

REPUBLIC OF GHANA



MINISTRY OF LANDS AND NATURAL RESOURCES

**LAND ADMINISTRATION PROJECT
PHASE TWO**

PROJECT IMPLEMENTATION MANUAL

MAIN DOCUMENT

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FOREWORD

The Ministry of Lands and Natural Resources has the overall responsibility for the implementation of the Ghana Land Administration Project of which the Phase 2 is the latest of the long term 15-25 years reforms in the Lands sector. The project is a continuation of Phase 1 and intended to implement the key policy actions recommended in the Ghana Land Policy of 1999 to address critical issues militating against effective land administration in the country.

Ghana as a developing country relies primarily on agriculture, forestry and mining for its economic sustenance. Sector contributions of these three key sources form about 70% of the country's GDP. These sources are heavily dependent on land.

The social and cultural organization of the society as reflected in the systems of property ownership, chieftaincy, and lineage are inextricably linked to land. Land thus covers every facet of life in Ghana. The efficiency with which land is managed determines the level of social harmony, economic progress and living environment.

Sadly however, the land management regime in the country is characterized by several constraints including land related conflicts before the courts, haphazard development, weak institutional capacity, corruption and inadequate legislative framework.

The first phase of the reforms implemented from 2003 to 2010, laid the foundation by reviewing the statutes on Land, carrying out institutional reforms and undertaking pilots on a number of initiatives such as customary boundary demarcation, establishment of customary lands secretariats, digitising land records, establishment of land courts, systematic title registration among others.

This second phase (LAP-2), aims to consolidate the gains made under Phase 1 by deepening the reforms, enable the land sector agencies to be more responsive to clients, cut down the cost and time of doing business and provide an enabling environment to reflect the objective of an efficient and transparent service delivery. It will focus on removing business process bottlenecks through process re-engineering and automation of processes, and support to the judiciary to improve adjudication of land cases.

The Project is composed of multiple tasks and multiple actions and stakeholders. To ensure harmonious implementation, the procedures, processes, roles, responsibilities, timelines and budget have to be clearly indicated to guide operations. This Project Implementation Manual has therefore been prepared to provide such guidance.

This manual should not be seen as a straight-jacket static document. In view of changing circumstances and the complexities associated in the reforms and organization realignment, this document may, when the need arises be subject to review.

It is hoped that the manual would be useful to all stakeholders and interested parties in the successful implementation of the second phase of the Land Administration Project.

Minister for Lands and Natural Resources
Accra

ACRONYMS

AWPBS	–	Annual Work Plans and Budgets
ATS	–	Annual Training Schedule
APP	–	Annual Procurement Plans
CD	–	Chief Director
CIDA	–	Canadian International Development Agency
CIE	–	Communications Information and Education
CLA	–	Customary Land Administration
CLS	–	Customary Land Secretariat
CS	–	Communication Specialist
DA	–	District Assembly
DCA	–	Development Credit Agreement
DFID	–	Department for International Development
EIS	–	Environmental Information System
EOI	–	Expression of Interest
EPA	–	Environmental Protection Agency
FAO	–	Food and Agriculture Organization
FC	–	Forestry Commission
FINMI	–	Financial Management Initiative
FMR	–	Financial Monitoring Report
GADS	–	Gender and Agricultural Development Strategy
GERMP	–	Ghana Environmental Resource Management Project
GhIS	–	Ghana Institution of Surveyors
GIP	–	Ghana Institute of Planners
GIS	–	Geographic Information System
GPN	–	General Procurement Notice
GoG	–	Government of Ghana
GP	–	General Practice Division of the GhIS
GPS	–	Global Positioning System
GLSS	–	Ghana Living Standard Survey
GIZ	–	German Technical Co-operation
GPRS	–	Ghana Poverty Reduction Strategy
GSGDA	–	Ghana Shared Growth and Development Agenda 2010
HRD	–	Human Resources Development
IA	–	Implementing Agency
IBRD	–	International Bank for Reconstruction and Development
IC	–	Individual Consultants
IDA	–	International Development Association
ICB	–	International Competitive Bidding
ICR	–	Implementation Completion Report
ISD	–	Information Services Department
ISM	–	Implementation Support Mission
KfW	–	Kreditanstalt fuer Wiederaufbau
KNUST	–	Kwame Nkrumah University of Science and Technology, Kumasi
KP	–	Kumasi Polytechnic
LAC	–	Local Advisory Committee
LAP	–	Land Administration Program

LAP-1	–	Land Administration Project – the first five-year phase of the LAP
LAP-2	–	Land Administration Project – the second five-year phase of the LAP
LAPU	–	Land Administration Project Unit
LPSC	–	Land Policy Steering Committee
LCS	–	Lands Commission Secretariat
LC	–	Lands Commission
LCS	–	Least Cost Selection
LIS	–	Land Information System
LS	–	Land Surveying
LSA	–	Land Sector Agency
LPSC	–	Land Policy Steering Committee
LSTPC	–	Land Sector Technical Planning Committee
LSTC	–	Land Sector Technical Committee
LTR	–	Land Title Registry
LVD	–	Land Valuation Division
MDPI	–	Management Development and Productivity Institute
MEST	–	Ministry of Environment Science and Technology
MIS	–	Management Information System
M&E	–	Monitoring and Evaluation
MoI	–	Ministry of Information
MLNR	–	Ministry of Lands and Natural Resources
MoFEP	–	Ministry of Finance and Economic Planning
MLGRD	–	Ministry of Local Government and Rural Development
NAFGIM	–	National Framework for Geo-Information Management
NCB	–	National Competitive Bidding
NDF	–	Nordic Development Fund
NEAP	–	National Environmental Action Plan
NGO	–	Non-Governmental Organization
NRMP	–	Natural Resource Management Program
NLP	–	National Land Policy
OASL	–	Office of the Administrator of Stool Lands
OMO	–	Organization, Management and Operations
OS	–	Operational Support
OSS	–	One-Stop-Shop
PA	–	Policy Action
PAD	–	Project Appraisal Document
PAR	–	Procurement Audit Report
PAS	–	Program Accounts Section
PD	–	Project Director
PC	–	Project Coordinator
PIM	–	Project Implementation Manual
PIT	–	Pilot Implementation Team
PS	–	Procurement Schedule
PFMS	–	Project Financial Management Section
PNDCL	–	Provisional National Defence Council (Establishment) Proclamation Law
PPMED	–	Policy Planning Monitoring and Evaluation Department
PMR	–	Project Management Reports
PRA	–	Participatory Rapid Appraisal
PRU	–	Public Relations Unit

PCU	–	Project Coordinating Unit
PU	–	Procurement Unit
QS	–	Quantity Surveying
QCBS	–	Quality and Cost-Based Selection
RfP	–	Request for Proposal
SPN	–	Special Procurement Notice
SMD	–	Survey and Mapping Division
SDI	–	Spatial Data Infrastructure
SA	–	Special Accounts
SOE	–	Statement of Expenditure
SSS	–	Single-Source Selection
TA	–	Technical Assistance
TCPD	–	Town and Country Planning Department
ToR	–	Terms of Reference
TTL	–	Task Team Leader
UG	–	University of Ghana
UPI	–	Unique Parcel Identifier
PMA	–	Project Management Advisor

PREFACE

The Land Administration Project is the Ministry of Lands and Natural Resources' initiative to implement the policy actions recommended in the National Land Policy document launched in June 1999. The key issues identified in the policy document include inadequate policy and regulatory framework, weak land administration regime both public and customary, indeterminate boundaries of customary lands, multiplicity of land dispute which have clogged the court system, general indiscipline in land use, development and disposition. A long term (15-25 years) Land Administration Program has therefore been initiated to address these key issues.

The first phase of the Project (LAP-1) launched in 2003, for the first five years is in response to the commitment by the Government of Ghana to use the Land Administration Programme to reduce poverty and enhance economic/social growth by improving security of tenure, simplifying the process of acquiring land by the populace, developing the land market and fostering prudent land management by establishing an efficient system of land administration, both state and customary; based on clear, coherent and consistent policies and laws supported by appropriate institutional structures. The second phase (LAP-2) aims to consolidate and strengthen land administration and management systems for efficient and transparent service delivery.

In order to ensure successful implementation of the LAP-2, MLNR has prepared and updated this Project Implementation Manual (PIM) for the second phase of LAP. The purpose of the Manual is to establish the framework for the country led coordination, implementation and monitoring of all project activities in support of LAP-2; provide information and guidance to all implementing agencies concerned with LAP-2 on the program, spell out implementation arrangements and progress reporting; and satisfy one of the World Bank requirements for effectiveness of LAP-2.

The PIM will be used by all Ministries, Land Sector Agencies and other Implementing Agencies, Donor Institutions, District Assemblies, Non-Governmental Organisations, Customary Authorities and Community Groups associated with implementation of LAP-2. The Manual does not attempt to provide detailed background data or information on the land sector in Ghana. For such material, reference should be made to the appropriate policy paper, technical report, and data base or project document. Its key purpose is to serve as a handbook for all implementers and beneficiaries of the LAP-2 to facilitate effective project implementation. It will also secure uniformity of practices in implementation in all the regions, and introduce a level of discipline amongst the implementers to observe the planning, monitoring and reporting timelines. The manual also describes safeguards procedures and also to ensure correct use of funds, procurement, monitoring and evaluation of progress of implementation. This Manual is a living document that is subject to periodic review and updating throughout project implementation.

The PIM is in two parts, the main document and the attached annexes. The Annexes are: (i) Guidelines for Decentralization and Improving Land Registration and Related Activities; (ii) Framework for the Governance and Operations of Customary Land Secretariats in Ghana; (iii) Guidelines for Improving Business Processes and Automation; (iv) Gender Strategy; (v) Communication and Public Outreach Strategy and;(vi) Street and Property Addressing.

CHAPTER 1: INTRODUCTION

1.1 Project Background

1.1. Country Context

Ghana is heavily dependent on primary land-based products notably, agriculture, mining and timber for its growth and socio-economic development. The country has a strong natural resource base with about 40 percent of its total land area of 230,020 sq. km either arable or covered with permanent crops and pasture while forests and woodlands cover an additional 35 percent.

2. Despite the rich natural resource base, land sector issues, especially difficulties in accessing land and security of land tenure have hampered investment, slowed down the pace of Ghana's economic growth and development. The country's Growth and Poverty Reduction Strategies (GPRS I & II) recognize the considerable role the land sector plays in the attainment of the objectives and whose successful implementation will depend on how best land issues are tackled. The Shared Growth and Development Agenda (GSGDA) 2010 similarly links land as a valuable economic and social resource and also as a key natural resource which needs to be utilised in a sustainable and efficient manner to propel Ghana towards middle income status by 2020.

3. Ghana, like many other countries in Sub-Saharan Africa, is made up of several distinct traditional communities. There are over 13 major linguistic groups and over a hundred different dialects and cultural groups, clans and states, each with its own identity. In many of these communities, land ownership patterns are closely linked to the nature of traditional systems. The land administration system in Ghana thus, has operated within a pluralistic environment, with statutes and customary laws, public and indigenous institutions, traditional values and corporate norms operating side by side. This has been compounded by the importation of British tenurial systems, concepts and principles such as freeholds and leaseholds with variations in interpretation in different localities.

4. There are four categories of land ownership in Ghana governed by both customary practices and enacted legislation. These are: (i) state lands, compulsorily acquired by the government through the invocation of appropriate legislation and held in trust for the entire people of Ghana; (ii) vested lands, belonging to stools or skins but vested in the state in trust for the people of the stool or skin or family from which it was vested; (iii) private lands belonging to stools, skins or family communities and held in trust on their behalf by chiefs, tendana, family heads; and (iv) private lands given or sold as freeholds by stools, skins and families to individuals, corporations and institutions (only freehold private ownership obtained prior to the enactment of the 1992 Constitution is legally recognized as Act 267 (5) bars creation of freehold interests in land out of stool land and by implication skin land as well.)

5. On the institutional side, the Ministry of Lands and Natural Resources (MLNR) has overall responsibility for land issues as well as mines and forestry. Customary authorities (Stools and Skins), however, are the allodial title holders for more than 80 percent of the land in the country and are responsible for the allocation, administration and management of these lands. The traditional authorities hold the land in trust for the community and its future generations and are expected to dispose of lands in the interest of and with the consent of the community. State and Vested lands are under the management of the Lands Commission which was established by the Constitution. The Lands Commission has been recently restructured and its mandate expanded by Parliamentary Act 2008 (Act 767). The Act brought four land sector agencies namely, the Survey Department, Land Valuation Board, Land Title Registration and the Public and Vested Lands under the umbrella of the National Lands Commission. The Commission is also responsible for providing consent to the disposition of stool, skin and private lands provided the development is

consistent with the approved planning schemes of the area and also advising the government, local authorities and traditional authorities on land policy. Other land sector agencies are: (i) the Office of the Administrator of Stool Lands (OASL) responsible for collecting rents, royalties, compensation and other payments on behalf of stool/skin lands and distributes the proceeds in accordance with provisions of the 1992 Constitution in the proportion of; (a) district assembly 49.5 percent; (b) the stool or skin 22.5 percent; (c) customary council 18 percent; and (d) OASL 10 percent to cover administrative expenses; and (ii) the Town and Country Planning Department responsible for land use-planning and development and currently, falls under the Ministry of Environment, Science and technology.

6. Partly due to the predominance of customary tenure administered by traditional authorities, only a small proportion of the estimated 6 million total land parcels of Ghana is registered. About 30,000 are registered under the title registration system while an unknown number is registered under the deeds registration system. The deed registration system was initiated after the passage of the Land Registration Act (Act 122) in 1962 shortly after independence and sought to replace the registration of oral transactions by making it compulsory to register all instruments affecting land with the state through deeds as proof of ownership and thus the right to transfer property. The weakness in the deeds system is that it does not prove that the party that registered the land actually owns the property. It has failed to assure security and has become characterized by inaccurate maps, multiple sales of the same parcel of land, use of unapproved schemes, haphazard developments, conflicting land issues and time-consuming litigation. In 1986, the Government enacted the Land Title Registration Law (PNDC Law 152) as the official system for recording property in two districts, Greater Accra and the Kumasi Metropolis. The aim was to promote title security by registering title rather than the transaction. Implementation has been slow and less than 5 percent of land in these areas has been registered 25 years later. Lack of public awareness coupled with a turn-around time of about two to five years have been a major drawback to the process of registering titles.

7. Many of the problems facing the land sector are documented in the National Land Policy (NLP) of 1999 and other studies, some dating more than 30 years. The main land sector issues could be characterized as: (i) inadequate policy and legal framework; (ii) fragmented institutional arrangements and weak institutional capacity; (iii) underdeveloped land registration systems and inefficient land markets; (iv) a weak land administration system that excludes land owners and chiefs from major decisions in land administration; and (v) past compulsory acquisitions by government of large tracts of land without payment of compensation. These issues have given rise to: (i) a high incidence of land-related disputes and litigation especially in urban areas; (ii) inadequate security of land tenure which has undermined productivity and potential returns from investment; (iii) depressed national and local government revenues; (iv) difficult access to land, thwarting both urban and rural development; (v) indeterminate boundaries of customarily held lands; and (vi) general indiscipline in the land market.

The National Lands Policy

8. It was the realization of the need for a more coherent long-term policy and its effective implementation which, after considerable discussion with various stakeholders, led the government of Ghana (GoG) to inaugurate a NLP in June 1999. The goals of the NLP are to: (i) harmonize statutory laws and customary practices to facilitate equitable access to land and enhance security of tenure through registering systematically all interests in land; (ii) minimize and eliminate, where possible, the sources of protracted land boundary disputes, disputes and litigation in order to bring their associated economic costs and sociopolitical upheavals under control; (iii) ensure payment within reasonable time of fair compensation for land acquired by the state from customary or private landowners; (iv) instill order and discipline in the land market to curb the incidence of land

encroachment, unapproved development schemes, multiple or illegal land sales, land speculation and other forms of land racketeering; (v) create and maintain effective institutional capacity and capability at the national, regional, district and where appropriate, community levels for land service delivery; (vi) promote community and participatory land management and land use planning within a decentralized planning system; and (vii) formalize land markets where appropriate to promote business-like and professional property management principles with the aim of maximizing economic, financial and social returns while working towards a self-financed land administration system.

The Lands Administration Project (2003-2011)

9. The Land Administration Project (LAP) was formulated during 1999-2001 to address major issues raised in the NLP. The LAP was originally designed as an Adaptable Program Loan (APL) with a 15-25 years perspective consistent with the long term policy objectives of GoG. The first phase of the project was intended to lay the foundation for the implementation of a long-term land administration reform. It was to provide an enabling environment for exploration, testing and learning by carrying out key land reform activities. But in the course of project preparation and processing, a decision was made to change it from an APL to a specific investment loan (SIL).

10. After nearly 4 years of implementation, the design of LAP I was found to be too complex to allow implementation to be completed on time. Therefore a decision was made to restructure it in 2008 and to extend its implementation by an additional two years. The restructuring focused implementation of the project away from an ambitious program of surveying and titling hundreds of thousands of land parcels to laying a policy and institutional foundation and piloting initiatives in land administration with a view to scaling up in future operations. The scaling up would aim at developing a sustainable and well functioning land administration system that is efficient, transparent and decentralized, and that enhances land tenure security.

11. Major accomplishments under LAP I to date are: (i) streamlining land administration institutions by the passage of the Lands Commission Act 2008 (act 767) which merged four land sector agencies into a single entity – the Lands Commission (LC) – and brought the title and deeds registries under one organizational unit, the land registration division; (ii) decentralization of the deeds registry to all the nine regional capitals, effectively bringing the registration of deeds closer to the clients with a reduction in time for delivery from more than 36 months to about 3 months; (iii) the establishment of 38 customary land secretariats to facilitate the management and record keeping by traditional authorities of land allocations and transactions within their traditional areas; (iv) the modeling of land use planning at three levels including preparation of spatial development frameworks; (v) reduction in the backlog of land-related court cases; (vi) the testing of title registration and demarcation of boundaries of customary land through private surveyors; and (vii) the ascertainment and codification of customary land rights in 20 traditional areas. A Land Bill and Land Use Bill are at advanced stages of preparation.¹

Major Outstanding Issues

12. A number of issues that require attention have been identified in previous land administration related studies and during the implementation of LAP I:

Insecurity of Land Tenure. Land relations in Ghana are often afflicted by conflicts between and within land- owning groups and the State, a low level of documentation of landholdings within both the customary and formal sectors, multiple sales of land, land racketeering, slow disposal of land cases by the Courts and a weak land administration system.

Difficult Accessibility to Land for agricultural, industrial, commercial and residential development purposes due to conflicting and often undocumented claims to ownership, and varied outmoded land disposal procedures.

Weak land administration system. Although four out of the six land sector agencies have been merged, the system for service delivery is still weak and continues to rely on outdated regulations and business processes, lack of adequate functional and coordinated geographic information systems and networks, as well as transparent guidelines. There is limited capacity and capability to initiate and coordinate policy actions and to resolve contradictory policies and initiatives among various land delivery agencies. Outmoded and inflexible standards and procedures, particularly in the area of surveying and registration, further limit the ability of the land administration system to provide affordable and efficient services that are appropriately adapted to different contexts, particularly in rural areas.

Lack of consultation with land owners and chiefs. There has been considerable improvement in the relationship between chiefs, land owners and the land sector agencies during LAP I. However, decision making for land allocation, acquisition, management, utilisation and development still continues to generate disputes between the State and private land owners and within communities.

Lack of public outreach on land laws, land rights and procedures. Public outreach has in the past been limited through distribution of flyers, brochures and few public lectures. Under LAP I considerable effort was made in the national media and focus group discussions. It appears this worked well in some areas and not in others and was therefore inadequate to inform the wide majority of Ghanaians, especially given that illiteracy continues to be a widespread problem. The inability of LSAs to reach out to the public with information may have contributed to the public's perception of lack of transparency and corrupt practices in the delivery of services.

