowledge, experiences, and trust gained to have the rare successful move from pilot to large scale implementation generation a sustainable result.



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



As indicated in the timeline above different donors can focus on supporting areas where they are strong and the need is obvious. In this example, the data collection and management pilots are run mainly by Cadasta, supported by Kartverket and Lantmäteriet whilst the capacity building (formal trainings, courses, study visits, etc.) are managed via a project run by Lantmäteriet and funded by Sida. The Digital Archive Implementation at Scale are funded and managed by Kartverket following the Digital data collection pilots managed by Cadasta.

With two well-established authorities and a non-profit international organization working together to support beneficiaries in less developed countries, we can ensure capacity building in a coordinated, well-thought through, and efficient manner. The experts and resources that are lacking in one organization will be made available from another partner and utilized when needed. Importantly, our organizations recognize and embrace fit-for-purpose approaches in land administration, and recognize that approaches are very much context specific, with sustainability and scalability being key considerations.

As part of the new sustainable development agenda, defined in the resolution adopted by the



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



UN General Assembly on 25 September 2015, “*Transforming our World: the 2030 Agenda for Sustainable Development*”, seventeen Sustainable Development Goals (SDGs) were established with the aim of transforming the world and ending poverty, protecting the planet, and ensuring prosperity for all. As ambitious as these goals are, it is inevitable that bumps in the road will occur. Keeping the SDGs in mind, this paper suggests approaches for practically impacting and improving as many lives as possible.

As has been noted ad nauseam, pilot projects in land administration have enjoyed significant success - having increased public awareness of development issues, created local forums for stakeholder cooperation, established efficient processes data collection and mapping of land rights, increased IT literacy, and built local level capacities.

However, these successes have also been met with failures, particularly when trying to implement at scale. This is, in part, due to the loss of key actors (staff, stakeholders, local opinion makers, etc.), shifting donor priorities, and political changes, but perhaps most often due to the lack of funds for scale up

More must be done to replicate the success of pilot projects at scale, and ensure that pilot programs have a path towards scalability - if not from the donor(s) funding the initial pilot, then through an agreement with the relevant national agency or other donors. We are trying to describe how donors (such as Kartverket, Cadasta, and Lantmäteriet) can develop partnerships to build on each other’s successes and have actual impact on the ground, contributing to the development needed. We believe that long-term donor support coupled with extensive donor cooperation is needed for sustained land administration service delivery at scale. In a context of ever-changing conditions (i.e. technology, politics, stakeholders, etc.) the steady and continuous support of donors is needed more than ever. Donors need to be solid, determined, and persevering to provide the support needed. In our case the support can mainly be divided as follows:

- Cadasta – software platform, hands on trainings, local knowledge and partners, data collection - field work and verification in reality by “knocking on doors” before scanning and digital archive – ensure correct data or at least know the accuracy of your data;
- Lantmäteriet – capacity building, communication and awareness, theoretical



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



- trainings, study and benchmarking visits, hands-on support, advice and guidance, twinning cooperation (authority);
- Kartverket – procurement, equipment, hardware, network and software, services.

Each partner will provide support in areas where they are strong, experienced, and can contribute with the support most needed while also cooperating amongst each other to ensure continuous delivery of support.

The approach is to start with a clear vision of the desired impact and outcome but be flexible in the day to day activities to ensure we are on the right track towards a transformed world. Starting with a pilot project in a peri-urban area with capacity building, data collection, and awareness raising to ensure the results can be used at scale. To do so, several important stakeholders need to be involved, including ministries, local government, and NGOs. The next step is adding additional pilot sites to initiate the process of scaling up. We will use powerful tools (including technical tools such as cloud storage in standardized format, web-based application, drones and mobile devices, in addition to other innovative solutions such as blockchain), and employ a strategy of gender equality to ensure equal rights and access to land, water and natural resources. This approach will ensure that we build strong institutions, quality education, and sustainable communities that will contribute to economic growth, reduced inequalities, and produce affordable and clean energy.

Integration of Gender Aspects into Program Design

Even though the agenda for women's empowerment was established more than twenty years ago, at the Beijing Conference on Women (September 1995), a huge amount of work remains to be done to ensure women's full and equal share in economic, social, cultural, and political decision-making, particularly in the land sector. In fact, in many countries, laws have been updated to ensure equal access to land and property, however societal norms lag behind, resulting in weak enforcement.

In the Global Gender Gap Report 2017, published by the World Economic Forum, it stated that to build dynamic and inclusive economies it is crucial to ensure that all citizens have equal opportunity. However, the same report shows that globally, the gender gap is increasing for the first time since the World Economic Forum started measuring gender equality in 2006 - clearly



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



there is much left to be done. Rwanda, however, has ranked as an overall “top performer” in this field. Even with its limited resources, Rwanda is a remarkable example that shows us that there is hope and a lot can be achieved if it is put into focus and regarded as a high priority.

With regards to land rights, a number of recent studies also support a gender equitable approach, including a study in Nepal that found that children whose mothers have secure rights to land, for example, are 33 percent less likely to be malnourished. A study in Tanzania found that women with strong rights to land have 3.8 time more income. And a study in Rwanda found that women with strong land rights were 19 percent more likely to engage in soil conservation efforts.

These studies also demonstrate that land rights give women greater power and influence within their own home and in their village. This allows women to direct household resources to meet their children’s needs. Studies show that women with land rights typically spend more on children’s education, have children who are less likely to be malnourished, and have better educational outcomes. Other studies show that women with access to financial means spend more on family needs compared to men who tend to spend more on personal needs and less on the family, including their children. Further, evidence from India indicate that women with land rights face significantly reduced risk of domestic violence.

In spite of this growing body of evidence of the importance of the role of women's land rights, the reality is that in many countries, even where land rights are documented, women are less likely to enjoy secure rights to the land and resources they rely on. According to the Organization for Economic Co-operation and Development (OECD) and the World Bank, laws and customs undermine or block women’s rights to own, manage, or inherit land or property in more than half of the countries in the world.

To address this imbalance, women’s land rights must be documented as an important step to having them accepted formally and informally throughout society. Sensitization and public education campaigns are key to engaging women in the land administration process. Women’s rights need not just be documented, women must also be proactively engaged in collecting data – through interviewing of landholders, creation of physical surveys and site plans, and the management of digital spatial and property rights related data. This will strengthen their role in managing land and contribute in a positive way to not only their families’ financial development



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



but also the social development of the country.

Kartverket of Norway, Lantmäteriet of Sweden, and the Cadasta Foundation have worked with various approaches to ensure gender balance within the land administration framework, recognizing that it is not just that women's rights must be documented, but that women must be a part of the broader land administration process as active participants to ensure the formal rights are recognized and accepted throughout society.

At Kartverket, funding activities, procurement of goods and services the gender equality factor is always considered and discussed with the partners. Having data available for gender statistics is one consideration when funding an IT-system or data collection effort as are also the gender balance when hiring local staff. In addition, Kartverket international services strive to have qualified female employees working in all our projects and trying to influence the respect for professional women in the field of land administration by being positive examples.

At Lantmäteriet, gender equality is always a key aspect in the projects and considered throughout the entire project process, from designing the project to evaluation. To contribute to reducing the inequality and strengthen the position of women, we try to involve not only our own experts but also local experts such as NGO's and other organizations with specific expertise on the local context for gender equality. Appreciating the local situation, adapting to the reality, and being persistent is crucial and a joint effort with Swedish and local experts working closely together can be very fruitful. In our work we often encounter challenges such as:

- Married women's rights not documented or respected;
- Informal marriage or de facto marriage, formal and informal rights to land differ quite a lot; and
- Succession and inheritance rights, even if the rights are stated in the legal framework they are too often not available in practice.

In many cases the reason behind these challenges are existing patriarchy and cultural practices combined with low level of knowledge among women in terms of their land rights. To change this situation some of the things we try to do are:

- Raise awareness, at different levels (central, sector, and cell) with different methods



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



(e.g. guiding booklets on women's rights, using radio shows, public meetings, supporting fora's for women etc.) for different target groups (men, women, officials, local decision makers, local experts).

- Support skill-based trainings for women, e.g. understanding the legal rights, communication skills, financial management and budgeting, etc.
- Training local authorities staff on women's land rights and land disputes resolutions.

At Cadasta, we work with partners to ensure that women are included in the land documentation process at every step. In doing so, we help partners avoid inflicting grave harm to individual women, their families, and their entire community by undermining women and women-headed households.

Our approach encourages partners to:

- Include women in decision making and leadership positions on the team that is managing the documentation of land and property rights.
- Ensure education efforts specifically targeted at women help women in the community understand the critical importance of ensuring their names and rights are documented.
- Ensure education efforts specifically targeted at men make clear the need to document women's land rights.
- Ensure that community leaders, tribal elders, chiefs, and local government officials recognize that documenting women's land rights is a key part of the land rights documentation process.
- Do not only document the head of household's name. Such an outcome usually biases men as a head of household and will undermine any rights or claims a woman in the house may have to the land or resource. Both men and women's names should be documented in the same manner for every parcel or resource.
- At regular intervals during the documentation of rights, check to ensure that the rights of both women and men are being documented at equal rates and if this is not the case, pause the documentation to address underlying issues.
- Ensure that women are included in equal numbers on the teams that will document land rights in the field.
- Ensure that the women on these teams are not subservient to the men, but treated as true equals and called upon to speak to the community in the same manner the male



members are included.

- Ensure that equal numbers of men and women are provided with access to Cadasta technology and provided with training. In some settings, women may need additional training until they are comfortable using a new technology.
- Ensure that both women and men have equal access to the data once it is collected and that there is widespread understanding in the community, among both women and men, that the data is available to all, equally, and that it protects all, equally.

In the approach we suggest in this paper gender that equality is, as described above, a vital part towards building strong institutions, quality education, and sustainable communities that will contribute to economic growth, reduced inequalities, and produce affordable and clean energy.