Lack of Maps. Ghana lacks up to date maps to support critical on-going land administration operations in support of agriculture, forestry, environment management, urban and regional planning, mining, municipal services, storm water and sewerage, property tax, building permits, valuation systems, titling and deeds registration, infrastructure systems such as electricity, telecommunications, water, gas and real property maps all potentially supporting land markets and national development. In addition, the country lacks comprehensive policies on mapping, spatial data infrastructure, use of continuous operating receivers and geodetic reference network, leading to multiplicity of providers and lack of coordination and regulation in the sector.

Poor Records Management. Records and information on lands are kept in six different agencies and 10 regional offices all of which have their own information systems making it difficult and cumbersome to look for information. While the merger of four agencies by passage of the Lands Commission Act provides a framework for better coordination of information, in practice this has not yet been realized. Moreover, except for the intelligent scanning carried out under LAP I where a few records were digitized and stored electronically, all the remaining records are paper records and subject to rapid deterioration.

Inadequate Capacity within the LSAs. It takes trained and skilled administrators, lawyers and supporting staff to address land issues and provide better services. The LSAs are poorly staffed and in some instances do not have adequate staff, resources and equipment to deliver services including surveying, production of maps and plans, and storage of information.

Delays in the adjudication of land disputes in the courts. Adjudication of land cases is exceedingly slow. It takes five to thirty years and above to adjudicate cases due to inefficiencies

resulting from use of obsolete equipment and materials and use of long hand in recording cases. There was also perceived corruption in the adjudication of land cases. The rules of court and the absence of clear guidelines governing aspects of the rules such as stay of execution, adjournment of cases, etc appear to contribute to the delays and require reforms

Land Administration Project 2

13. LAP 2 will consolidate and complete the reforms started in LAP I and build on the momentum to the new LC and to streamline and computerize business processes for faster delivery of services. It will also support the scaling up of the initiatives which were piloted under LAP I.

Participating Development Partners

14. The World Bank and the Canadian International Development Agency (CIDA) have partnered the Government and beneficiaries in providing funding A summary of the support from the various Development Partners is presented in the Table 1 below.

Table 1: Financing Plan of LAP – 2

Development Partner	Approximate Contributions in Millions US\$	Type of Support
IDA	50	
CIDA	15CAD	
GoG	5	
Beneficiaries	2	
Total	72	

CHAPTER 2: PROJECT OBJECTIVES AND COMPONENTS

15. This section provides an overview of the project to facilitate understanding of the processes and procedures described in the subsequent sections. It outlines the project development objectives, the components and a detailed description of each component.

Development Objectives

16. The development objectives for the different phases of the project are linked to the long-term goal of the Government of Ghana's Land Policy issued in June 1999. The long-term goal of the Land policy is to stimulate economic development, reduce poverty and promote social stability by improving security of land tenure, simplifying the process for accessing land and making it fair, transparent and efficient, developing the land market and fostering prudent land management. This is to be achieved through the implementation of a long term (15-25 years) land administration reform program. The development objective for the first phase, the Ghana Land Administration Project (LAP-I), *was to develop a sustainable and well functioning land administration system that is fair, efficient, cost effective, decentralized and that enhances land tenure security. It was to lay the foundation for implementing reforms in land administration.*

For LAP-2 the DPO is: *To consolidate and strengthen urban and rural land administration and management systems for efficient and transparent land service delivery.* It seeks to secure and complete the legal and institutional reforms started in LAP-1 and build on the momentum underway to transform the Lands Commission, the Office of Administration of Stool Lands (OASL) and Town and Country Planning Department (T&CPD) into modern and efficient service providers.

17. To achieve the development objective, the project will concentrate on removing the business process bottlenecks, promoting transparency and addressing the various challenges with the aim of improving efficiency in the delivery of land services and increasing tenure security. The project will therefore provide the required maps, logistical support, streamline business processes, build capacity of land agencies and make information required for land transactions publicly available through community outreach including, the media, websites and brochures etc. These measures will reduce the turnaround time for registration of titles and deeds, reduce costs and lead to a considerable improvement in service delivery and provision of land information to government and private sector entities. Also, the project will support completion of the land policy and legislation agenda as well as institutional reforms and specific interventions such as demarcation of boundaries of customary (community) lands and strengthening capacity of land dispute resolution in the judiciary and through alternative dispute resolution mechanisms which will improve land tenure security.

The results of these activities will be:

- A clear, coherent and consistent set of land administration policies and laws;
- A more efficient and decentralized land administration system operating throughout Ghana in accordance with Government policy and compatible with cultural norms and practices and responsive to the needs of the people, within a self sustaining financing mechanism;
- An up to date, efficient land information system that supports sustainable land management and administration including good land records management and transparent transactions in land; and
- A more efficient land market operating in both urban and rural areas.

Project Beneficiaries

- Landowners and traditional authorities
- Small scale farmers including women
- Tenant farmers including women
- Leaseholders including women
- Land sector agencies
- Metropolitan, Municipal and District Assemblies
- Judiciary (district, circuit and high courts) and the Bar Association
- Estate Developers
- Service providers e.g. electricity, water, fire service and telecommunications.

PDO Level Results Indicators

The following are the key development indicators for measuring project outcomes:

- Turn-around time reduced from **3** months to a maximum of **1** month for deeds registration
- Turn-around time reduced from **7** months to maximum of **2** months for title registration
- Information on standard statutory fees, land values and charges on land transactions (certificates, consents, deeds searches, stamping, parcel plans) made publicly available through the media, on-line, website and brochures
- Increase in the number of registered land transactions (disaggregated by gender and also scale of operation e.g. small scale vs. large scale farmers) and associated revenue.

Project Description

LAP-2 has the following four interrelated components:

- 1. Strengthening the Policy, Legal and Regulatory Framework for Land Administration***
- 2. Decentralization and Improving Business and Service Delivery Processes.***
- 3. Improved Maps and Spatial Data for Land Administration***
- 4. Human Resource Development and Project Management.***

DETAILED PROJECT DESCRIPTION

Component 1: Strengthening the Policy, Legal and Regulatory Framework for Land Administration (US\$ 5.00 million)

18. This component will provide a platform for continued work on the legal framework governing land administration and land use, building upon the accomplishments achieved under LAP 1.

Sub-component 1.1 Completion of the Land and Land Use and Planning Bills and their Legislative Instruments (US\$ 1.77 million)

The subcomponent will support the completion of the Land and Land Use and Planning Bills and their associated legislative instruments (LIs). LI's will also be prepared for the Administration of Stool Lands Act, 481 of 1994 and the Lands Commission Act, 767 of 2008. Legal experts will be recruited through a competitive process to complete these activities within the first year of project implementation. A significant constraint on the implementation of new laws is often the absence of a concerted effort to disseminate information concerning the law to affected stakeholders. This subcomponent will make a significant contribution in this regard through the preparation of: (a) easy to read and comprehend materials on land laws and administration for legal professionals and students; and (b) lay persons' guides for non-legally trained administrators and civilian users of the laws. Training workshops for the judiciary, the Bar, traditional authorities, NGO's, land owners, tenants, journalists, government officials and other stakeholders will be undertaken.

Sub-component 1.2 Partnership with the Judiciary (US\$ 2.56 million)

The project will continue the collaboration with the judiciary, both in terms of extending and improving the operation of Land Courts, to improve the adjudication of land cases in the 4 target regions, and deepening the training of judges, lawyers and other key actors in land administration processes in the use of Alternative Dispute Resolution (ADR) mechanisms. The project will also support the automation of Land Courts in the Western, Greater Accra, Ashanti and Northern regions. "Rules of the Court" as they pertain to the adjudication of land related cases will be reviewed to reflect modern practices and faster adjudication of land cases. Support will also be provided for scanning land records and publishing land cases.

Sub-component 1.3 Specific Supporting Studies (US\$ 0.56million)

The subcomponent will: (i) undertake the review of policies on land-related fees and taxes with the aim of formulating policies on fees and taxes which are conducive to the financial sustainability of the system and at the same time avoids discouraging the registration of land transactions; and (ii) in collaboration with the proposed "Commercial Agriculture Project", support feasibility studies to develop suitable strategies and institutional arrangements in order to facilitate access to suitable land for investors whilst ensuring that the rights and interests of owners and local communities are respected.

Component 2: Decentralizing and Improving Business and Service Delivery Processes (US\$ 23.27 million)

19. The component aims to improve the deeds and title registration systems by accelerating and making their transactions more transparent and secure, and by making the registry offices more client-focused. This will be achieved through further decentralization of land administration functions to the regions and districts, improvements in the business processes through re-engineering, introduction of ICT into the operations of the land agencies, addressing backlogs in the title and deeds registration systems, creating awareness among clients and improving client service by allowing customers to inspect documents and undertake searches via computers.

Sub-component 2.1 Decentralization of Service Delivery (US\$ 4.68 million)

20. To make land administration services accessible to clients, the project will continue to support the decentralization of services to the regions and to the districts. Integrated business procedures (whereby a customer completes the necessary documentation, pays the required fees, drops off the document at the office and collects the registered deed or title at an appointed time) will be established in all the LC regional and district offices. A strategy and an action plan will be prepared in which detailed functions to be decentralized to the regions, districts and CLS will be spelt out and implemented with the support of the project. .

21. The Customary Land Secretariat will be promoted and established as part of the decentralization of land administration services for land owners and traditional authorities who are willing to make initial investments in office accommodation and basic office facilities and who will enter into Memoranda of Understanding with the OASL (representing the project) establishing minimum norms of transparency, respect for rights and quality control in the generation of documentation, management of records, provision of services and other matters (details are covered in the PIM). Ascertainment of customary practices will form an integral part of the establishment and ongoing support to CLSs. In selected CLS areas, the project will support the piloting of a systematic process of demarcating and documenting rights to all parcels in rural communities. The project will provide technical support in the form of training, mentoring and guidance. Ascertainment of customary practices will be carried out as part of the process in establishing CLSs, and consultants will be engaged to support the process. Systematic title registration will be undertaken on a pilot basis in selected regions

Sub-component 2.2 Streamlining Business Procedures (US\$ 18.59 million)

22. The aim of this sub-component is to shorten the time taken to deliver services and to reduce face to face contacts between clients and providers. The project will support the creation of one stop shops in all service delivery in all the regional and district offices nationwide. This will be achieved by streamlining the business procedures and reducing time taken to deliver services through automation and proper records management by making functional and upgrading the LIS piloted under LAP 1 and the open source Cadastre and registration system proposed by FAO and integrating it with the LUPMIS and the UMLIS. A CAMA will also be developed to enable the LC publish the official bulletin of notification of values regularly. Once the various information systems are integrated, they will be installed in the regional offices as well. This component will also support the clearing of backlog of applications for title registration, reduction in the time of issuing building permits, scanning the remaining manual documents and digital storage and retrieval of records.

Component 3: Improved Maps and Spatial Data for Land Administration (US\$ 31.51million)

23. The component aims to develop a sustainable spatial information service by producing up-to-date base maps and other spatial products to be used as inputs directly or indirectly in all components of the project and for users within and outside the government. To achieve this objective, the following activities will be supported, including: (i) developing a surveying and mapping policy, a geodetic reference network, continuously operating reference stations, and a national spatial data infrastructure; (ii) producing digitized base maps; and (iii) establishing a street addressing system.

Sub-component 3.1 Developing policies for surveying and mapping and other spatial activities (US\$ 0.49million)

24. Policy studies, including public consultations would be undertaken to inform and enlighten the discussion and formulation of new policies for various spatial activities and products. . The LC will engage the services of qualified firms to undertake studies required to formulate policies for: (i) surveying and mapping; (ii) GRN and the establishment of CORS; and (iii) NSDI which will provide for the regulating, development, sharing and coordinating of all spatial products generated in the country. Consultations with stakeholders would be undertaken to arrive at consensus on policies. With respect to surveying, LI's and instructions will be revised, with particular emphasis given to the need to develop more cost efficient, flexible and acceptable standards of accuracy in line with international practice that can be tailored to different contexts and that will allow a financially viable approach to the eventual registration of most land in Ghana.

Sub-component 3.2 Preparation of base maps (US\$ 9.84million)

25. This subcomponent will provide base maps to support project activities including land use planning, cadastral mapping, valuation and street addressing as well as to support requirements of other users within and outside government. Base maps at an appropriate scale will be produced for the target regions (Greater Accra, Western, Ashanti and Northern regions) through aerial photography and or satellite imagery.

Sub-component 3.3 Establishment of Geodetic Reference Network (US\$ 3.21million)

26. Support will also be provided to update the CORS and extend their coverage as part of the GRN. Work on the GRN system will also include a gravity survey for the determination of a Geoid, re-computation of necessary transformation parameters and system converters between old and new systems including conversion of analogue parcel data to digital format and digital maps from the current to the ITRF, and adoption of policies to control the GRN monuments.

Sub-component 3.4 Boundary Demarcation (US\$ 1.98million)

27. Boundaries of customary land will be undertaken on demand and upon agreement between parties based on guidelines to be developed and included in the implementation manual. These guidelines will include but not be limited to an agreement by all parties to settle boundary disputes through ADR within a specified period of not more than 6 months. The physical boundary demarcation will be separated from the settlement of disputes. Boundary demarcation for prospective land owner/traditional authorities will be led by the LC in close collaboration with the OASL. The ADR process will be handled by a trained team at the region led by the OASL regional officer whilst the physical demarcation of boundaries will, to the extent possible, be undertaken through private providers under the supervision of the respective regional LC. Where feasible, the regional LC will be supported to carry out the demarcation. A cost sharing arrangement for the demarcation will be determined and included in the implementation manual.

Sub-component 3.5 Preparation of land use plans (US\$ 5.86million)

28. The project will support the preparation of a national spatial framework, four regional structural plans local plans for selected districts, cities and towns based on a cost sharing arrangements. This activity will be undertaken by the T&CPD supported by experts to be recruited through international competition.

Sub-component 3.6 Revaluation of Properties (US\$ 6.27million)

29. Support will also be provided for the revaluation of properties in selected district capitals using the CAMA and maps developed by SMD and relying on proper street names and property

addresses. The determination of the districts to be supported will be dependent on the readiness of the district to contribute to the exercise. As much as practicable, the Project will endeavor to bring the activities on mapping, local plans development and revaluation of properties in the same area.

Sub-component 3.7 Street Addressing and Property Identification (US\$ 3.86million)

30. The project will provide support for the completion of the work started under the UMLIS project for Accra Metropolitan Assembly based on cost sharing arrangements between users, house owners and the Assembly. The project will support the development of a system for building registration and property rates collection, data capture of information required in the address database, establishment of an address register for Accra and human resource development and public outreach activities. The MMDAs will be solely responsible for the management of the component and will report directly to the National Coordinator. Support will be provided to the MLGRD to monitor implementation of the framework developed for the street naming exercise

Component 4. Human Resource Development and Project Management (US\$ 10.78million)

31. This component will build capacity in support of the implementation of the strategic plans of the main land sector agencies, the private sector, landowner/traditional authorities, judiciary, NGOs and other stakeholders deliver better services, develop greater private sector and NGO (CICOL in particular) participation as well as build better customer awareness and ensure efficient project management. The component will also support better working environment by way of construction of a regional office for the LC in Kumasi to facilitate service provision in the Ashanti region.

Sub-component 4.1 Human Resource Development (US\$ 4.81million)

32. This component will support a comprehensive assessment of capacity needs of the LSAs including the regions and CLSs with the view of preparing a human resource development plans. The human resource plans will form the basis for training and capacity building support by the project. The capacity building will include training and in special cases post-graduate courses in-country. Outside-country post graduate training will be determined on a case by case and only when the course is not offered in-country. Twinning arrangements between national and outside faculties will be encouraged to facilitate knowledge sharing. Other support under this component includes, technical assistance support, particularly for the surveys, title registration and information systems. Study tours and provision of logistical support to perform statutory roles in providing efficient service to clients will be supported. It will also involve client and public awareness programs. The project will support the provision of Technical Assistance in the following areas: (i) GRN; (ii) remote sensing techniques; (iii) transformation parameters and system converters between old and new systems including conversion of analogue parcel data to digital format and digital maps from the current to the International Terrestrial Reference Framework (ITRF); (iv) business process re-engineering and automation; (v) Land Title registration; and (vi) Land use planning

Sub-component 4.2 Gender Equality Mainstreaming (US\$ 0.91million)

33. A gender strategy was prepared under LAP which sought to mainstream gender related activities into project implementation and associated processes in participating agencies. The strategy seeks to promote coherent and sustained approach to addressing women and men's concerns for equitable development in relation to land administration through gender sensitive data gathering, participation and in the design and monitoring processes of the project. The project will support the recruitment of a social development specialist for an initial period of two years in the regions to facilitate the implementation of the gender strategy developed under LAP 1.

34. LAP-2 will build on the initial efforts made in LAP-1 to engage civil society in areas of comparative advantage such as community outreach and mobilization and public education. The participation of CSOs working on gender and land will be targeted. LAP-2 will address the capacity development needs of the participating CSOs (e.g. provision of technical training on land issues; participatory monitoring and evaluation methods). The engagement of CICOL as a coalition of NGOs working on land and related issues will be strengthened. LAP 2 will sign a memorandum of understanding (MOU) with CICOL. CSOs could also have a role to play in improving local knowledge such as in soil management to ensure sustainable use of land resources and local planning.

Sub-component 4.3 Communication and Public Outreach (US\$ 0.85million)

35. Achieving the overall goal of the project will require building a long term political commitment, mobilizing support from diverse stakeholders, assuring a high level of transparency and promoting the practice of good governance. To be sustainable, improvements will also be needed to leverage the systematic participation of affected land holders and users in identifying challenges, formulating possible solutions, and implementing decisions at different levels. A communication strategy has been prepared and will be rolled out during the implementation of the project. The communication strategy will complement and enhance the project's social as well as M&E aspects of the project as they both aim at ensuring that stakeholders' views are incorporated into the project implementation and evaluation cycle. The main LSAs will be required to establish a public communications unit at the head quarters and regional offices to lead the implementation of the communication strategy within their respective agencies under the overall guidance of the communication specialist from the Project secretariat. The specialist with experience in both strategic and development communication will be responsible for the establishment and maintenance of a network of communication officers and ensure a two-way flow of information. The project will support the recruitment of a communication and public outreach specialist for an initial period of two years in the regions to facilitate the implementation of the communication strategy developed under LAP 1.

Sub-component 4.4 Project Management (US\$ 4.21million)

36. This component will cover the cost of engaging consultants for project management and monitoring as well as operational costs.

PROJECT INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

Project Administration Mechanisms

37. The project will require an implementation approach which includes public, private and NGOs for effective execution of project activities for the attainment of the development objectives. These arrangements for executing project activities will therefore need a strong, focused and decentralized implementation structure composed of a mix of experienced civil servants and qualified professionals (recruited from the open market). The Project Coordinating Unit (PCU) will have the mandate for and competency to plan, implement, coordinate, resolve problems and supervise project activities being implemented by a host of diverse agencies. The central implementation entity will have to work with various stakeholders namely, landowners, traditional authorities, land sector agencies and their Commissions or Boards, lawyers, judiciary and NGOs among others.

38. The implementing arrangements of the project described below have been designed keeping the above factors into consideration. The project will establish a strong and empowered PCU for purposes of coordination and providing adequate support and technical services whilst the day-to-day implementation will be ceded to the Land Sector Agencies (LSAs), regions and Municipal and District Assemblies (MMDAs) where applicable. At the apex will be the National Steering Committee (NSC) chaired by the Minister of Lands and Natural Resources with membership from key stakeholders for policy matters and overall program oversight. The LSA, regional offices and Metropolitan, Municipal and District Assemblies will be strengthened to implement tasks defined in the implementation manual.

National Project Management Structure and Functions

39. Ministry of Lands and Natural Resources will be responsible for overall management of the project, including (i) chairing the NSC which has strategic and oversight responsibility; and (ii) hosting the Project Coordinating Unit (PCU) which will coordinate the day-to-day implementation of project activities. The Office of the Director Lands will host the secretariat with the Director Lands exercising supervisory responsibility over the Project Coordinator. The NSC will be responsible for policy formulation and reviews, approval of annual work plans and budget, mid-term and performance reviews, annual performance assessments, action on audit reports and recommendations and resolving major implementation issues. Membership of the NSC shall be as follows:

- i. Two representatives from the National House of Chiefs
- ii. Chairman of the Parliamentary Select Committee on Lands and Forestry
- iii. Chairman of the National Lands Commission
- iv. Executive Secretary/CEO, Lands Commission
- v. Administrator of Stool Lands
- vi. Director Town and Country Planning Department
- vii. Judicial Secretary
- viii. Director, Judicial reforms

- ix. Chief Directors of the following Ministries and agencies:
 - Ministry of Environment Science and Technology
 - Ministry of Food and Agriculture
 - Ministry of Water Resources Works and Housing
 - Ministry of Finance and Economic Planning

- Ministry of Local Government & Rural Development
 - Ministry of Women and Children's Affairs
 - Ministry of Lands and Natural Resources
 - Technical Director (Lands)
- x. Representative each from the following bodies/agencies
- Ghana Institution of Surveyors
 - Peasant Farmers' Association
 - Civil Society Coalition on Lands
 - Farmers' Association
 - Ghana Institution of Planners
 - Council for Scientific and Industrial Research
 - Kwame Nkrumah University of Science and Technology
 - Survey Council
- xi. The Secretary to the Committee shall be the National Project Co-ordinator.

40. The NSC shall meet twice in a year and shall participate in the final deliberations (wrap-up) of all donor supported implementation support missions. Other meetings may be arranged where necessary.

Project Co-ordinating Unit

41. The Project Co-ordinating Unit with the Project Coordinator as the head will be responsible for project co-ordination and to carry out and supervise implementation, as appropriate. It shall be the executive arm of the National Steering Committee and carry out its responsibilities under the overall supervision exercised by the NSC. Key personnel of the PCU to be financed by the project and selected through a competitive process will include the Project Coordinator, Project Accountant, Procurement Specialist, Communication and Public Outreach Specialist, Social Development and Gender Specialist, Senior Officer (Administration and Planning) and a Monitoring and Evaluation Specialist.

42. The Project Co-ordinating Unit will perform the following specific functions including: implementation of the decisions of the NSC and to provide secretarial support; and plan and implement activities under the project. The detailed functions of the PCU would be as outlined in Box 1.

Box 1 Terms of Reference for the Project Coordinating Unit (PCU)

The PCU will therefore be responsible for the following:

- (i) Consolidate the Annual Work-Plan and Annual Budget (AWPB) from the implementing agencies and regions and process these for approval through the NSC to the Bank.
- (ii) Monitor implementation of the Annual Work Plan and Annual Budget.
- (iii) Prepare and circulate periodic implementation reports, particularly the semi-annual and annual progress and if possible propose revisions to the annual targets and budget for NSC and IDA's approval.
- (iv) Co-ordinate implementation with other participating donors;
- (v) Prepare proposals to address emerging implementation issues;
- (vi) Carry out baseline surveys, mid-term project review studies and implementation reports besides other studies necessary and incidental to the implementation of the project.
- (vii) Recruit and manage PCU staff and responsibility for the recruitment and supervision of consultants
- (viii) Organize and chair monthly meetings of heads of implementing agencies during the first two years of project implementation and subsequently hold quarterly meetings.
- (ix) Provide all relevant information to IDA and other participating donors, to assist in the conduct of donor implementation support missions and fulfil other legal and fiduciary requirements under project legal documents; and to do all other relevant activities incidental to the implementation of the project

43. The PCU will be given greater autonomy and authority to co-ordinate the project whilst ensuring the MLNR take appropriate measures to monitor performance. The following will guide the PCUs coordination role: (i) once AWPBs are prepared and approved by the NSC, the PCU will be responsible to coordinate activities without further approvals for each specific activity; (ii) the implementation of any activity within the annual work plan and budget will be guided by the DCA and the Implementation Manuals.

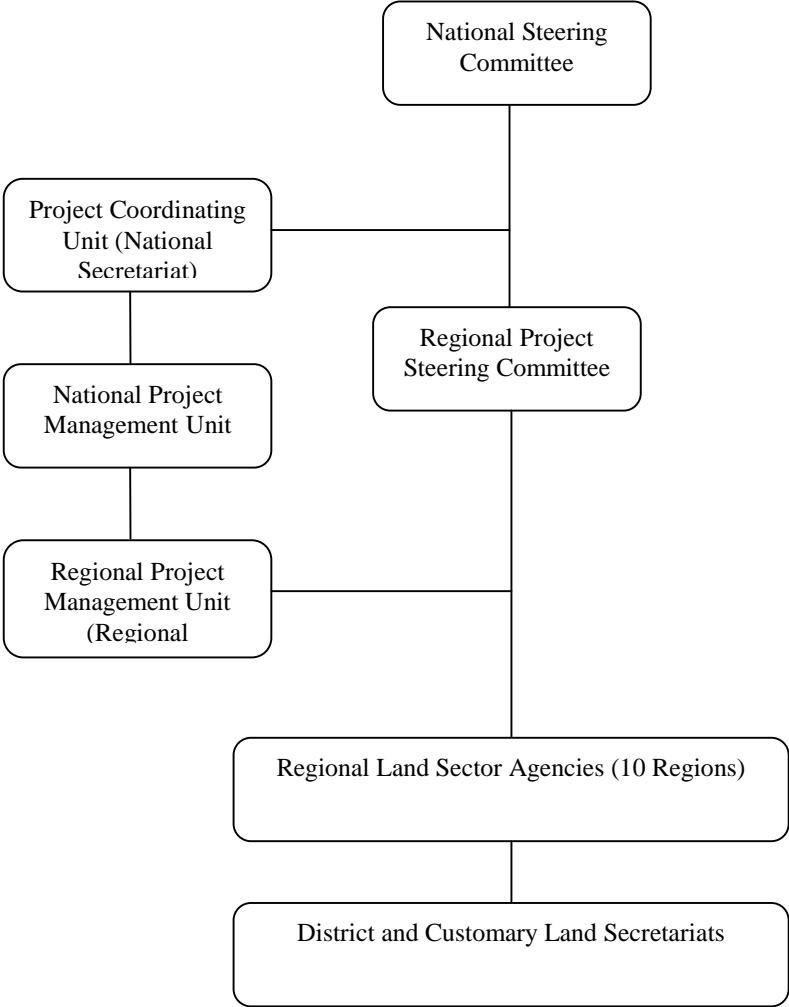
44. A National Project Management Unit (NPMU) made up of heads of implementing agencies, LC, OASL, T&CPD and their deputies and co-opted members (as and when desired) and chaired by the Director of Lands or in his/her absence the Project Coordinator will hold monthly implementation review meetings. The project management unit will review progress of implementation of activities by the various implementing agencies and provide guidance on emerging issues.

Regional Project Management Structure and Functions

45. Each region will establish a Regional Project Steering Committee (RPSC) which will be an expanded Regional Coordinating Unit of the region. The RPSC will have oversight responsibilities for the smooth implementation of the project in the region. They will thus be responsible for the general dissemination within their respective units about activities of the project, review and monitor annual work plans and budgets, and where appropriate resolve any emerging disputes. The RCU will be expanded for the purposes of the management of this project to include the Chairman of the LC in the region, and the regional officers of LC, OASL, T&CPD and the President of the regional House of Chiefs. They shall meet quarterly to review project implementation and resolve any emerging issue. The regional Lands Officer who will coordinate the regional implementation will act as secretary and report all proceedings to the National Project Coordinator.

46. A Regional Management Unit will also be constituted of heads of implementing agencies and a representative of the Regional House of Chiefs. They will meet monthly to review progress made in project implementation, resolve emerging issues and report to the Regional Project Steering Committee and the National Project Co-ordinating Unit. Each region will prepare annual work plans and will be directly responsible for the implementation of project activities in the region.

Figure; Diagrammatic representation of management structure



CHAPTER 4: PLANNING AND FINANCIAL MANAGEMENT

Planning Work Program Activities

47. To ensure the main tasks set for LAP-2 are completed on time and the agreed objectives achieved, a basic set of Annual Work Plans and Budget (AWPBs) will be prepared, reviewed by the project's oversight committees and executed by project implementing agencies/entities (IAs). The IAs, in collaboration with traditional authorities and other stakeholders would prepare the AWPBs through a planning process that involves the participation of the LSAs. Both the planning and execution of the AWPBs are expected to be informed by experience on the ground as observed by implementers and beneficiaries and reflected in monitoring and evaluation reports. Too often programs fail because of rigid adherence to a project document when the evidence from the field clearly indicates that a modification may be desired. Significant changes in activities would be undertaken after the Mid-Term Review of the Project. In this regard, the LSAs and IAs will be encouraged to work closely with the key stakeholders in the planning of project activities.

Financial Management and Disbursement Arrangements

48. The overall financial management responsibility will be handled by the Financial Controller (FC) at the MLNR. The responsibility of the FC is to ensure that throughout implementation there are adequate financial management systems in place which can report adequately on the use of project funds. As in the case of LAP-1, a dedicated Project Accountant will be responsible for the operational and day-to-day transaction processing and collation of financial reports from implementing agencies. He/She would interact frequently with accountants at the various implementing agencies to ensure timely submission of imprest reports and transfers of reimbursements to these agencies, training them to be able to present these reports in a manner that facilitates their consolidation into the project's financial system. The Financial Controller, supported by the Project Accountant would be responsible for ensuring compliance with financial covenants such as submitting Interim Unaudited Financial Reports (IFRs) to the Bank, maintaining internal controls over project expenditure and engaging external auditors.

49. The Project Accountant at the Coordinating unit and his staff will provide periodic training for the accountants at the implementing agencies over the first year of project implementation and offer on-the-job support to increase their transaction processing and reporting skills.

50. Currently, the LAPU has a Project Accountant and three accounts staff who are directly involved with the day-to-day transaction processing and recording of project financial activities. The accounting staff is overseen by the Financial Controller of the MLNR who is responsible for the entire ministry's financial affairs. Some financial management processes would be devolved to the implementing agencies as a means of building the capacity of such staff. Project Accounts would be maintained at each of the key implementing agencies to which funds would be transferred from the designated account for the running of their activities. Monthly reports would be submitted by these agencies to the project accountant at LAPU who would coordinate and aggregate these and submit one quarterly FM report to the Bank. The monthly reports from the implementing agencies would form the basis for replenishment of the imprest based on the agreed ceiling and the amount of funds on hand at the IAs.

51. Based on the risk rating of the project and the current FM arrangement it is expected that in the first year of implementation there will be two on-site visits to ascertain adequacy of systems, supplemented by desk reviews of IFR and audit reports. The FM supervision mission's objectives will include ensuring that strong financial management systems are maintained for the project

throughout project tenure. In adopting a risk based approach to FM supervision, the key risk areas of focus will include assessing the accuracy and reasonableness of budgets, their predictability and budget execution, compliance with payment and fund disbursement arrangements, compliance with financial covenants and the ability of the systems to generate reliable financial reports.

Disbursement Arrangements

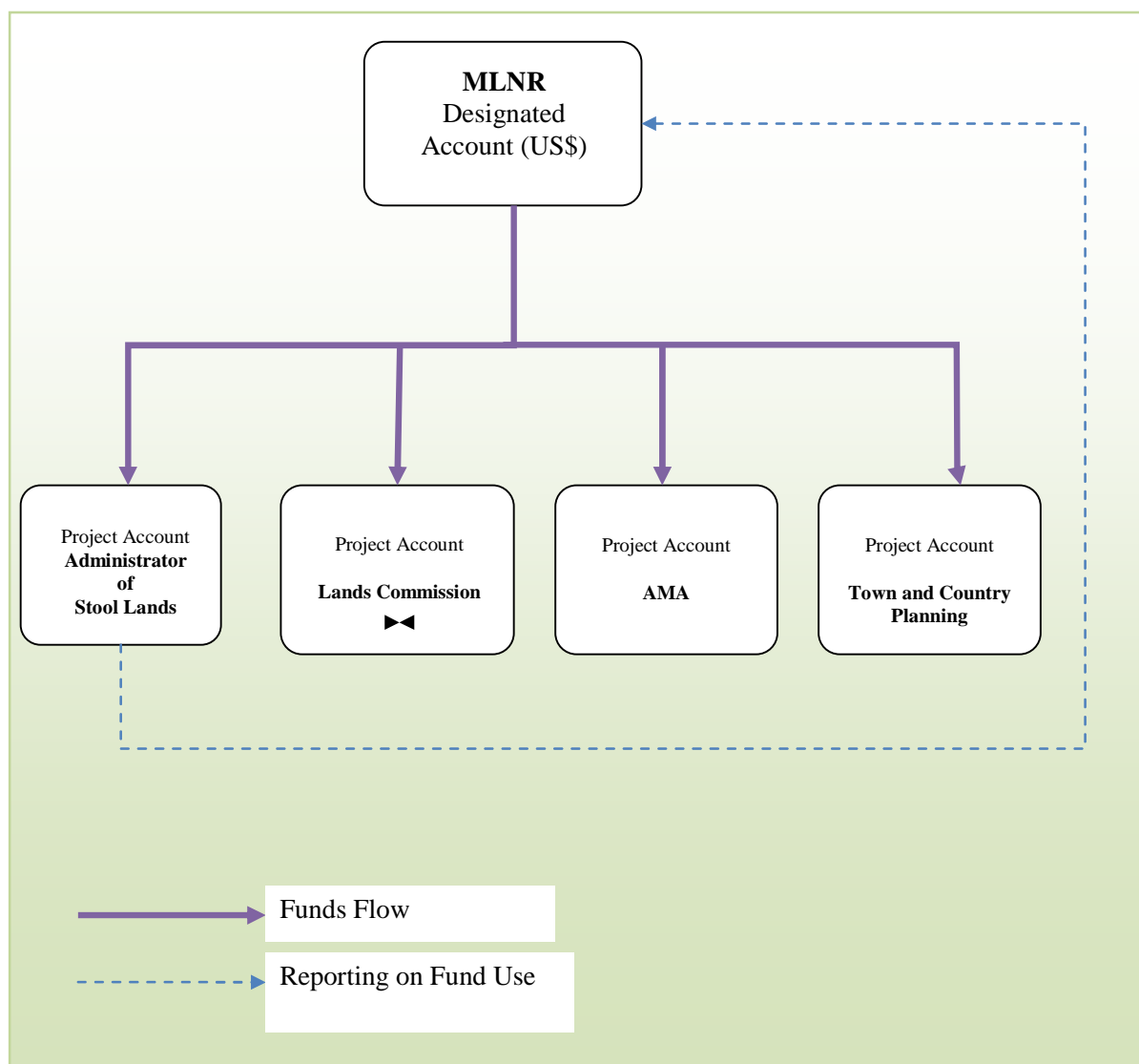
52. LAP-2 would be funded by US\$40 IDA credit. Proceeds of the credit will be used by the project for eligible expenditures as defined in the grant agreement and further detailed in the respective annual work plans and budgets. The initial disbursement and ceiling will be based on the expenditure forecast for the first six months (**but not to exceed US\$3,000,000**). The proposed arrangement is to use a single US Dollar denominated Designated Account (DA) under the direct responsibility of the Project Coordinator but managed and operated by the Financial Controller of the MLNR. This arrangement to use a central account is important to ensure that the LAPU of the MNLR has oversight responsibilities over transfers and payments related to the implementation of programme activities. Proceeds of the credit may be disbursed through reimbursement of expenditures incurred and paid for by the borrower from its own resources; in the form of advance payment into the Designated Account; direct payment to suppliers or by special commitment. Based on the financial management assessment conducted at the MLNR, **Interim Unaudited Financial Reports (IUFRRs)** will be used as supporting documentation for reporting on the uses of project funds and also for requesting for subsequent funds. Subsequent replenishments and withdrawals will be made on submission of satisfactory returns. Additional instructions for disbursements will be provided in a disbursement letter issued for this project.

53. As part of fund flow design it has been agreed that in order to facilitate payment of project related expenditures and to build the capacity of FM staff at the implementing agencies, the key beneficiary agencies will operate Project Accounts on an imprest basis (see Figure 1). The ceiling for the imprest will be based on the agreed work plans of each agency under the project, with the initial advance not exceeding the budget for the first six months. These funds would be used to pay for all expenditures as per the approved work plan for the agency. The use of these funds will be monitored through the imprest and reported upon by the accounts officers at these agencies. An assessment of the financial management arrangement at the implementing agencies has been carried out and found to be adequate for the operation of the Project Accounts.

Project Auditing

54. All accounts are subject to internal and external annual audits by the Auditor General and independent external auditors selected by the Auditor General and acceptable to the World Bank in keeping with the terms of project agreements. Auditor's reports are furnished to the funding agencies within six months of the close of the fiscal year. Selection of external auditors shall be on a competitive basis in accordance with the World Bank's regulations and guidelines.

Figure 1: Fund flow arrangements



Project Management Reports

55. A Financial Management Initiative (FINMI), which requires projects to prepare quarterly Project Management Reports (PMRs) in the areas of finance, procurement including contract details and project progress and which has been formally launched in Ghana will be complied with. The MLFM’s accounting system, which will be used for the implementation of LAP, has the capacity to generate the PMRs. The content and format of the PMR was agreed on during Project Appraisal.

Annual Work plans and Budgets

56. Annual Work plans and Budgets (AWPBs) encompass all components, regardless of funding source and are the basis for budget approvals and disbursement, co-ordination of program implementation, detailed program planning, monitoring and reporting progress on implementation of LAP-2. The AWPB will list the activities to be completed in LAP-2 for any given period (year and quarter), proposed time of completion and the estimated budget for each of the activities. The AWPB will be organised by component, sub-component and outputs. The IAs will be responsible for preparing the AWPBs. IAs and LAPU are expected to regularly review their technical work plan and prepare their own detailed work programmes for each activity or task. It should be

possible for the IAs and LAPU, in collaboration with local stakeholders, to define an objective, clarify assumptions, specify indicators and verifiers of achievement, schedule sub-activities, define resources and assign responsibilities for each task.

57. Component leaders will coordinate the preparation of AWPBs for each component which must be submitted to the Project Coordinator by the last quarter of the previous year (October). A format for the AWPB is presented in Appendix 1. The kind of resources the IA requires to carry out agreed activities will be specified under five headings:

- Civil Works
- Vehicles, Equipment and Materials
- Technical Assistance, Training, Studies and Surveys
- Operating costs
- Implementation time table

58. Work plans will be presented to LAPU only by the IAs, which means the Agencies **responsible** for administering implementation activities. So far those are the 6 Public Land Sector Agencies involved in LAP and LAPU/MLNR. All other institutions involved are facilitators, advisors, service providers, beneficiaries or stakeholders, etc. and get engaged in the Project only under a contract or an agreement with one of the LAP implementers.

59. Draft Annual Work Plans will be submitted to the World Bank and other donor partners for review prior to approval by the X.

Annual Training Schedules

60. The IAs will submit a training programme, which has been developed based on a training needs assessment to the Project Coordinator. Component Leaders will coordinate the preparation of annual training schedules developed out of the training programme of the IAs and submit same to the Project Coordinator by the last quarter of the previous year (October). A composite Annual Training Schedule of LAP-2 will then be prepared by the LAPU for approval by the World Bank. The Composite Annual Training Schedule will specify all training activities, meetings, seminars, conferences, study tours and workshops (both local and overseas) to be carried out. The Training Schedule is shown in Appendix 2.