Indicative Implementation - Tanzania

Tanzania represents a useful illustrative example of how a national focus on property rights, which when coordinated with the donor community and addressed over a long term, can lead to substantive change. The national focus was demonstrated by their 2014 Open Government Partnership commitment³ by the Government of Tanzania ensure fair, equitable, and efficient governance of land matters, with an aim to reduce the potential for land conflicts. Their New Alliance commitment to document⁴ at least 40% of land in the Southern Agricultural Corridor of Tanzania (SAGCOT), made in 2013 also demonstrates a focus on formalizing land.

Perhaps as a result of this national focus, various donor organizations have initiated land projects in recent year, which, thanks to the work from the Global Donor Working Group on Land, can quickly be analyzed via the Land Governance Programme Map hosted by the Global Donor Platform for Rural Development. To highlight just a few of the initiatives, a national level centralized land information system is being designed and implemented under World Bank funding, while under USAID funding saw the testing and piloting of a mobile technology project - the Mobile Applications to Secure Tenure activities that under the devolved land governance framework allows village councils to grant Certificates of Customary Rights of Occupancy (CCRO's), resulting in a more streamlined and localized approach to issuing formal land

³ The President's Office. "Tanzania Open Government Partnership (OGP) Second National Action Plan ." 2016.

⁴ United States., "G8 Cooperation Framework to Support the 'New Alliance for Food Security and Nutrition' in Tanzania." 2014.



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



documentation. This approach has been tested and indeed, proved successful in the Kilombero Valley, and concluded in 2016. Subsequently, with funding from the UK Aid, the Tanzania Land Tenure Support Programme sought input from USAID and has utilized the same tools and approach in rolling out the programme across additional districts. USAID also elected to roll out the pilot based on the learnings, and is currently implemented a broader Land Tenure Assistance (LTA) programme utilizing the same approach and tools.

The case of Tanzania successfully illustrates the potential impact when small programs are truly pilot programs; programs which the funding organization might realistically fund further if successful, and which other organizations are collaborating with in order to ensure broad lessons learned which might be applied by other implementing agencies.

This success in Tanzania in learning from pilots is also why Kartverket, Lantmäteriet and Cadasta have targeted Tanzania for another program, this one is focused on approaches to using mobile technologies to document land rights in the urban environment.

Conclusion

As discussed and shown in this paper the need for a tight cooperation, at all levels, between donors to achieve sustainable land interventions, from Pilot to Delivery at Scale cannot be underestimated. We see positive signs of initiatives, such as the Global Donor Working Group on Land, but still a lot remains to be done. One positive example of donor cooperation is the Nordic Cooperation, exemplified in this paper mainly between Kartverket from Norway and Lantmäteriet from Sweden. It includes high level annual meetings, sharing plans and results, hands on cooperation in the field and open discussion on how to be flexible and jointly achieve the best possible results. In many other cases, the donor cooperation and commitment from the highest political level down to the hands-on field work is unfortunately often not in place as needed. In addition, government in the hosting country throughout the support is crucial to achieve significant results. This local high-level commitment must also be disseminated to the street level, to the people doing the hands-on work. Without this chain of commitment the practical difficulties risk hindering any tangible results and change.

The importance of using gender equality as a tool to achieve efficiency of services and equitable distribution, needed to develop a dynamic and inclusive economy for a developing country, has also been indicated in this paper. Moreover the need for long-term commitment for support from



Land Governance in an Interconnected World

ANNUAL WORLD BANK CONFERENCE ON LAND AND POVERTY
WASHINGTON DC, MARCH 19-23, 2018



donors are absolutely vital to ensure sustainable results. The necessary changes in many developing countries in our sector need, as shown in this paper, quite a long period of time, e.g. 15 years, to make positive impact to the society. We also see how different organizations, donors, government organizations, NGOs, private companies, and Civil Society Organizations all play a role throughout the development from small pilots to delivery at scale. All need to embrace a fit-for-purpose approach, be flexible yet persistent and fit their puzzle piece in the puzzle, instead of just throwing a piece of any puzzle to all different local contexts. There are no silver bullet, or other magic tool, suitable for all situations. Shared responsibility can lead to no responsibility but we do see positive examples of shared responsibility. If a few mature organizations can work together all chipping in as best they can, contributing with respective strengths, striving towards a common goal the results can be remarkable. This work need to include agreeing on an overall plan or vision and having the game rules, such as formalities, areas of responsibility, processes to ensure flexibility, sorted out. One way to ensure this is to set up a sustainable advisory team. This team can work together to detail annual plans, including the select pilot area, content, and participants and do quality assurance to ensure the activities are taking us towards the outcomes needed. Activities need to be flexible and visibility is important to have impact. Raising awareness through pilots, using seed money to show the benefits the initiatives will do to the local society will ensure continuous local commitment. One tool that can be especially important is training of young women using technology to perform important activities at local level, strengthening their role in land administration and thereby their role in the local society as well as within their families.

The local commitment and ownership is of course important but it is equally important that we, the donors and implementing partners, take responsibility over time and are persistent, not letting local difficulties and challenges hinder the long-term support. As always it is not easy to be patient, consistent, and persistent without recourses, the poor and vulnerable person does not have the luxury to efficiently plan for the future nor follow a designated path.