CHAPTER 5: PROCUREMENT PROCESS AND GUIDELINES

Procurement Policy

61. Procurement is a major part of the process of implementation. It determines the pace at which many of the tasks set out in the Annual Work Plans are implemented. In the past, the term 'procurement' was applied specifically to the purchase of goods and equipment, but its use has now been widened to the obtaining of goods, works or services from others in pursuit of project objectives. To implement a program of the magnitude of the LAP, plans for procurement of all the resources needed to undertake in the first two years of the project, and on a yearly basis, thereafter must be prepared for approval by the World Bank. The World Bank has five basic concerns that govern its procurement policies:

- To ensure that goods and services needed to carry out the project are procured with due attention to economy and efficiency.
- To ensure that project funds are used to buy only those goods and services needed to carry out the project.
- To give all qualified bidders from the Bank's member countries equal opportunity to compete for provision of civil works, goods and services to Bank-financed projects.
- To encourage development of local contractors and manufacturers in borrowing countries.
- To ensure that the procurement process is transparent and accountable.

Procurement Plans

62. The LAPU will be responsible for preparing the Annual Procurement Plans (APP) as part of its annual planning process. The procurement plans of LAP-2 would be finalized and agreed with the World Bank office and incorporated into the Project Implementation Plan (PIM) update.

Procurement Arrangements

63. The Procurement Unit (PU) under the Financial Controller of MLNR will handle all major procurement of goods and services in consultation with LAPU and the IAs. IAs will procure only small ticket items that are needed on an ad hoc basis. To the extent possible, goods required by IAs would be aggregated to allow for national competitive bidding. World Bank Guidelines for procurement of Goods, Civil Works and Consultancy Services will be followed.

64. Procurement for the proposed project would be carried out in accordance with the World Bank's "**Guidelines: Procurement under IBRD Loans and IDA Credits**" dated May 2004, revised October 2006 and May 2010; and "**Guidelines: Selection and Employment of Consultants by World Bank Borrowers**" dated May 2004, revised October 2006 and May 2010, and the provisions stipulated in the Legal Agreement.

Exceptions to National Competitive Bidding Procedures

65. For Goods and Works procurement under National Competitive Bidding, the Borrower may follow its own national procedures that are governed by the Ghana Public Procurement Act 663 of 2003 with the following exceptions: (a) foreign bidders shall be allowed to participate in National Competitive Bidding procedures; (b) bidders shall be given at least one month to submit bids from the date of the invitation to bid or the date of the availability of bidding documents, whichever is later; (c) no domestic preference shall be given for domestic bidders and for domestically manufactured goods; and (d) in accordance with paragraph 1.14 (e) of the Procurement Guidelines, each bidding document and contract financed out of the proceeds of the Grant shall provide that: (i) the bidders, suppliers, contractors and subcontractors shall permit the World Bank, at its request, to inspect their accounts and records relating to the bid submission and performance of the contract,

and to have said accounts and records audited by auditors appointed by the World Bank; and (ii) the deliberate and material violation by the bidder, supplier, contractor or subcontractor of such provision may amount to an obstructive practice as defined in paragraph 1.14 (a) (v) of the Procurement Guidelines.

Procurement of Works

66. Works contract expected to be procured under this project will be minimal. No ICB works contracts are anticipated. Contracts estimated to cost above US\$ 5,000,000 equivalent may be procured through NCB. However, relevant NCB works contracts, which are deemed complex and/or have significant risk levels, will be prior-reviewed. Such contracts will be identified in the tables and also in the procurement plans. Contracts estimated to cost less than US\$ 100,000 equivalent per contract may be procured using shopping procedures in accordance with Para. 3.5 of the Procurement Guidelines¹ and based on a model request for quotations satisfactory to the Bank. Direct contracting may be used in exceptional circumstances with the prior approval of the Bank, in accordance with paragraphs 3.6 and 3.7 of the Procurement Guidelines.

Procurement of Goods

67. Goods procured under the project would include office equipments and vehicles, at an estimated total cost of about US\$ 9.94 million. Contracts for goods estimated to cost US\$ 500,000 equivalent or more per contract shall be procured through ICB. Goods orders shall be grouped into larger contracts wherever possible to achieve greater economy. Contracts estimated to cost less than US\$ 500,000 but equal to or above US\$ 50,000 equivalent per contract may be procured through NCB.

Procurement of Non-Consulting Services

68. Procurement of non-consulting services such as transport services, mapping and servicing of office equipment, will follow procurement procedures similar to those stipulated for the procurement of goods, depending on their nature. The applicable methods shall include NCB and shopping. The SBD to use for bidding is "Procurement of Non-Consulting Services & User Guide, December 2002 revised April 2007".

Selection of Consultants

69. Consulting services would consist of various studies, field work, surveys and technical assistance to be carried out by both national and international consultants at about US\$ 16.49 million would be provided under the project and includes the following categories: financial, technical and procurement audits, economic and technical feasibility and design studies, supervision of construction works, institutional studies, monitoring and evaluation studies and technical assistance to the implementing ministries.

70. Contracts for consulting services, each estimated to cost US\$100,000 equivalent or more, will be awarded following the procedure of Quality and Cost-Based Selection (QCBS). Consulting services estimated to cost less than US\$100,000 per contract under the project would be procured following the procedures of Selection Based on Consultants' Qualifications (QBS). Selections under Fixed Budget Selection (FBS) and Least Cost Selection (LCS) methods will be applied in the circumstances as respectively described under paragraphs 3.5 and 3.6 of the Consultants Guidelines. For all contracts to be awarded following QCBS, LCS and FBS the Bank's Standard

¹ Shopping consists of the comparison of at least three price quotations in response to a written request. Additional information on how to do prudent shopping is contained in the *Guidance on Shopping* available at the Bank's external web site for procurement under Procurement Policies and Procedures.

Request for Proposals will be used. Procedures of Selection of Individual Consultants (IC) would be followed for assignments that meet the requirements of paragraph 5.1 and 5.3 of the Consultant Guidelines. LCS procedures would be used for assignments for selecting the auditors. Single-Source Selection (SSS) procedures would be followed for assignments that meet the requirements of paragraphs 3.10-3.12 of the Consultant Guidelines and will always require the Bank's prior review regardless of the amount.

71. Assignments estimated to cost the equivalent of US\$200,000 or more would be advertised for expressions of interest (EOI) in Development Business (UNDB), in dgMarket and in at least one newspaper of wide national circulation. In addition, EOI for specialized assignments may be advertised in an international newspaper or magazine. In the case of assignments estimated to cost less than US\$200,000, but more than US\$100,000 the assignment would be advertised nationally. The shortlist of firms for assignments estimated to cost less than US\$200,000 may be made up entirely of national consultants, if at least three qualified firms are available at competitive costs in Ghana. However, foreign consultants who wish to participate should not be excluded from consideration.

Capacity Building and Training Programs, Conferences, Workshops, etc.

72. A total amount of US\$9.72 million would be provided for these activities, which will be geared towards building capacity and improving management and staff skills within the implementing agencies. All training and workshops will be carried out on the basis of the project's Annual Work Plans and Budget which will have been approved by the Bank on a yearly basis, and which will *inter alia*, identify: (i) the envisaged training and workshops; (ii) the personnel to be trained; (iii) the institutions which will conduct the training; and (iv) duration of the proposed training.

Operating Costs

73. Operating Costs financed by the project are incremental expenses related to the implementation of the project, including office supplies, operation and maintenance of vehicles, maintenance of equipment, communication, rental, utilities, consumables, transport and accommodation, and travel costs and per diem. The procedures for managing these expenditures will be governed by the Borrower's own administrative procedures, acceptable to the Bank.

Prior-Review Thresholds

74. The Procurement Plan shall set forth those contracts which shall be subject to the World Bank's Prior Review. All other contracts shall be subject to Post Review by the World Bank. Summary of Prior-review and procurement method thresholds for the project are indicated in Table 3.1. However, all terms of reference for consultancy services, regardless of contract value, shall be subject to the World Bank's prior review.

Table 3.1: Procurement Thresholds

Type	Prior Review Thresholds Proposed (US\$ million)	Procurement Method Thresholds Proposed (USD million)							
		ICB	NCB	Shopping	ICB	QBS	CQS	ICB	SSS
Goods	0.5	≥ 0.5	Goods	0.5	≥ 0.5	Goods	0.5	≥ 0.5	Goods
Works	5.0	≥ 5.0	Works	5.0	≥ 5.0	Works	5.0	≥ 5.0	Works
Consultancy Services	0.15 for Firms, 0.05 for IC SSS: All		Consultancy Services	0.15 for Firms, 0.05 for IC SSS: All		Consultancy Services	0.15 for Firms, 0.05 for IC SSS: All		Consultancy Services

Procurement Plan and Procurement Arrangements:

75. The Borrower, at appraisal, developed a procurement plan for project implementation which provides the basis for the procurement methods. This plan has been agreed between the Borrower and the Project Team on November 29, 2010 and is available in project files. This plan will be updated annually to reflect the latest circumstances. It will also be available in the project's database and in the Bank's external website and also available in the Project's database.

Table 3.3: Procurement Arrangement and Schedule for Works

1	2	3	4	5	6	7	8
No.	Contract (Description)	Estimated Cost (US\$ million)	Procurement Method	P-Q	Domestic Preference (Yes/No)	Review by Bank (Prior/Post)	Expected Bid Opening Date
1	Refurbishment of total of 24 district court rooms and district offices for the lands Commission	2.0	NCB	No	N/A	Prior	June 2011
2	refurbishment of the Records office	0.5	NCB	No	N/A	Post	March 2011
3	Construct one (1) new Office in Kumasi	0.5	NCB	No	N/A	Post	March 2011
4	Refurbishment of Courtrooms in Sekondi, Kumasi, and Tamale to be used as Land Courts and their registries and Judges Chambers	1.1	NCB	No	No	Prior	Sept. 2011

Table 3.4: Procurement Arrangement and Schedule for Goods

1	2	3	4	5	6	7	8
No.	Contract (Description)	Estimated Cost (US\$ million)	Procurement Method	P-Q	Domestic Preference (Yes/No)	Review by Bank (Prior/Post)	Expected Bid Opening Date
1	Procurement of Vehicles (60 No. 4*4 pick ups, 5No. Station wagons, 2No. Saloon Cars and 4 No. Mini Buses) for all Agencies	4.605	ICB	No	No	Prior	April 2011
2	Procurement of Motorbikes for OASL & TCPD	0.15	NCB	No	No	Prior	July 2011
3	Procurement of Desktops Computers and Accessories Laptops & Printers	1.23	ICB	No	No	Prior	April 2011
4	Procurement of Various Types of Photocopiers	0.25	NCB	No	No	Prior	April 2011
5	Procurement of Survey Equipments (GPS Dual Frequency 4 units each)	0.24	NCB	No	No	Prior	June 2011
6	Supply of Survey Equipments (CORS receivers)	1.5	ICB	No	No	Prior	July 2011
7	Supply of GIS Equipment and Soft wares	2.1	ICB	No	No	Prior	Oct. 2011
8	Supply of Office Equipment	0.4	NCB	No	No	Prior	April 2011
	Procurement of Court Automation Equipment	0.3	NCB	No	No	Prior	Sept. 2011

Table 3.5: Procurement Arrangement and Schedule for Consultancy Services

1	2	3	4	5	6
No.	Description of Services	Estimated Cost (US\$ million)	Selection Method	Review by Bank (Prior/Post)	Expected Proposals Submission Date
1	Development of Model/Software for the implementation of CAMA	0.2	QCBS	Prior	Sept. 2011
2	Consultancy for the ascertainment of Customary Laws	2.28	SS	Prior	July 2011
4	Consultancy for enumeration of properties in CLS areas	0.2	QCBS	Prior	July 2011
5	Consultancy for Land Rights and Vulnerability Studies	0.2	QCBS	Prior	July 2011
6	Consultancy for Farmland Demarcation	0.5	QCBS	Prior	July 2011
7	Ground Control Points Data and Aerial Photography execution and establishment of ground control	0.5	QBS	Prior	Dec. 2011
8	Production of draft orthophoto maps	0.4	QBS	Prior	Dec. 2011
9	Consultancy for the establishment of GRN and commission positioning services	0.31	QCBS	Prior	Sept. 2011
10	Survey Consultancy	0.4	QCBS	Prior	Nov. 2011
11	Preparation of National Spatial Development Framework	0.9	QCBS	Prior	July 2011
12	Consultancy for Human Resource Development Plan	0.5	QBCS	Prior	Sept 2011
13	Consultancy for re-engineering and automation of business processes	0.9	QCBS	Prior	Sept 2011
14	Consultancy for Land Registration	0.5	QCBS	Prior	Sept 2011
15	Consultancy for Completion of Land Bill	0.5	QCBS	Prior	Sept 2011

76. An assessment of the capacity of the Implementing Agency to implement procurement actions for the project has been carried out and has concluded that even though the Ministry has successfully implemented LAP I, it has experienced a high turnover of its procurement staff and as a result does not presently have staff with adequate experience and capacity to carry out procurement activities related to the proposed project. Although, the Procurement Specialist in charge now is familiar with Bank's procurement procedures through his involvement with implementing past projects financed by the Bank, he needs more hands-on training to gain confidence. It is recommended that a proficient procurement specialist knowledge and experience in Bank procurement be recruited to support and also offer hand-on training to the present team. As a result, procurement risk is assessed as moderate.

77. The overall project risk for procurement is **substantial**. The key risks for procurement include: (i) Lack of capacity to adequate capacity and experience to undertake and manage complex procurement and (ii) Delays in Evaluation of bids and Technical Proposals. The following measures are proposed to be agreed with the Borrower to mitigate the remaining risks:

- Appointment of a highly qualified procurement specialist to support the procurement activities of the project.
- Focused capacity building for existing staff specific to the areas of weakness, i.e., capacity building program to be developed to respond to specific gaps identified.
- Preparation of Project Implementation Manual with a section on procurement, detailing out instructions for handling procurement and clarifying that Bank Guidelines should be followed in case of conflict between National Procurement Law and the World Bank Guidelines and the Financing Agreement. This should be disseminated to all staff involved in the project implementation at project launch.
- Close monitoring of procurement plans on a monthly basis and closely monitor and exercise quality control on all aspects of the procurement process, including evaluation, selection and award.
- For NCB procurement, a list of exceptions to the PPA enumerated in paragraphs 4 and 5 must be incorporated to take account of the Bank's Fraud and anti-corruption.

Frequency of Procurement Supervision

78. In addition to the prior review supervision which will to be carried out by the Bank, the procurement capacity assessment recommends one supervision mission each year to visit the field to carry out post-review of procurement actions and technical review. The procurement post-reviews and technical reviews should cover at least 20 percent of contracts subject to post-review. Post review consist of reviewing technical, financial and procurement reports carried out by the Borrower's executing agencies and/or consultants selected and hired under the Bank project according to procedures acceptable to the Bank.

Publications of Awards and Debriefing

79. Publication of contract awards of the bidding process and debriefing for all ICB procurements, Direct Contracting, and the Selection of Consultants for contracts exceeding a value of US\$200,000 will be carried out in accordance with the World Bank's "Guidelines: Procurement under IBRD Loans and IDA Credits" dated May 2004, revised in October 2006 and May 2010; the "Guidelines: Selection and Employment of Consultants by World Bank Borrowers" dated May 2004, revised in October 2006 and May 2010. In addition, where prequalification has taken place, the list of prequalified bidders will be published. With regard to ICB and large value consulting contracts, the Borrower would be required to assure publication of contract awards as soon as the Bank has issued its "no objection" notice to the recommended award in UN Development Business

(UNDB) online, dgMarket. All consultants competing for an assignment involving the submission of separate technical and financial proposals, irrespective of its estimated contract value, should be informed of the result of the technical evaluation (number of points that each firm received) before the opening of the financial proposals. The borrower would be required to offer debriefings to unsuccessful bidders and consultants should the individual firms request such a debriefing. Publication of results of other procurement activities, including debriefing shall be subject to the stipulations in the Ghana Public Procurement Law of 2003, Act 663.

Fraud, Coercion and Corruption

80. All procurement entities as well as bidders and service providers, i.e., suppliers, contractors, and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraphs 1.14 and 1.15 of the Procurement Guidelines and paragraph 1.22 and 1.23 of the Consultants Guidelines, in addition to the relevant Articles of the Ghana Public Procurement Act which refers to corrupt practices.

CHAPTER 6: MONITORING AND EVALUATION OF PROJECT OUTCOMES

MONITORING AND EVALUATION OF OUTCOMES/RESULTS *(This section to be reviewed after the M&E Consultancy)*

81. The project will update the system for M&E and impact assessment. An appropriate monitoring, information and evaluation system and relevant reporting formats would be developed taking into consideration lessons gained from implementing the M&E strategy under LAP-1. Monitoring of environmental and gender implications of the project will be integrated within the M&E system. Each IA would monitor against agreed-upon results and outcome indicators described in the Results Framework. Performance indicators will be reported upon during the semi-annual and annual reports and discussed during NSC meetings. Reporting formats developed jointly by LAP M&E Coordinator and IAs will utilize the monitoring information as management tools to improve their performance. Results-Based Monitoring training may be provided to the CLS and LSAs, where requested, to strengthen their M&E and results reporting capacities.

82. The M&E system will be used both to track overall project performance and impact, using the key indicators in the project's log frame, through qualitative and quantitative enquiries and data collection, review of work plans, timeframes, and financial performance. It will ensure that lessons learned are fed-back into project implementation on a systematic basis to facilitate responsiveness to changing national and local conditions. The IAs will submit their monitoring reports to the M&E Co-ordinator. The M&E Coordinator will be responsible for compiling monitoring reports of all IAs into a coherent whole report for GoG, its development partners and the public at large.

83. The M&E Coordinator will contract out beneficiary assessment and impact evaluation work to academia, think tanks, NGOs and private consulting firms. The M&E Co-ordinator will, in consultation with IAs, be responsible for preparing the TORs, selecting and supervising the entities contracted to carry out beneficiary assessments and impact evaluation and the publication and dissemination of the findings. The LAP M&E Coordinator will be strengthened with additional staff, training and logistics to carry out these functions effectively. He/she will provide regular reports and organize seminars on project progress to the development partners, cooperating sector agencies and ministries, key project stakeholders, and feed these into the project's broader communication strategy. This will ensure that all project actors are well-informed and up-to-date about project activities. A memorandum of understanding will be signed between the Project and the Ghana Institution of Surveyors and the Ghana Survey Council to provide specialised teams to monitor and provide quality assurance to the work contracted out to either international or local surveyors.

84. CSOs (through MOU with CICOL) will be trained in M&E to play a role in participatory monitoring of land administration (recommendation from appraisal mission report).

85. World Bank and other Development Partners will undertake joint donor monitoring missions. CIDA will join these missions and will field a team of experts, as required.

CHAPTER 7: PROGRESS REPORTING

86. This Section provides information on the system of progress reporting established for LAP-2. The system will enable participating Ministries, agencies, funding agencies and other stakeholders to keep track of progress on implementation.

Overview of the Progress Reporting System

87. The main elements of the system are six-monthly (bi-annual) and Annual Progress Reports, Aide Memoirs agreed between Government of Ghana, the World Bank and other Development Partners during monitoring missions and the Implementation Completion Report to be prepared at the end of LAP-2.

Bi-annual and Annual Progress Reports

88. The annual work program will form the basis for the bi-annual and annual reports. Activities are scheduled and grouped according to sub components and outputs (immediate objectives). For each component, a set of Key Performance Indicators, to be achieved by the end of LAP-2 has been agreed upon and will be used in the reporting. The indicators are a measure of the achievement of the overall objective for the component.

89. Every six months, (April and October each year) the LSAs as well as the regions will prepare reports for submission to the PCU describing progress on each of the activities scheduled in the AWP and the overall PAD on the achievement of the Key Performance Indicators and Triggers, challenges and how they were resolved.

90. An **Annual Report** describing project physical and financial progress, key issues, steps taken for resolving issues and future course of action shall be prepared by each implementing agency within one month of the close of the fiscal year. The format for reporting will be furnished by the PCU. The PCU shall synthesize the individual reports into the Project Annual Report which will be prepared by November each year and after discussion with the NSC submit same to IDA and all participating donors and relevant stakeholders.

Mid-Term Project Review (MTR)

91. The PCU shall prepare all the documentation needed for conducting the project MTR and facilitate the carrying out of joint Government-DPs mid-term review. The MTR is an important marker in assessing project progress, ascertaining reasons for under-performance and determining solutions to address implementation issues. It also affords an opportunity to revisit project development objectives, to restructure the project in view of emerging needs, and reset output and outcome indicators realistically based on lessons learned. Each implementing agency will prepare its own mid-term review report in a format supplied by the PCU. The finalized report will be collated and synthesized by the PCU before submitting to the NSC, DPs and relevant stakeholders after a workshop to validate the report.

Implementation Completion Report (ICR)

92. Preparation of an ICR is a mandatory requirement under the provisions of the DCA. Reports must be reviewed by the beneficiary agency (a lesson identified from LAP-1)

93. The World Bank requires preparation of an Implementation Completion Report (ICR) that assesses and evaluates the project components from design through implementation to closing. Attention needs to be paid to achievement of the development objectives, overall achievements and factors affecting achievements, the performance of the World Bank and the GoG, the likely sustainability of the project following closure, and the lessons learned. Sustainability is a key

factor, as is achievement of objectives, not simply achievement of physical targets. An action plan to sustain the activities initiated under the project would also be desirable. The Borrower/Recipient is required to complete its own ICR. There is no set format, but a useful general format is to cover the above principal topics as laid out in the Bank's Operational Directives for ICRs. The report should also include statistics on funds expended, and benefits accrued to assist in economic analysis of some components. The Borrowers ICR may be as long as is suitable, but a ten-page summary should be made if the main report is longer than this, so it may be appended to the Bank's ICR.

94. Preparation of the Borrower's ICR should be undertaken in the third quarter of LAP-2, in time to be used by the Bank's ICR mission, which should be as close to the date of project closing as possible to allow completion of the report, its review by GoG, and its submission to the Bank's Board of Executive Directors within six months of the closing date. Preparation of the Government of Ghana's ICR on the IDA and at the end of LAP-2 will be the responsibility of the PCU.

The Bank's ICR is prepared by Bank staff or consultants, but finalised by the Task Team Leader. The ICR is meant to be a tool that enables the Bank and its members to learn from experience and improve the design and implementation of future operations, as well as provide an evaluation of the project's performance.

Dissemination of Project Results and Lessons Learnt

95. In order to maximise the impact of LAP-2, results and experiences emanating from LAP-2 should be shared as widely as possible. Each IA should make its own arrangements for sharing the results of its work and for establishing a system to ensure that documents are referenced and retrievable. In addition, the PCU will make provision for publishing, referencing, distributing and storing LAP-2 documents centrally.

Sharing results is a critical element of implementation for numerous reasons, including:

- a. capacity building among implementers;
- b. increased understanding by civil society of resource management issues;
- c. encouragement, validation of ideas;
- d. building a culture of learning and innovation;
- e. ensuring accountability and transparency;
- f. mistakes are shared, understood and not repeated;
- g. successes are built upon; and
- h. Saving time and resources.

96. The use of electronic mail (email) facilities, where available, will be encouraged in order to facilitate communication and the exchange of documents between agencies and to reduce costs. Internet web sites established for dissemination of issues relating to the programme under LAP-1 will be sustained.

97. The Team Leaders should forward to the PCU, copies of all Technical Reports, Evaluations, Manuals and Workshop proceedings as attachments to Progress Reports, so as to ensure a copy is lodged at the MLNR Documentation Centre. This is particularly important in the case of documents that will be used to verify the achievement of key performance indicators and triggers for the subsequent phases of LAP.

98. As was done under LAP-1, from time to time, the LAP-2 will publish and distribute a series of Technical Papers to support and encourage a lively and critical debate on natural resource

management issues in Ghana. Papers of any length, which contain original insights or first-hand experience that is of interest to a wide audience, will be requested from Implementation Teams and Sub-committees who should encourage field staff and members of rural communities to document relevant experiences.

99. The PCU of LAP-2 will continue and sustain the LAP Newsletter instituted under LAP-1. Responsibility for production of a regular newsletter would be contracted to a professional outfit. Responsibility for contributions would rest with the Implementation Teams, Sub-committees and PCU. In addition, the PCU will issue a set of Information Leaflets on LAP-2.

100. A library, established at the Ministry of Lands and Forestry under LAP-1, provides a document centre for lodging and access to LAP-2 documents. All Progress Reports, Technical Papers and Manuals will be bound with the LAP-2 standard cover and numbered. A link will also be established with the Forest Information Centre at FORIG and other MIS sites within the Lands Commission. The library will also attempt to maintain a limited stock of reference documents and other information of interest to implementing agencies, such as legislation and policy documents as well as internet access.

Annex 1: Results Framework and Monitoring

COUNTRY: Ghana Land Administration Project II Results Framework

Project Development Objective (PDO):												
PDO Level Results Indicators*	Core	Unit of Measure	Baseline	Cumulative Target Values**					Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition etc.)
				YR 1	YR 2	YR3	YR 4	YR5				
Indicator One: Turn around time for deeds reduced	<input type="checkbox"/>	Months	3 months	2	2	1	1	1	Quarterly	M&E reports	M&E Unit	
Indicator 2 Turn around time for title registration reduced			7 months	5	4	3	2	2	Quarterly	M&E reports	M&E unit	
Indicator Three Basic information on standard statutory fees, land values and charges on land transactions made publicly (disaggregated by media, on-line, website and brochures.	<input type="checkbox"/>	Number	0	newspapers	Newspapers, Brochures, radio	Newspapers Brochures, Online. Website	Newspapers Brochures , Online. Website	Newspapers Brochures, Online. Website	Quarterly for newspapers, permanent online	M&E Reports	LIS Unit and M&E	
Indicator Four: Registered land transactions	<input checked="" type="checkbox"/>	No	0	4000	8800	15000	20000	30000	Quarterly	M&E reports	M&E unit	
INTERMEDIATE RESULTS												
Intermediate Result (Component One): Strengthening the Policy, Legal and Regulatory Framework for Land Administration												
Intermediate Result indicator One: Legislative instruments for Acts 767, 481, Lands Act and land Use Act enacted	<input type="checkbox"/>	Number gazetted	No LI in place	0	4	2			Semi-annual	M&E reports	M&E unit	
Intermediate Result indicator Two: No of customary practices ascertained	<input type="checkbox"/>	Number	20	10	10	20	10	50	Quarterly	M&E reports	M&E unit	
Intermediate Results Indicator Three: Number of stakeholders trained (Judges, Lawyers, Chiefs, Land Sector staff Civil Society Organizations)		Number	0	20	50	100	120	120	Quarterly	M&E reports	M&E Unit	

Intermediate Result (Component Two): Improving Functions and Business Processes for Service Delivery											
<i>Intermediate Result indicator One:</i> Number of district offices established	<input type="checkbox"/>	Number	0	1	4	8	10	12	Quarterly	M&E reports	M&E Unit
<i>Intermediate Result indicator Two:</i> Number of CLS established	<input type="checkbox"/>	Number	38	10	10	20	10	50	Quarterly	M&E reports	M&E Unit
No of land rights registered at the CLSs	x	Number	1000	4000	6000	10000	15000	25000	Quarterly	M&E reports	M&E unit
Intermediate Result (Component Three): Improved maps and spatial data for land administration											
<i>Intermediate Result indicator One:</i> Maps completed	<input type="checkbox"/>	Number of regions	0ta	0	1	2	3	4	Quarterly	M&E reports	M&E unit
<i>Intermediate Result indicator Two:</i> Policy framework for national spatial data infrastructure, survey and mapping , and geodetic reference network completed	<input type="checkbox"/>	Number of Policy Framework	0	4				4	Quarterly	M&E reports	M&E unit
<i>Intermediate Result indicator Three:</i> GRN establishment completed		42	3	0	0	42			Quarterly	M&E reports	M&E unit
<i>Intermediate Result indicator Four:</i> Spatial development framework, structural and local plans prepared		Number	0	1 national	2 regions 5 districts	2 regions 10 districts	10 districts 10 towns	20 towns	Quarterly	M&E reports	M&E unit
<i>Intermediate Result indicator Five:</i> Number of customary boundaries demarcated		Number	0	1	3	3	3	10	Quarterly reports	M7E reports	M&E unit
<i>Intermediate Result indicator Seven:</i> Properties revaluated		Number	5	6	8	10	12	15	Quarterly	M&E reports	M7E unit

Intermediate Result (Component Four): Human Resource Development and Project Management												
<i>Intermediate Result indicator One: Human resource development plan completed</i>	<input type="checkbox"/>	document	Document completed 0			Sensitisation of all staff			Quarterly	M&E report	M&E unit	
<i>Intermediate Result indicator Two :LAP Gender Equality Strategy implemented in the Land Sector Agencies</i>		# of GE units established (National, Regional and District LSAs and LC) # of title and deeds registration # of GE training at national, regional and district LSAs # of GE surveys or GE audits									PCU, M&E Unit; Social and Gender Consultant	
<i>Intermediate Result indicator Two: Public outreach and awareness on land issues</i>	<input type="checkbox"/>	Number of regions and targeted beneficiaries covered	0	20	40 Operations of LSA	60	80	100	Quarterly	M&E report	M&E unit	
<i>Intermediate Result Indicator Four : Establish and maintain partnerships with CSOs to assist with M&E and outreach as part of project management</i>		#of CSOs trained on GE , land rights and M&E # of cases adjudicated in favour of smallholder farmers (M/F)										

ANNEX 2: TERMS OF REFERENCE

A. PROJECT CO-ORDINATOR

Under the overall guidance of the Technical Director (Lands) of the Ministry of Lands and Natural Resources, the Project Co-ordinator will be responsible for the overall co-ordination and day-to-day management of the Project and will head the Project Co-ordinating Unit established for the purposes of the project.

The Coordinator will be the main link between the Ministry of Lands and Natural Resources and Implementation Agencies, Development Partners and other relevant Ministries and Agencies. Specifically, the Project Coordinator's functions will include, but not limited to the following:

- Provide overall oversight and guidance on Land Administration Project Phase II implementation at both the Ministry and Implementing Agencies to ensure the successful and effective attainment of goals and objectives set under the Project;
Ensure that the Implementing Agencies abide by the tenets of the project implementation manual;
- Advise the Minister through the Technical Director (Lands) on all matters relating to the project.
- Liaise with Development Partners, the Parliamentary Select Committee on Land and Forestry, Customary Land Authorities and Civil Society Organizations on matters relating to the project.
- Act as Secretary to the highest level of authority, the National Project Steering Committee and coordinate meetings of the project.
- Prepare consolidated results-based narrative and financial periodic progress reports for project management and to relevant bodies, in accordance with approved reporting formats and timing and co-ordinate Implementation Support Missions.
- Have overall responsibility for all project staff within the Project Coordinating Unit and ensure that all such staff (i.e. procurement, financial management, social and gender, communication and public outreach, monitoring and evaluation and any other staff appointed to the unit) performs their functions effectively.
- Lead the preparation of Annual Work Plans and Procurement Plans for the various activities of the project.
- Supervise the implementation of Work Plans by Implementation Agencies including the Ministry of Food and Agriculture on issues related to food security and specialist as well as consultants that will be engaged under the project;
- In collaboration with Implementing Agencies, identify, recruit and monitor the performance of consultancies to be undertaken by the international/national consultants;
- Provide leadership and guidance in establishing and implementing the planning, organizing and control of project operations;
- Ensure the development and maintenance of MIS to track the Project's progress and performance and the effectiveness of implementation assistance provided by NGOs and Consultants.

- Review and advise on work plans and cash flow projections;
- Ensure that all assets of the Project are managed efficiently in all areas of the Unit's operations and are used solely for the purpose for which they were procured;
- Prepare semi-annual progress report to the IDA and CIDA.
- Facilitate and ensure the timely procurement and delivery of various inputs and technical equipment in collaboration with the Procurement Specialist and Implementation Agencies in accordance with GoG/IDA guidelines; and
- Any other functions assigned by the Technical Director, (Lands).

Qualification\Experience

The Project Co-ordinator must have a minimum qualification of:

- Post-Graduate Degree in Land Administration related field (Land Economy, Planning, Geodetic Engineering etc;)
- At least Seven (7) years post graduate working experience of which five (5) years must have been in a project related management position;
- Good knowledge in information systems preferably Land Information Systems;
- Good analytical, writing, communication and interpersonal skills;
- Proficiency in computer and monitoring and evaluation software including GIS and conventional land related databases (Arc View; Arc GIS etc);
- Must have a good track record of performance and achievements;
- Substantial work experience in Decentralization and Land Administration on the African continent, preferably in Ghana; and
- Membership of recognized professional body(ies) is an advantage.

B. SENIOR OFFICER (Planning & Administration)

The Senior Officer will be responsible for the following:

- The technical planning and administrative aspect of project coordination and will assist and act as Project Coordinator in his/her absence.
- will assist the Project Coordinator in the implementation of the project components including planning and management;
- liaise with project personnel in the preparation and implementation of annual Work Plans under the various activities;
- provide technical support and assess output performance;
- will support the Project Co-ordination Unit and is expected to provide technical backstopping to strengthen project management;
- report directly to the Project Coordinator;
- Facilitate the preparation and implementation of Annual Work Plans and budgets and their implementation;
- Keep track of, and ensure timely program delivery from Implementing Agencies and other stakeholders;
- Facilitate liaison with Development Partners in obtaining clearance for project related expenditure and review of project plans;
- Manage project documentation and records including contracts, reports, correspondents, events, etc.;

- Serve as the Secretary to the National Project Management Unit;
- Carry out reviews of request from Implementation Agencies and submit recommendations to Project Co-ordination Unit;
- Assist in facilitating documentation for the recruitment of international consultants engaged for the Project;
- Provide support to the Implementation Agencies to prepare appropriate Terms of Reference (TOR) for various consultancies envisaged under the project including evaluation of submissions, monitoring the performance of contractors, and reviewing of expected outputs and reports submitted in association with other project.
- Assist the Project Coordinator to prepare quarterly and, annual reports for the Project; and
- Perform any other duties that may be assigned by the Technical Director, (Lands) and the Project Coordinator.

Qualification\Experience

- A minimum qualification of a degree in Land Administration related field of study (Land Economy, Natural Resource Management, Geodetic Engineering, Planning etc) and PostGraduate degree.
- Not less than seven (7) years post first degree working experience of which three (3) years must be after post graduate degree;
- Not less than five (5) years working experience in a management capacity of which three (3) years must be project related;
- Familiarity with the current land situation in Ghana, existing policies, regional administrative challenges and relevant structures as well as competence in project management is desirable;
- Good analytical approach to technical details and ability to arrive at solutions and propositions;
- Excellent interpersonal communications and coordination skills with both technical and IT communities; and
- Computer literate and conversant with Land Information Systems and relevant databases

C. PROJECT ACCOUNTANT

The Project Accountant will be responsible for the management of the Project accounts in accordance with the requirements of the World Bank. He/she will report directly to the Project Co-ordinator and will work in close collaboration with the Project Co-ordination Unit. He/she will be responsible for the management and operations of the Finance Unit of the Project.

Operating within a computerized environment, the Accountant will perform the following duties under his direction and control:

Duties\Responsibilities

i. Budget and Reporting

- Prepare, monitor and control annual budgets;
- Note any disparities between projections and results and analyze the causes;
- Monitor budget entries, credit allocations and fund disbursements of any National Counterpart

funds;

- Prepare a quarterly cash budget for the entire project;
- Serve as liaison to other implementing entities for all budget matters;
- Monitor funding agreements signed with any co-financing donors;
- Process accounting and budget charges, maintain financial, cost and budget accounting, and keep accounting records;
- Prepare on a quarterly basis, the project's Interim Financial Reports;
- Produce the Periodic Project's Financial Statements;
- Prepare an annual special report on special account(s) performance for each donor;
- Assist in defending the Projects/Ministry's budget at both MOFEP and Parliament; and
- Train and supervise the Ministry's/Implementing Agencies accounting staff nation-wide.

ii. Accounting

- Ensure that accounting ledgers and papers are well maintained;
- Perform end-of-year closing operations;
- Prepare, stamp, produce and secure approval of bank reconciliations and fund reconciliations of the Special Account;
- Ensure the Project's proper Cash Management;
- Obtain and verify documentary evidence of project expenses and prepare for their settlement;
- Prepare and monitor Applications for Withdrawal of Funds to be sent to WB/IDA; and
- Prepare the physical inventory and reconcile the results with fixed asset accounts.

iii. Audit

- Liaise with External Auditors for the timely auditing of the LAP Accounts by providing general advice on LAP and other project finance and disbursement matters;
- Prepare documents and information needed for audits and financial oversight; and
- Follow through on Auditors' recommendations.

iv. Other tasks

- Supervise Implementing Agencies in the maintenance of financial records and the preparation of financial budgets;
- Assist the Procurement Unit on Annual Work Plans;
- Oversee to, and ensure proper use of the Manual of procedures;
- Perform a strong internal control system; and
- Any other duties to be assigned from time to time

Qualification\Experience

- The Accountant shall be a Professional Accountant (e.g. CPA, CA holder or equivalent) preferably, with a Master's degree in Accounting, Business or Finance.
- Five (5) to eight (8) years working experience and a good knowledge of International Financial Reporting Standards and International Standards on Auditing.
- Experience in interpreting Financial Management Reports, analyzing variations to plans and determining remedial actions required;

- Knowledge of Accounting and Financial Reporting systems and software packages.
- Ability to advise and disseminate Financial Management knowledge.
- Strong background in planning, organizing and time management and the ability to manage multiple tasks.
- Strong analytical capabilities and proven skills to deal with accounting issues innovatively and independently.
- Capacity to be a Member of a Multi-disciplinary Team, to provide advice and recommend actions.

D. SOCIAL DEVELOPMENT SPECIALIST

Duties\ Responsibilities:

The focus will be on social safeguards and effective implementation of the gender equality strategy. Specifically, the Gender and Social Development Specialist will:

i. For Social Development:

- Ensure that social, gender and sustainable land management issues are mainstreamed into all relevant components and activities of the project;
- Advise and guide the project on the issue of resettlement where it occurs within the course of project activities;
- Provide operational and technical support on social safeguards including the development of resettlement action plans for involuntary resettlement in project;
- Contribute to capacity building activities to build client and CSO capacity to implement social safeguards;
- Collaborate with the M&E Specialist to monitor and measure social and gender development outcomes of the project;
- Promote the use of Alternative Land Dispute Resolution mechanisms among customary authorities and communities, and play a leading role in adapting and modeling ADR mechanisms and strengthening existing ones; and
- Collaborate with the Communication and Public Outreach Specialist on community outreaches programmes.

ii. For Gender Equality:

- Facilitate the implementation of the gender strategy;
- Facilitate the integration of gender equality strategic objectives, results, indicators into LAP Phase II programming and reporting;
- Analyze sectoral policies and documents as well as legal frameworks on Land for their gender impacts on the project;
- Coordinate gender equality and social impact assessments as required and recommend actions for consideration and better integration of gender into the project;
- Facilitate the establishment of a social development and gender unit within the Land Commission and other Land Sector Agencies;
- Develop action plans, to sensitize various stakeholders, obtaining women's participation in project activities and decision-making, as well as ensuring that women's rights to land are acknowledged;

- Ensure a high degree of participation of key stakeholders including Civil Society Organizations (CSOs) such as CICOL and several others in planning, implementation, monitoring and evaluation.

Qualification\Experience

- A Master’s Degree in Social Science, gender, development studies or relevant field with over seven (7) years experience in donor funded Project.
- Must have a good track record of performance and achievements.
- Must have good communication skills and the ability to network with major stakeholders.
- Proven capacity to think strategically, seize opportunities as they arise, work with a variety of stakeholders and promote their participation in the project implementation process.
- Capacity to work under tight deadlines and to handle potentially controversial and/or very sensitive issues that require clarity, accuracy and speedy responses.
- Familiarity with the current land situation in Ghana, existing policies, regional administrative challenges and relevant structures as well as competence in Ghanaian languages is desirable.
- Must have strong computer skills
- Membership of a professional body

E. COMMUNICATIONS AND PUBLIC OUTREACH SPECIALIST

Duties\Responsibilities:

- The Communications and Outreach Specialist (COS) will assist the Project Coordinator by providing leadership in the implementation of an effective communication strategy designed under LAP Phase I;
- Ensure a high level of transparency and access to information, provide venues for feedback to all stakeholders and mobilize support for the administrative reforms;
- Ensure that the LAP has a unified and accurate public image.
- Collaborate closely with the LAP’s regional information officers and other project personnel and consultants working on various aspects of the Project, to develop effective messages, etc. that would inform various stakeholders to promote a better understanding of the project activities;

The Specialist will report to the Project Coordinator;

- Provide leadership in the implementation of the communication strategy developed under LAP Phase I for all stakeholders at the National, Regional, District and Community Levels;
- Design and implement yearly communication action plans to support project objectives and the achievement of the expected results;
- Develop a network of communicators/information officers in all Land Sector Agencies, Land Secretariats, Customary Institutions, Ministry of Food and Agriculture, Regional and District staff, and Civil Society Organizations (CSOs) and other specialized entities that have a stake in the LAP;

- Organize training workshops on development communication for key staff in selected public agencies to:
 - a. promote better understanding of the need for transparency methods available and information disclosure procedures; and
 - b. enhance mechanisms for consultation and feedback with civil society;
- Set up and maintain a project information website and an active database of key stakeholders that must be regularly informed on project implementation activities including best ways to maintain contact, availability to act as LAP ‘champions’ or promoters and other relevant information;
- Draft press releases to announce major project activities, nurture relations with members of the press and involve the media in the dissemination of LAP results where appropriate;
- Monitor media coverage of land issues and land related issues (including food security) and systematically brief technical staff; decide when it is strategically appropriate to respond; identify opportunities (news of events) that can shed light on certain aspects of the new land policy and thus facilitate LAP implementation;
- Work closely with MIS unit in MLNR to develop electronic information systems that facilitate access to information and promote information sharing among key decision-makers; and
- Prepare and implement awareness and information campaigns for improving the understanding of the importance of land issues for the public, and prepare the communities for their role in the project.

Qualification/Experience

- The candidate should have a minimum of Postgraduate Degree in Mass Communication, with post qualification experience of not less than seven (7) years in Mass Communication, in areas such as participatory, Adult Education and Development Communication.
- Seven (7) or more years of professional communication experience in managing different aspects of the job, including media relations, public affairs, awareness and behaviour change campaigns, advocacy, IEC, materials development, community outreach, stakeholders’ consultation and training workshops.
- Experience in managing the communication aspects of complex Project preferable in Land Administration or related fields.
- Capacity to work under tight deadlines and to handle potentially controversial and/or very sensitive issues that require clarity, accuracy and speedy responses.
- Familiarity with the current land situation in Ghana, gender equality, existing policies, regional administrative challenges and relevant structures as well as competence in Ghanaian languages is desirable.
- Must be a good team player.
- Inform various stakeholders to promote a better understanding of the project activities.
- Must be computer literate.
- Membership of a professional body will be an advantage.

F. PROCUREMENT OFFICER

Duties/Responsibilities

Under the overall guidance of the Project Co-ordinator develop and implement a procurement management system for the project that adheres to the project management information needs and implementation requirements in accordance with the Government of Ghana/World Bank Guidelines

The Specialist, shall, inter alia, undertake the following:

- Review all available project documents to enhance procurement procedures for the management and implementation of the project already in place;
- Establish a Procurement Management System for the Project Coordinating Unit and the Implementing Agencies based on the guidelines and procedures for the conduct of procurement under World Bank funded Projects, and Government regulations for the procurement of goods, works and services under the Ghana Public Procurement Act;
- Set up a simple procurement management tracking system that would monitor the implementation of procurement activities.
- Using the World Bank's Standard Bidding Documents, prepare customized Bidding Documents and Request For Proposals (RFP). This should include standardized forms to be used for International and Local Shopping Methods and conform to the Ghana Public Procurement Act;
- In consultation with the Implementing Agencies prepare and update the Project's Annual Procurement Plan, detailing contract packages for goods and services, the estimated cost for each package, the procurement or selection methods and processing times till completion of each procurement activity;
- Monitor procurement implementation and update the procurement plans prepared at the beginning of the project, for the procurement of goods, and the procurement of consultants services, annually and whenever it becomes necessary to do so;
- Prepare the annual General Procurement Notices (GPNs), and also Specific Procurement Notices (SPNs), and Expressions of Interest (EOIs) whenever required;
- Establish a register of qualified suppliers and consultants and periodically update this register.
- In consultation with the IAs, coordinate the preparation of Terms of Reference (TORs) for the preparation of Requests for Proposals (RFPs) on consulting assignments, and Specifications for the preparation of bidding documents for goods and activities, using standard documentation agreed with the funding agencies, and also participate in the evaluation of Expressions Of Interest for short lists and pre-qualification of suppliers and contractors where necessary;
- Initiate the procurement processes, including those for International and Local Competitive Bidding procedures, ensuring compliance with agreed procurement methods thresholds, prior review requirements specific to the project and agreed aggregate threshold amounts for less competitive procurement methods;

- Receive bids and participate in bid opening sessions, evaluate goods bids and consultants' proposals, and ensure that the appropriate guidelines are followed to arrive at the recommendations for award in favour of suppliers and consultants;
- In cases of procurement actions requiring IDA "no objection", ensure quality, coordinate the dispatch of procurement documents to IDA, monitor IDA response time on issuing "no objections" at different levels of the procurement process and follow-up accordingly;
- Co-ordinate the response to the inquiries, and communicate the results of the evaluation process to the applicants, in response to guidelines;
- Monitor and ensure timely responses to procurement questions raised by the World Bank and other Donors. For services, follow-up with the short-listed consultants within ten (10) days of RfP dispatch, to ensure their participation in the selection exercise, including their attendance at pre-proposal conference, as may be required;
- Participate in selection of the Evaluation Panel, and assume the role of the Panel's Secretary in recording the minutes of the meetings;
- Prepare the minutes of the Evaluation Panel meetings, and also prepare the requests for "no objection", and coordinate arrangements for the negotiation process where necessary;
- Prepare final contracts, and ensure timely distribution of all relevant procurement and contract documents to all stakeholders (Consultants, Suppliers, the World Bank and IAs)
- Ensure timely receipt of the Goods and consultant's monthly status reports; confirming acceptability of goods delivered, and also acceptability of consultants' reports as reviewed, and recommending payments to the services providers, i.e. suppliers and consultants, as they fall due;
- Establish a performance monitoring database for all suppliers and consultants, and ensure efficiency and timeliness in the delivery of outputs from the services providers;
- Establish and maintain a central procurement filing system, and ensure all related documents are included in the respective files to ease the retrieval of information and the ease of following the paper trail of procurement by independent external auditors, authorised agents or the World Bank staff during Post-Procurement Reviews (PPRs);
- Provide support and training to the various IAs staff involved in the Project on the operation of procedures outlined in the Project Implementation Manual (PIM);
- Provide training to address:
 - (i) staff weaknesses that may be identified as part of the supervision;
 - (ii) training needs expressed by the users of the PIM. Basic procurement training will also be provided to Members of the Tender Committee on how to review bids and proposal evaluation reports, in response to the Public Procurement Act of Ghana; and
- Carry out any other relevant periodic duties that may be assigned by the Project Coordinator, from time to time.

Qualification\Experience

- A First Degree in relevant discipline, e.g. Business Law, Land Economy, Surveying, Administration etc. with a minimum of 8 years Post Graduate experience in Procurement, and Contract Management in the public sector.

- Must have good knowledge of procurement policies and procedures of multilateral financial institutions (e.g. the World Bank) and Development Co-operation Agencies, as well as a good knowledge of the institutional, technical, and commercial aspects of procurement.
- Must have demonstrated procurement experience in previous positions (as procurement staff) in an international environment.
- Must be computer literate.
- Excellent skills in Project Management demonstrated in previous jobs.
- Proven track record in working effectively within multidisciplinary teams.

G. MONITORING & EVALUATION SPECIALIST: Terms of Reference

Duties\ Responsibilities

The Monitoring and Evaluation Specialist will be responsible for leading and guiding the development and implementation of a project monitoring and evaluation system with stakeholder participation; and will report directly to the Project Co-ordinator.

The functions of the M&E Specialist will cover but not limited to the following:

- Relate closely with the Director, Policy Planning, Monitoring and Evaluation (PPME) of the Ministry of Lands and Natural Resources to design and implement appropriate monitoring and evaluation systems for the land sector that will also capture project indicators for the purposes of monitoring project performance (MLNR) and eventual evaluation;
- Support the Project Co-ordinator in the planning, co-ordinating, monitoring and evaluation of the Project based on the lessons learnt from the review of the LAP Phase I's Monitoring and Evaluation System,
- Establish an effective monitoring and evaluation system for Land Administration Project Phase II.
- Work with appropriate institution/stakeholder, i.e. the Gender and Social Development Specialist to develop indicators for gender and environment;
- Develop and manage the Land Administration Project Phase II Monitoring and Evaluation Unit to ensure a proper flow of information to and from the Land Sector Agencies and the Regional Coordinating Units;
- Develop and maintain partnerships with civil society organizations to assist in the monitoring and evaluation of the project;
- Assist the Project Co-ordinator by leading the process to generate and prepare annual reports on quarterly, half yearly and annual basis for onward submission to the National Steering Committee as well as the Regional Coordinating Units (RCU) which will eventually form the basis of the M&E report to the Donors;
- Prepare semi-annual monitoring reports on all aspects of project implementation.
- Train staff of implementing agencies including regional staff in the monitoring and evaluation system of the project.
- Develop simple reporting formats to be used in collecting data by the Regional Coordinating Units, Implementing Agencies, Customary Land Secretariats and

communities which will be compatible with the available Management Information Software;

- Provide assistance to the Regional Co-ordination Unit (RCU)/M&E unit to establish a dashboard of key unit statistics to institutionalize data collection and analysis needed to fill the key indicators and parameters of the project;
- Supervise data collation, entry and generation of analyzed data and information on all M&E activities;
- Collaborate with other focal persons for timely submission of data in the form and format required for reporting;
- Support the design and execution of baseline surveys in the project area;
- Ensure that all service provider contracts include specifications for internal monitoring and reporting, and the penalties for failure to report as specified;
- Ensure that, in general, project monitoring arrangements comply with the project loan agreement and, in particular, the provisions of this agreement are fully observed in the design of project M&E.
- Plan for regular opportunities to identify lessons learned and implications for the project's next steps.
- Prepare reports on M&E findings, as required, working closely with the financial controller, technical staff and implementing partners;
- Undertake regular visits to the field to support implementation of M&E and to identify where adaptations might be needed;
- Guide the regular sharing of the outputs of M&E findings with project staff, Implementing Agencies and primary stakeholders;
- Check that monitoring data are discussed in the appropriate forum and in a timely fashion in terms of implications for future actions. If necessary, create such discussion forums to fill any gaps.
- Participate in External Missions and facilitate Mission Team Members access to monitoring and evaluation data and to stakeholders as well as direct personal knowledge of the field situation.

Qualification\Experience

- A First Degree in any relevant discipline with not less than seven (7) years experience in monitoring and evaluation.
- Educational qualification and experience in land administration related discipline will be an advantage.
- Capacity to work under tight deadlines and to handle potentially controversial and/or very sensitive issues that require clarity, accuracy and speedy responses.
- Familiarity with the current land situation in Ghana, existing policies, Regional Administrative challenges and relevant structures as well as competence in Ghanaian languages is desirable.
- Must have excellent computing skills.
- Membership of a Professional Body will be an advantage.

H. REGIONAL CO-ORDINATORS: Terms of Reference

Regional Coordinators will function as focal points of LAP activities at the regional level and report to LAPU. They shall provide co-ordination support to implementing agencies to ensure successful execution of Project activities within the framework of the overall project plan in the regions. This will include:

- Facilitating the procurement of resources to implement planned project activities
- Monitoring regional implementation of project activities to ensure conformity to the approved work plan and budget
- Submitting recommendations for review of work plans and budgets to LAPU
- Preparing and submitting annual regional work plans for incorporation into overall project plan
- Submitting recommendations for stakeholder training in the region
- Facilitating information dissemination on LAP to stakeholders in the region

ANNEX 3 - SUMMARY OF PROJECT ACTIVITIES

IMPROVED MAPS AND SPATIAL DATA FOR LAND ADMINISTRATION

Ghana lacks up to date maps to support critical on-going land administration operations in support of agriculture, forestry, environment management, urban and regional planning, mining, municipal services, storm water and sewerage, property tax, building permits, valuation systems, titling and deeds registration, infrastructure systems such as electricity, telecommunications, water, gas and real property maps all potentially supporting land markets and national development. In addition, the country lacks comprehensive policies on mapping, spatial data infrastructure, use of continuous operating receivers and geodetic reference network, leading to multiplicity of providers and lack of coordination and regulation in the sector. LAP 2 aims at developing a sustainable spatial information service by producing up-to-date base maps and other spatial products to be used as inputs directly or indirectly in all components of the project and for users within and outside the government.

2. A major focus of the National Land Policy is to adequately support the Survey and Mapping Division (SMD) of the Lands Commission (LC) to prepare maps to cover local and regional land uses. There has not been a follow up action or further policy on how, when and where to map for the socio-economic development of the country. Maps have been produced on ad hoc bases. Various organisations from all sectors of the economy have undertaken mapping for their projects for different purposes. These include mining, agriculture, tourism, local government and many more others. Sometimes there has been duplication of the coverage of the mapping area.

Among many other steps this component will be made operational through the under-listed steps:

- Under LAP 1 a Metadata Base of all mapping products in the country was compiled. This database will be updated, emphasizing on maps in the four regions where mapping will be undertaken. The maps produced under UMLIS will be included in the Metadata base. In addition, the LC will consult with various users of maps in the regions and collate information on areas which have been flown but have not been recorded. In effect the SMD will carry out a complete inventory of maps produced over the last 5 years for the 4 regions within the first 3 months after project effectiveness. Based on the information provided, the SMD of the LC will provide a list of areas to be flown to IDA for their concurrence.

Information from the **Survey and Mapping Division** indicates that the following areas had been flown as recent as 2008-2009 as part of LAP-1. Orthophoto Maps production and relevant aerial photographs are available:

Ashanti Region

- Konongo-Odumase
- Kumasi-Ejisu-Nkawie

Greater Accra Region

- Abokobi
- Pokuase
- Prampram

Northern Region

- Damongo
- Salaga
- Sawla
- Tamale-Savelugu

Western Region

- Agogo-Juansa
- Asankraguaa
- Awaso
- Axim (Cape 3 Point)
- Bibiani
- Bogoso
- Enchi
- Mansu Amenfi
- Prestea
- Sekondi-Takoradi-Shama-Dixcove
- Wassa Akropong
- Wassa Mpohor
- Wiawso

3. In addition to the above Orthophoto Maps along the entire coast of Ghana to a depth of 9km corridor – Aerial Photography taken in 2005 is also available. The fringes of the major settlements (peri-urban areas) will have to be mapped if Orthophotos are not available. Where Digital Maps are available, they will be revised using Aerial Photographs/Satellite Images.

- Procurement of these mapping products will be by **International Competitive Bidding [ICB]**.
- An appropriate TOR will be developed for the procurement of maps (Orthophoto). The TOR will:
 - Specify the product with respect to quality, specifications etc –
 - Base Maps (Line maps, Orthophotos) at appropriate scales will be produced for the activities of the project where needed using aerial photography or any other method including LIDAR subject to the approval of LC (SMD).
- Stakeholder consultation with users of base maps to determine priority and sequencing in pilot regions. This consultation will aim at:
 - Harmonizing map production country-wide towards the establishment of NSDI
 - To ensure multiple usage of the map products
 - To ensure judicious use of state funds
 - To ensure that all products meet the same standards
- To achieve this objective, the following activities will be supported:
 - Developing a surveying and mapping policy;
 - A geodetic reference network;
 - Continuously operating reference stations; and
 - A national spatial data infrastructure;
 - Producing digitized base maps; and

- Establishing a street addressing system.
- Policies on mapping and data sharing leading to the NSDI (starting with studies and a review of the current situation)

4. The LC will engage the services of qualified firms to undertake studies required to formulate policies for: (i) surveying and mapping; (ii) GRN and the establishment of CORS; and (iii) NSDI which will provide for the regulating, development, sharing and coordinating of all spatial products generated in the country. Consultations with stakeholders would be undertaken to arrive at consensus on policies. With respect to surveying, LI's and instructions will be revised, with particular emphasis given to the need to develop more cost efficient, flexible and acceptable standards of accuracy in line with international practice that can be tailored to different contexts and that will allow a financially viable approach to the eventual registration of most land in Ghana.

Sequencing of operations for LAP II is very important. Many of the Project activities will depend on the availability of the maps. Procurement of the mapping products should therefore precede the implementation of many other activities. Procurement should start immediately the project becomes effective. Agreement on the areas to be mapped should be reached quickly. The TOR used for the procurement of the Orthophotos for LAP I should be quickly reviewed and updated.

GEODETTIC REFERENCE NETWORK (GRN)

5. Under LAP2 support will be provided to update the CORS and extend their coverage as part of the GRN. Work on the GRN system will also include a gravity survey for the determination of a Geoid, re-computation of necessary transformation parameters and system converters between old and new systems including conversion of analogue parcel data to digital format and digital maps from the current to the ITRF, and adoption of policies to control the GRN monuments. Under LAP1 three out of the five CORS had been connected to the internet. It is expected that the remaining two would be completed before the end of LAP I.

6. The under-listed activities are envisaged under LAP2:

- Forty two (42) CORS to be established to cover the entire country;
- Mode of procurement to be **ICB**; Procurement should aim at a Build Operate and Transfer scheme (The type of management for maintaining and running the system will be determined as part of the development of the GRN policy).
- To ensure that these stations remain well maintained for efficient running maintenance cost which is envisaged to be substantial will be addressed through:
 - Establishment of a fee structure;
 - Insurance on facilities;
 - Determination of mode of payment (Cash/Cheque/Bankers Draft/Electronic cards)
- Likely challenges of power/connectivity and building of monuments will also be addressed through:
 - Use of solar and battery system
 - Metal container to safeguard equipment
 - Employment of security
 - Connectivity using WIFI, GSM, GPRS etc
- Indications from LAP 1 are that returns from data generated from the CORS will be potentially high due to current public demand.

This will be sustained under LAP2 through:

- Intensive Public education to create awareness
- Policy on GRN establishment
 - Prepare TOR for study
 - Formulate a policy from study findings
- A Draft TOR for the GEOID and the GRN will be prepared by SMD
- TOR for Technical assistance to help with reviewing of the work by consultants to assure quality.
 - Ghana has to take a decision on the use of UTM (zone 30 and 31). Tests are currently being conducted. Consultations with key stakeholders on the way forward
 - Experiences from other countries/best practices

7. POLICIES TO BE DEVELOPED

1. Survey and Mapping
2. GRN and establishment of CORS
3. NSDI

TECHNICAL ASSISTANCE

8. To ensure appropriate technology transfer LAP 2 will support the recruitment of a consultant to assist in the implementation of the under listed activities. These consultants will give hands on training to staff that will be attached to them during the currency of their contracts. In pursuance of this objective the under listed activities will be undertaken.

9. Terms of References will be prepared for call down consultants to:
 - Review the GRN, Transformation Parameters and the determination of Geoid (as one consultancy)
 - Provide Remote sensing techniques in order to build capacity in SMD GRN
 - Determination of GEOID

BUSINESS PROCESSES OF LANDS COMMISSION

10. This is aimed at shortening the time taken to deliver services and to reduce face to face contacts between clients and providers. The project will support the creation of one stop shops in all service delivery in all the regional and district offices nationwide. This will be achieved by streamlining the business procedures and reducing time taken to deliver services through automation and proper records management by making functional and upgrading the LIS piloted under LAP 1 and the open source cadastre and registration system proposed by FAO [SOLA] and integrating it with the LUPMIS and the UMLIS. A CAMA will also be developed to enable the LC publish the official bulletin of notification of values regularly. Once the various information systems are integrated, they will be installed in the regional offices as well. This component will also support the clearing of backlog of applications for title registration, reduction in the time of

issuing building permits, scanning the remaining manual documents and digital storage and retrieval of records. Technical assistance will be required to complete the business process re-engineering started under LAP I.

The activities will include the following:

- Review the draft Business Process Re-engineering design
- Link it with the establishment of the LIS
- Procure technical assistance to review LIS stage 1, intelligent scanning, SOLA, etc

DECENTRALIZATION

11. To make land administration services accessible to clients, the project will continue to support the decentralization of services to the regions and to the districts. Integrated business procedures (whereby a customer completes the necessary documentation, pays the required fees, drops off the document at the office and collects the registered deed or title at an appointed time) will be established in all the LC regional and district offices. A strategy and an action plan will be prepared in which detailed functions to be decentralized to the regions, districts and CLS will be spelt out and implemented with the support of the project. Under LAP 1 a team has assessed the infrastructure of the various divisions in all the districts in the country. It is proposed that between the short to long term a total of 39 LC district offices will be established to service the 170 districts in the country. These new district offices will be established based on:

- Accessibility
- Linkages to the regional office
- Located at nodal towns
- Spheres of economic activity
- Synergies with other LAP interventions, e.g. CBD, CLS, LUMPM
- Linkage with LIS

12. It is worthy to note that one location is ready to be converted into a fully fledged district office, Goaso in the Brong Ahafo region. The Lands Commission will consider the possibility of turning the MiDA office at Winneba into another district office except that that office is relatively small for a fully functional district office.

13. LAP 2 intends supporting 20 district offices for the Lands Commission but modalities for this are still at an early stage

14. To fully operationalise the idea of the decentralization exercise the LC will determine the full complement of staff for the offices at the district level. The major constraint in the decentralization process is that there are no funds for construction of new offices under LAP-2. The following activities must be undertaken:

1. Lands Commission should prioritize the 20 district offices to receive project support.
2. Lands Commission should source for funds for the construction of the district offices.

3. Procure appropriate logistics – computers, networking, staff, furniture, vehicles, etc.
4. Lands Commission should work in close collaboration with MMDAs, OASL and the CLSs.
5. Lands Commission should define what support it will provide for CLSs.

DEEDS/TITLE REGISTRATION

15. It has become imperative to improve the deeds and title registration systems by making the processes and procedures more transparent and secure, and by making the registry offices more client-focused. This will be achieved through further decentralization of land administration functions to the regions and districts, improvements in the business processes through re-engineering, introduction of ICT into the operations of the land agencies, addressing backlogs in the title and deeds registration systems, creating awareness among clients and improving client service and ultimately by allowing customers to inspect documents and undertake searches via online applications.

To ensure that this objective becomes effective the following will be done:

- SMD to provide maps for the regional capitals to migrate deeds records into titling in the three project regions systematically
 - Provision of maps that would have indications of both UTM and Ghana National grids. Specifically, the following points are to be noted:
 - Provision of orthophoto maps where necessary
 - Provision of registration district maps
 - Provision of registration district schedules
 - Provision of sectional maps through:
 - Declaration
 - Memo with maps and registration district schedules to the Sector Minister for approval
 - Preparation of Legislative Instrument (LI) by Attorney Generals (AG) Office
 - Parliamentary approval of LI
 - Publication and gazetting
1. Provision of maps that would have indications of both UTM and war office grids.
 - i. Provision of orthophoto maps where necessary
 - ii. Provision of registration district maps
 - iii. Provision of registration district schedules
 - iv. Provision of sectional maps through:
 - Ground Survey Method (use of appropriate technology)
 - Use of Orthophoto

2. Develop a strategy for migrating registered deeds into titles once an area is declared as a title area through systematic titling
 - a. Public Private Partnership
 - i. Systematic surveying will be done by Private sector
 - ii. Quality control by public office
 - b.
 - i. Recruitment of qualified personnel
 - ii. Establish satellite offices for expediting application
 - iii. Office space
 - iv. Tracking, Filling and recording systems
 - v. Public Education
 - Involvement of District Assemblies
 - House to House information system
 - Engagement with traditional authorities
 - c. Migration
 - i. Identify registration district
 - ii. Preparation of sectional maps
 - iii. Retrieval of all plotted/registered records under deeds within the identified sections.
 - vi. Searches
 - vii. Geo-referencing of scanned maps
3. Pilot a land ownership/tenure mapping towards moving it into a cadastre
 - a. Develop a strategy for cadastre development
 - i. Systematic Surveying
 - ii. Database to capture tenure/ownership data including taxes, rights and limitations, values, property details etc
 - iii. Spatial connection between captured parceled data and tenure data

REVALUATION

16 LAP 2 will develop information and valuation systems to increase revenue generation by land agencies and district assemblies through a demand led approach. This will likely start with MMDAs which had already written to request for revaluation. The concept will be operationalised through:

- Establishing a criteria for selection which may include but not limited to the under listed points.
- Indications of preparedness by MMDAs to share costs
- Ongoing LAP/LC activity in the district such as SLT, Survey, land use planning, CLS, etc.

- Assemblies proof of capacity and preparedness to implement the valuation list by indicating plans for setting of rate impost, billing mechanisms, collection arrangement, and training of revenue collectors
- The approach for cost sharing is proposed to be on the basis of the various activities that are to be undertaken under the revaluation exercise. The cost of the revaluation for each MMDA will therefore be activity based and specific activities assigned to the MMDAS for funding.

The MMDA will be required to make upfront payment as counterpart funding for activities earmarked for their funding. However, some selected activities as indicated below have been selected to be organized by the MMDAS as part of their contributions. These measures are to ensure the smooth implementation of the project.

ACTIVITIES TO BE ORGANIZED BY THE MMDAs

- Preparation of framework for the process leading to revaluation:
 - **Preparatory activities** e.g., sensitization and public awareness for property owners and other stakeholders (to be organized by the Assemblies as part of their contributions)
 - **Validation Workshops** (to be organized by the Assemblies as part of their contributions)

ACTIVITIES TO BE FINANCED BY THE MMDAs (UPFRONT PAYMENT)

- Stationery Items (to be treated as counterpart funding and be paid upfront by Assemblies)
- Administrative charges (to be treated as counterpart funding and be paid upfront by Assemblies)

ACTIVITIES TO BE FINANCED BY THE PROJECT (What the project will provide)

- Operations
 - Operational expenses
 - professional fees
- Goods and Equipment
- Training
 - Orientation for LVD and SMD staff
 - Technical training for private consultants
 - Where there will be synergies with other interventions
 - Methodologies for engaging private sector will be by National Competitive Bidding (NCB)
 - In conjunction with SMD:

- Provide information of districts where orthophotos are available or will be available when?
- Provision of soft copies of data of selected districts to LVD
- Capacity building of LVD staff
- To ensure that the necessary interest is generated among the MMDAs the following will be provided:
 - A comprehensive data on all rateable properties at current rateable values. The new valuation list will ensure that the tax base is broadened and current.
 - Property Data Base for each MMDA
 - Hard & Soft copies of New Valuation List
 - Block Directories
 - Divisional Maps
 - Master Plan of the Assembly Area.
 - The project will create a property data base for both the Assembly and LVD that will have a very long term benefit for revenue mobilization
 - Revenue Potential: The investment is capable of yielding benefit over the expenditure even within the first year of implementation.
- To ensure transparency and a level playing field the criteria for participation will be published in the national dailies for expression of interest. In the said publication the criteria for selection and modalities for cost sharing shall be stated in a clear non-misleading manner.

HUMAN RESOURCE DEVELOPMENT

17. There is the need for a comprehensive assessment of capacity needs of the LSAs including the regions and CLSs with the view of preparing a human resource development plans. The human resource plans will form the basis for training and capacity building support by the project. The capacity building will include training and in special cases post-graduate courses in-country. Outside-country post graduate training will be determined on a case by case and only when the course is not offered in-country. Twinning arrangements between national and outside faculties will be encouraged to facilitate knowledge sharing. Other support under this component includes, technical assistance support, particularly for the surveys, title registration and information systems. Study tours and provision of logistical support to perform statutory roles in providing efficient service to clients will be supported. It will also involve client and public awareness programs. The project will support the provision of Technical Assistance in the following areas: (i) GRN; (ii) remote sensing techniques; (iii) transformation parameters and system converters between old and new systems including conversion of analogue parcel data to digital format and digital maps from the current to the International Terrestrial Reference Framework (ITRF); (iv) business process re-engineering and automation; (v) Land Title registration; and (vi) Land use planning. To achieve the above objective it is proposed that the under listed activities will have to be carried out:

- Limited amounts of degree awarding programs will be allowed
- Need to revamp the Survey school to play a major role in training by defining the:
 - Status of the direction

- Strategic direction
- Strategic Business plan
- Ministry to make its position known on the school
- Revise the three (3) year Training and Development plan of the LC to cover OASL/TCPD
- Survey school to provide a proposal of estimated cost of revamping the school for training purposes
- Survey school should be allowed to run programs for the industry, i.e. real estate sector
- The HRD policy will be developed after the job evaluation exercise
- Assess the capacity of training institutions locally and what they can provide
- Determine what can be done locally and what we need to go outside for
- Determine what type of courses will be needed for the LSA's and which institutions can provide them
- Assess the possibility of using the trainer-of-trainers model
- Use the in-house expertise for training where they exist, or else go to the market for the right professionals
- HRD unit in MLNR to lead in analysis of the skills requirement for the LC/OASL/TCPD
- Think of strategy to retain staff after training
- We need to build the capacity of the Human Resource Unit of MLNR-(prepare a TOR for the purpose and a road map for implementation)
- Need to properly revamp the Technical Directorate of Lands Secretariat at the MLNR-(prepare a TOR for the purpose and a road map for implementation)

COMMUNICATION AND PUBLIC OUTREACH

18. Immediately circulate the communication strategy to other identifiable bodies including Civil Society Organizations

LEGAL REFORMS

19. The overall goal of LAP 2 is to consolidate and strengthen land administration and management systems for efficient and transparent service delivery. This will be achieved through reviews and enactment of appropriate land administration laws and regulations, capacity building for land sector agencies, land owners and relevant NGOs, and streamlined business procedures within the land agencies. Specifically the project will complete the drafting of the Land and Land Use Planning Bills and support the preparation of Legislative Instruments for the Land Act the Land Use and Planning Act; the Lands Commission Act; and the Office of the Administration of Stool Lands Act. This will be operationalized through:

- Get a consultant to start working on the LI's for LC/OASL-Prepare TOR's
- Get a team or a firm to carry on with the preparation of the Land Bill-TOR for the recruitment of firm/specialist
- Have the legal team to be on board
- Need to review what has been done in house with technical team for extensive discussions
- Have a wider consultation on what has been done so far
- Identify the mischief that needs to be cured

- Identify the selected teams to handle specific issues
- Sequencing of other activities like LI's for the Lands Commission Act and the OASL Act.

In furtherance of the above there will be an identification of the process and contributions towards reviewing Land Laws by:

- Have a list of issues from the technical people, guided by the in-house lawyers within the Agencies
- Submit such issues to the drafting team to enable them put into the legal language.

Annex 4. LAND USE PLANNING AND MANAGEMENT PROJECT (LUPMP) 11

Type of Land Use Plans to be Prepared

The type of plans to be prepared in LAP2/LUPMP2 have been spelt out in the Project Appraisal Document (PAD), namely Spatial Development Framework(SDF), Structure Plans(SP) and Local Plans(LPs). These are to be prepared at the National, Regional and District levels as follows:

1. Spatial Development Framework
 - One(1) National Development Framework
 - Four(4) Regional Spatial Frameworks
 - Twenty(20) District Spatial Development Frameworks
2. Structure Plans
 - Twenty(20) Structure Plans
3. Local Plans
 - Twenty(20) Local Plans

The PAD also succinctly states that these plans will be prepared based on cost sharing arrangements and that TCPD would be responsible for the preparation of these plans, supported by experts who would be recruited through international competition.

Scope of Land Use Planning

1. The geographical coverage of the National and Regional SDFs have also been Determined in the PAD. The National SDF will cover the entire country, while the Regional SDFs will cover the LAP 2 Project Regions, namely, Greater Accra, Western, Ashanti and Northern Regions.
2. The districts where the SDFs, SPs and LPs are to be prepared are yet to be identified within the four regions. A minimum of five districts will be selected from each of the four regions for the up-scaling of the new Spatial and Land Use Planning System developed and piloted in phase 1.

Criteria for selection of Districts

1. Synergy with other LAP activities e.g. CBD, CLS, Revaluation etc
2. Synergy with other GoG projects, e.g. MiDA, SADA , oil and gas development initiatives, etc.
3. Emerging investment potential of the area
4. Commitment of the prospective MMDAs, and this will be determined by a number of factors including:
 - Provision of adequate office space for TCPD
 - MMDAs to bear the cost of consultations (which represents about 30%of the cost of preparing the plan)- not less than three (3) stakeholder consultations etc.
5. Forms will be developed for MMDAs who express interest to fill, and more information will be teased out from this to further enhance the selection process
6. A multi stage selection approach will be adopted in the selection of the districts.
7. Finally, a Memorandum of Understanding (MOU) will be entered into with the MMDAs that will be selected(Draft to be prepared)

Other Essential Requirements

1. The synergies of GIZ, JICA, NORAD, UNDP, TULLOW etc. operating in these areas should be mapped out, and linkages established to avoid duplication of effort.
2. The cost and duration for the preparation of the respective types of plans should be worked out and made available, to serve as a guide on the value of the input provided by the project.
3. The Terms of Reference for the procurement of services (consultants), works (refurbishment of offices) and goods (equipment, vehicles, etc) for the preparation of all these plans need to be initiated together to save time and efforts. These include:
 - i) A consulting firm for the National SDF, and a number of experts to assist in the preparation of the other plans in the regions and districts.
 - ii) Assorted equipment (computers and accessories, scanners, plotters, etc.) and vehicles to facilitate the preparation of the plans
 - iii) Refurbishment of the district offices of the Town and Country Planning Department in the twenty (20) selected districts.
4. The map input for the preparation of these plans is also critical. The scale of the maps required for the various types of plans as well as the sequence in the supply of these plans need to be discussed with the Survey and Mapping Division (SMD) of the Lands Commission (LC) to forestall any delays.

The work schedule for the preparation of the respective plans is attached.

LAND USE PLANNING AND MANAGEMENT PROJECT (LUPMP) 11- SCHEDULE OF WORK FOR PREPARATION OF SPATIAL AND LAND USE PLANS

1). Preparation of National Spatial Development Framework (SDF) - July, 2011- June, 2013

No.	Activities	Duration	Inputs Required	Estimated Cost	Remarks
1	Preparatory meetings to initiate process, identify relevant stakeholders and create awareness	1 month	Vehicles, travel cost, Per-diem, Stationery, Meals/ refreshments		<ul style="list-style-type: none"> MEST, TCPD, LAPU to initiate process with NDPC
2	Round Table conference to discuss preparation of National Framework	2 weeks	Stationery, Per-diem, meals/ refreshments		<ul style="list-style-type: none"> Round table conference to be convened by NDPC in collaboration with MEST
3.	Preparation of Terms of Reference for procurement of services, works and goods for all the levels of plan.	2 months	Technical Assistance (TA), stationery, meals/ refreshments		<ul style="list-style-type: none"> LUPMP/TCPD and LAPU to assist RCCs, MMDAs and NDPC to prepare TOR.
4.	Procurement of consultants and goods for all levels of plans	6 months	Stationery, T&T and per-diem		<ul style="list-style-type: none"> To be done in accordance with procurement laws.
5.	Preparation of plan	18 months	Consultancy, DSA, Stationery, travel cost, cost related to holding of consultations, media exposure , public debates, printing and distribution and other operational cost		<ul style="list-style-type: none"> Three rounds of consultations will be organized at regional/zonal level, and at the national level. Key stakeholders to include RCCs, MMDAs, Regional Spatial Committee, Regional House of Chiefs, etc., at regional level, and NDPC, MDAs, the Academia, etc. at national level
6.	Submission of plan and report by Consultant	2 months	T&T, per-diem		<ul style="list-style-type: none"> Review and evaluation by combined NDPC, TCPA team

2). Preparation of Regional Spatial Development Frameworks (4 No, but starting with Western Region) - July, 2011- June, 2013

No	Activities	Duration/ region	Inputs Required	Estimated Cost	Remarks
1	Preparatory meetings to initiate process, identify relevant stakeholders and create awareness, and ensure that adequate office accommodation and staff are provided.	1 month	Vehicles, travel cost, Per-diem, Stationery, office space and staff, cost related to refurbishment of regional offices, including equipment		<ul style="list-style-type: none"> TCPD and RCCs to ensure that adequate staff and offices are available. Project to refurbish offices. Being a demand driven project, RCCs to sign a Memorandum of Understanding (MOU) to establish their commitment.
2	Collection of map, text and field data. (There is the need to discuss with SMD of LC the scale of the maps required for the preparation of the three levels of plans and the sequence in the provision of these maps to avoid unnecessary delays.)	2 months	Stationery, Per-diem, Vehicles, payment for data		<ul style="list-style-type: none"> TCPD, RCCs and MMDAs to provide reports/data. SMD of LC to provide orthophoto maps. Need to discuss scale and sequence of supply of maps.
3.	Staff Training	On-going	Stationery, T&T, per-diem, Technical Assistance (TA)		<ul style="list-style-type: none"> This will be basically on-the-job training
4.	Ortho-rectification, geo-referencing and field checking of map data	1 month	Vehicles, GPS, Per-diem, travel cost, TA		<ul style="list-style-type: none"> Counterpart staff of LUPMP to assist regional level staff

5.	Analysis, establishment of trends, projections, SWOT Analysis, preparation of maps, tables and other illustrative materials and the relevant reports.	2 months	Computers (hard and soft ware), Printers, plotters, scanners, photocopiers, TA.		<ul style="list-style-type: none"> This will be undertaken by regional level staff with the assistance of contract and counterpart staff of the project
6.	First stakeholder workshop	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, RCCs to bear the feeding and travel cost of the stakeholders
7.	Development of scenarios/ development options, internal discussion and field testing	1 month	Travel and transport expenses, per-diem, computers, plotters, printers, GPS, TA		<ul style="list-style-type: none"> Internal discussions to be held in the regions, with selected technical agencies/departments
8.	Second stakeholder workshop on preferred option	2 weeks	Travel and transport expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, RCCs to take care of cost of feeding, venue, and travel expenses of the stakeholders
9.	Analysis of gaps, identification of strategies and levels of investments	1 month	Transport and travel expenses, per-diem,		<ul style="list-style-type: none"> Consultations with certain major stakeholders may be required.
10.	Preparation of final draft, report and implementation plan	1 month	Computers, plotters, printers, scanners, TA		<ul style="list-style-type: none"> This will be undertaken by regional level staff with the assistance of contract and counterpart staff of the project
11	Public Review	1 month	T&T and per-diem		<ul style="list-style-type: none"> Copies of draft laid in public data room to provide an opportunity for any interested persons to make comments
12.	Third Stakeholder workshop/ Approval by SPC and Assembly	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, RCCs to take care of cost of feeding, venue, and travel expenses of the stakeholders
13	Incorporation of comments, preparation of final plan and report (including financial and phasing plan)	1 month	Computers, plotters, scanners, photocopiers, stationery, TA, per-diem		<ul style="list-style-type: none"> This will be undertaken by regional level staff with the assistance of contract and counterpart staff of the project
14.	Submission of plan and report	Within 1 month	Travel and transport expenses, per-diem		<ul style="list-style-type: none"> To be presented to RCCs

3. PREPARATION OF DISTRICT SPATIAL DEVELOPEMT FRAMEWORKS- (20 No) - July 2012- December 2014

No	Activities	Duration/ District	Inputs Required	Estimated Cost	Remarks
1	Develop criteria for selection of districts, assist in the selection of districts and the development and signing of MOUs with MMDAs	1 month	Travel cost, stationery		<ul style="list-style-type: none"> TCPD/LUPMP to provide guidance to the RCCs in the selection of districts and signing of MOU.
1	Preparatory meetings to initiate process, identify relevant stakeholders and create awareness and ensure that adequate office accommodation and staff are available	1 month	Vehicles, travel cost, Per-diem, Stationery, office space and staff, cost of refurbishment of offices and procurement of equipment		<ul style="list-style-type: none"> TCPD, MMDAs to ensure that adequate staff and offices are available. District TCPD offices to be refurbished by project
2.	Training of staff	On-going	T&T, per-diem, stationery, TA		<ul style="list-style-type: none"> MMDAs to cover travel and accommodation cost
3	Collection of map, text and field data	2 months	Stationery, Per-diem, Vehicles, payment for data		<ul style="list-style-type: none"> TCPD/LUPMP, to support MMDAs in data collection. SMD of LC to provide orthophoto maps.
4.	Ortho-rectification, geo-referencing and field checking of map data	2 weeks	Vehicles, GPS, Per-diem, travel cost Technical Assistance (TA)		<ul style="list-style-type: none"> Counterpart staff of LUPMP to assist district level staff
5.	Analysis, establishment of trends, projections, SWOT Analysis, preparation of maps, tables and other illustrative materials and reports	2 months	Computers (hard and soft ware), Printers, plotters, scanners, photocopiers, TA.		<ul style="list-style-type: none"> This will be undertaken by district level staff with support of contract and counterpart staff of the project
6.	First stakeholder workshop	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to bear cost of feeding and travel cost of the stakeholders
7.	Development of scenarios/ development options, internal discussion and field testing	1 month	Travel and transport expenses, per-diem, computers, plotters, printers, GPS, TA		<ul style="list-style-type: none"> Internal discussions to be held in the districts, with selected technical agencies/departments, and cost borne by Assemblies.
8.	Second stakeholder workshop on preferred option	2 weeks	Travel and transport expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the stakeholders
9.	Analysis of gaps, identification of strategies and levels of investments	1 month	Transport and travel expenses, per-diem,		<ul style="list-style-type: none"> Consultations with certain major stakeholders may be required.
10.	Preparation of final draft, report and implementation plan	1 month	Computers, plotters, printers, scanners, TA		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
11.	Public Review	1 month	T&T, per-diem		<ul style="list-style-type: none"> Draft plans displayed in public data room for interested parties to make comments
12.	Third Stakeholder workshop	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
13	Incorporation of comments, preparation of final plan and report (including financial and phasing plan)	1 month	Computers, plotters, scanners, photocopiers, stationery, TA, per-diem		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
14.	Submission of plan and report	Within 1 month	Travel and transport expenses, per-diem		<ul style="list-style-type: none"> To be presented to the respective MMDAs

4. PREPARATION OF STRUCTURE PLANS (SPs)- (20 No)- January 2013- June 2015

No	Activities	Duration/ District	Inputs Required	Estimated Cost	Remarks
1	Preparatory meetings to initiate process, identify relevant stakeholders and create awareness.	1 month	Vehicles, travel cost, Per-diem, Stationery, office space and staff		<ul style="list-style-type: none"> There is the need to ensure that Structure plan conforms to the District Spatial Development Framework
2	Collection of map, text and field data	2 months	Stationery, Per-diem, Vehicles, payment for data		<ul style="list-style-type: none"> TCPD, MMDAs to provide reports/data. SMD of LC to provide orthophoto maps.
3.	Training of staff	On-going	T&T, Per-diem, TA		<ul style="list-style-type: none"> On-the-job training
4.	Ortho-rectification, geo-referencing and field checking of map data	2 weeks	Vehicles, GPS, Per-diem, travel cost Technical Assistance (TA)		<ul style="list-style-type: none"> Counterpart staff of LUPMP to assist district level staff
5.	Analysis, establishment of trends, projections, SWOT Analysis, preparation of maps, tables and other illustrative materials and reports	2 months	Computers (hard and soft ware), Printers, plotters, scanners, photocopiers, TA.		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
6.	First stakeholder workshop	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
7.	Development of scenarios/ development options, internal discussion and field testing	1 month	Travel and transport expenses, per-diem, computers, plotters, printers, GPS, TA		<ul style="list-style-type: none"> Internal discussions to be held in the districts, with selected technical agencies/departments
8.	Second stakeholder workshop on preferred option	2 weeks	Travel and transport expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
9.	Analysis of gaps, identification of strategies and levels of investments	1 month	Transport and travel expenses, per-diem,		<ul style="list-style-type: none"> Consultations with certain major stakeholders may be required.
10.	Preparation of final draft, report and implementation plan	1 month	Computers, plotters, printers, scanners, TA		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
11.	Public Review	1 month	T&T, per-diem		<ul style="list-style-type: none"> Copies of draft displayed in public data room for interested parties to make their comments
12.	Third Stakeholder workshop/ Approval by SPC, Assembly	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
13	Incorporation of comments, preparation of final plan and report (including financial and phasing plan)	1 month	Computers, plotters, scanners, photocopiers, stationery, TA, per-diem		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
14.	Submission of plan and report	Within 1 month	Travel and transport expenses, per-diem		<ul style="list-style-type: none"> To be presented to the respective MMDAs

5. PREPARATION OF LOCAL PLANS- (20 No) - July 2015- December 2016

No	Activities	Duration/ District	Inputs Required	Estimated Cost	Remarks
1	Preparatory meetings to initiate process, identify relevant stakeholders and create awareness.	1 month	Vehicles, travel cost, Per-diem, Stationery, office space and staff		<ul style="list-style-type: none"> Ensure that local plan conforms to structure plan
2	Collection of map, text and field data	2 months	Stationery, Per-diem, Vehicles, payment for data		<ul style="list-style-type: none"> TCPD, MMDAs to provide reports/data. SMD of LC to provide orthophoto maps.
3.	Staff Training	On-going	T&T, per-diem, stationery, TA		<ul style="list-style-type: none"> On-the job training
4.	Ortho-rectification, geo-referencing and field checking of map data	2 weeks	Vehicles, GPS, Per-diem, travel cost Technical Assistance (TA)		<ul style="list-style-type: none"> Counterpart staff of LUPMP to assist district level staff
5.	Analysis, establishment of trends, projections, SWOT Analysis, preparation of maps, tables and other illustrative materials and reports	2 months	Computers (hard and soft ware), Printers, plotters, scanners, photocopiers, TA.		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
6.	First stakeholder workshop	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
7.	Development of scenarios/ development options, internal discussion and field testing	1 month	Travel and transport expenses, per-diem, computers, plotters, printers, GPS, TA		<ul style="list-style-type: none"> Internal discussions to be held in the districts, with selected technical agencies/departments
8.	Second stakeholder workshop on preferred option	2 weeks	Travel and transport expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
9.	Analysis of gaps, identification of strategies and levels of investments	1 month	Transport and travel expenses, per-diem,		<ul style="list-style-type: none"> Consultations with certain major stakeholders may be required.
10.	Preparation of final draft, report and implementation plan	1 month	Computers, plotters, printers, scanners, TA		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
11.	Public Review	1 month	T&T, per diem		<ul style="list-style-type: none"> Draft plans displayed in Public data room for interested parties to make their comments
12.	Third Stakeholder workshop/ Approval by SPC, Assembly	2 weeks	Transport and travel expenses, per-diem, stationery		<ul style="list-style-type: none"> MMDAs, to take care of cost of feeding, venue, and travel expenses of the other stakeholders
13	Incorporation of comments, preparation of final plan and report (including financial and phasing plan)	1 month	Computers, plotters, scanners, photocopiers, stationery, TA, per-diem		<ul style="list-style-type: none"> This will be undertaken by district level staff with the assistance of contract and counterpart staff of the project
14.	Submission of plan and report	Within 1 month	Travel and transport expenses, per-diem		<ul style="list-style-type: none"> To be presented to the respective MMDAs

B. OTHER ACTIVITIES IN SUPPORT OF SPATIAL AND LAND USE PLANNING

1. Communication - Awareness creation and sensitization to be handled by Communication Specialist/Focal Person
2. Capacity Building - Both on-the-job, local and external training which will be on-going.
3. Procurements - Refurbishments, Vehicles and equipment, Technical assistance, etc.

Detailed activities are indicated in the draft Work Plan

Annex 5. JUDICIAL SERVICE

NO.	ACTIVITY/ SEQUENCE OF IMPLEMENTATION	REMARKS
YEAR 0 (2011)		
1.	<p>i. Development dialogue with Chiefs and Community Members in three (3) Traditional Areas on ADR and the Land Act.</p> <p>ii. Printing of Information, Education and Communication (IEC) materials for selected communities</p> <p>iii Installation of software for the storage and retrieval of cases in the three(3) selected traditional areas.</p> <p>iv. Re-print of 100 copies of the Training Manual for Chiefs</p> <p>v. Impact Assessment of the Judicial Service/World Bank Chieftaincy Project</p>	Activities are to enhance collaboration between the Judiciary and the Chieftaincy Institutions and build the capacity of traditional authorities for improved access to justice at the grassroots.
2.	<p>Training of</p> <p>i. thirty (30) selected High Court Judges and</p> <p>ii. twenty (20) selected Circuit Court Judges in Alternative Dispute Resolution (ADR) by the Judicial Training Institute.</p>	Judges will be selected from across the country to participate in the training programme
3.	<p>Best practice training in</p> <p>i. Project Management</p> <p>ii Monitoring and Evaluation for two (2) Project Staff</p>	Training will improve the human resource capacity of the projects unit for the effective implementation of activities under LAP Phase II
4.	Procurement of office equipment and stationery for the institutional strengthening of the Project Office and the Judicial Training Institute.	Equipment will assist the Judicial Reforms and the Judicial Training Institute in effectively implementing activities under LAP Phase II.
5.	Procurement of office equipment and stationery to assist the Procurement Unit	Equipment will assist the Procurement Unit in effectively implementing activities under LAP Phase II.
6.	Procurement of ten (10) Laptop Computers for Judges in ten selected Circuit Courts refurbished for adjudicating Land Cases.	Equipment will enhance the effective adjudication of land cases in the selected Circuit Courts refurbished and automated under the Judicial Service/MiDA Project

YEAR 1 (2011- 2012)			
1	<p>Refurbishment of three (3) selected High Courts and Registries as Land Courts</p> <p>i. Preparation of Terms Of Reference (TOR) for the procurement of Consultant to oversee refurbishment works</p> <p>ii Baseline Survey of the selected Courts by the Consultant to determine the extent of refurbishment required</p> <p>iii. Preparation of Bill of Quantities and Tender Documents for the procurement of Contractors for the selected Courts</p> <p>iv. Refurbishment of Courts</p>		Refurbishment of Courts will improve the physical conditions of the courts for the installation of automation equipment
	Procurement of automation equipment and furniture for refurbished Land Courts and Registries in the three selected Regions		Automation will enhance the operations of the selected Land Courts
2	Training of thirty (30) Surveyors in ADR to be attached to the Land Courts as mediators to mediate simple land cases under the supervision of the Judicial Training Institute		Training will be conducted for the mandatory 40hours required for an individual to become a mediator at the Judicial Service of Ghana.
3	Best practice training in Alternative Dispute Resolution for the Deputy Director of the National ADR Directorate		Training will improve the human resource capacity of the National ADR Directorate in implementing the ADR programme under LAP Phase II
4	<p>Training of fifty (50) High Court Judges in</p> <p>i. Survey Map Reading</p> <p>ii Locus In Cou</p>		Skill based training will improve the adjudication of Land Cases at the Land Courts
5	A seminar on topical issues in the area of Land Law for thirty (30) Superior Court Judges		
YEAR 2 (2012- 2013)			
1	Procurement of a National Consultant to develop software for the storage and retrieval of Land Cases at the Land Courts		Digitization of records will reduce the time required to retrieve records at the Land Courts.
2	Procurement of Scanners for the digitization of records at the Land Courts		-do-
3	Training of Registry Staff of the Land Courts in Records Management		-do-

YEAR 3 (2013- 2014)			
4	Procurement of one National Consultant to collate data on adjudicated Land Cases for the Ghana Law Report Council		Knowledge on adjudicated Land Cases will be enhanced through the publication of such cases in the Ghana Law Reports.
5	Publication of Land Cases in the Ghana Law Reports		-do-
6	Sensitization of eighty (80) members of the Bar on ADR and the Land Act in four selected regions		Knowledge of key stakeholders to the Judicial Service will be improved.
YEAR 4 (2014- 2015)			
1	Refurbishment of 3 selected Circuit Courts and registries to as Land Courts		
2	Procurement of equipment and furniture for selected Circuit Courts		

ANNEX 6. STREET-NAMING AND HOUSE NUMBERING IMPLEMENTATION PLAN

The full scale implementation of Urban Management Land Information System (UMLIS) will take place during three (3) years, 2011-2013.

The on-going activities are orthophoto production, data capture data validation, valuation, project organisation formation and other initial work.

The upcoming activities are to establish the full project organisation and reference group. The World Bank component 3.7 Street Addressing and House numbering will provide support of 3,86 M USD for the completion of the work started under the Urban Management Land Information System (UMLIS) for the Accra metropolitan Assembly.

The Accra Metropolitan Assembly will use revenues generated from property rate and Business Operating Licences under the project as well as property owners' and users' contributions for the remaining project funds (3.4 MUSD) to complete the entire project.

Complete Area 1 3 Ayawaso Sub-Metros

Validation of data in the Three Ayawaso sub-metros Database, DB owner, valuation,

- Picking of new buildings
- 47 % unvalued existing buildings – submit to Lands Commission (LVD) for valuation
- Adjustment of current billing system
- IT infrastructure of the 3 sub-metros Installation of hardware and software at central and district offices, and IT communication equipment for communication between offices.
- Digitise GIS points for addresses
- Establishment of Address Register
- Establishment of Business Register for Business operating permit
- Installation of Signs on Houses/ properties and streets
- Street Address Map
- Training of local staff (map manual, questionnaire), Training work plan
- Data collection by youth local staff and community persons.
- Printing of Bill (Property rate and Business Operating Permit fees) possible by Dec 2011, sends out bills and receive payments. Some statistics?/ start collecting payments in January 2012.
- Upgrading of the developed system for building registration and property rates collection, and design and development of functionalities for handling addresses.
- Public awareness campaigns in Accra.(seminars, TV documentary, Radio sessions, Billboards, leaflets etc)
- Communication and making the project output visible

Complementary Processes

- Start documenting monitoring / statistics to show progress and follow-up
- Monthly progress Reports/
- Monthly Project Management Meetings
- Briefing of Sub-committees on monthly basis

- Bi-weekly meetings (PM and AMA)
- Reference Group Monthly meeting and weekly working meetings
- Quarterly steering committee meetings

Orthophoto Production for Area 2 and Area 3.

Ground control, aerial triangulation break lines, DTM (dem) Orthophoto Expected to be start in June and completed by August 2011. This is being produced early to ensure that the images are made available for common use by the lands Commission. This is base on arrangement for free data sharing from the LC into UMLIS and vice versa.

Work in Area 2 and Area 3 (See map fig. 1). Work in the area will effectively commence when the system is up and running, user manual and other guidelines for system management has been developed and there is a reduced work on system engineering except necessary adjustments. Major works will be data capture and real production as done in area 1. Data capture in area 2 will immediately commence as soon as the orthophoto is ready by August 2011.

Implementation Steps

An implemented UMLIS for one sub-metro district means that the IT infrastructure is in place both at the head office and at the sub-metro office, and the communication between the offices is in function. The UMLIS software is developed and implemented, and personnel trained in using the system. In addition all relevant and necessary information is captured and data quality controls have been carried out.

It is suggested to start implementing UMLIS in the three Ayawaso sub-metros where basic data for UMLIS have already been captured. Experiences from Ayawaso can be used when implementing UMLIS in the rest of Accra.250 150 900 150

IT Implementation and Maintenance

The first step is to analyse the existing IT infrastructure at the head and sub-metro offices, and decide if the office premises are suitable for or if constructions will be required. The IT infrastructure for the two offices at the central level - the TCPD office and the head office - and for the three offices in Ayawaso will be in place in 2011. It will include software, hardware and IT communication equipment. In 2012 the IT infrastructure for the remaining eight sub-metro offices will be installed.

Support and extensive on-the-job-training will be provided to the AMA personnel so that they can manage and maintain the IT infrastructure in a sufficient way.

System Development and Design

The system developed in the pilot project need to be adjusted and other prioritised functionalities developed. The function for handling addresses UMLIS is a prioritised function, as well as a function for billing and receiving payments of business operating permit fees. UMLIS can also be used for several other municipal activities, such as waste management.

In a first step a business operation modelling will be carried out to investigate the needed functionalities in UMLIS. It will also be necessary to map the business processes at AMA, both at the central and sub-district level in order to adjust the system for the various departments that will use UMLIS.

The main development of the address register part of UMLIS will be completed by 2011, but after that adjustments will be carried out continuously as and when new requirements come up.

Address Register/system

The address standard has to be developed in the beginning of the project so that needed functionalities in UMLIS can be developed in an early stage. Cabinet has approved the national standard for location of addresses in Ghana and to implement this standard in the daily work of AMA - including development of a registration system.

Data Capture

The data capture is the most time consuming activity of these described above, and it decides the time plan of the full scale implementation. The data capture can be divided into two components: 1) in-house data transformation of data from other sources (parcel plans, administrative boundaries, valuation lists etc) and 2) data capture in the field collecting complementary information about owners and building usage.

The pilot office in Ayawaso will be used for data capture until the end of 2011 when a complete database for Area 1 is available and the infrastructure at the head office has been put in place. The equipment in the pilot office will be moved to the head office, and to a room dedicated for data capture.

Considering that data capture is time consuming and require a high amount of personnel, it is recommended to implement UMLIS for AMA in stages.

UMLIS for Property Rates/ Business Operating Fees collection

The first step is to implement the developed UMLIS for property rates collection in Accra sub-metros. Bills will be printed and payments kept in a separate AMA account to monitor progress in revenue generation in Area 1 (Ayawaso) with the remaining sub-metros.

In order to implement UMLIS in a sub metro the IT infrastructure at the head office and at the sub metro office need to be installed, and personnel working at the different levels trained in UMLIS. Payment and receiving billing of building operating permit fees will go hand in hand with addressing and property taxation. These will be deposited in a separate AMA account and some portion use to finance the remaining portion of the project

Implementation Gist

1. Have a fund of resources for the Ayawaso areas and work is ongoing.
2. Area photographs done for the rest of old AMA-(Raw Photos)
3. In Ayawaso it has been converted to orthophotos for the exercise, hence can commence first
4. A draft guidelines for street naming has been approved by cabinet
5. AMA to decide on names of street and leave the entrenched ones
6. Capacity has to be built for the address register, there exist an HRD for this sub-component including Training in GIS, LIS system Development, IT, Project management, Financial Management, Multi cadastre etc.
7. There is the need to manage the information flow, all the divisions, especially SMD and LRD are recommended to share data freely
8. Need to have a meeting with service providers and to see how they can contribute to the exercise (as soon as possible)

9. Implementation work plan is in place
 - a. Functional
 - b. Conversion of data on-going for Ayawaso
 - c. Divisions to put their portions needed for implementation in their work plan

However the detailed implementation plan will be developed in the inception stage

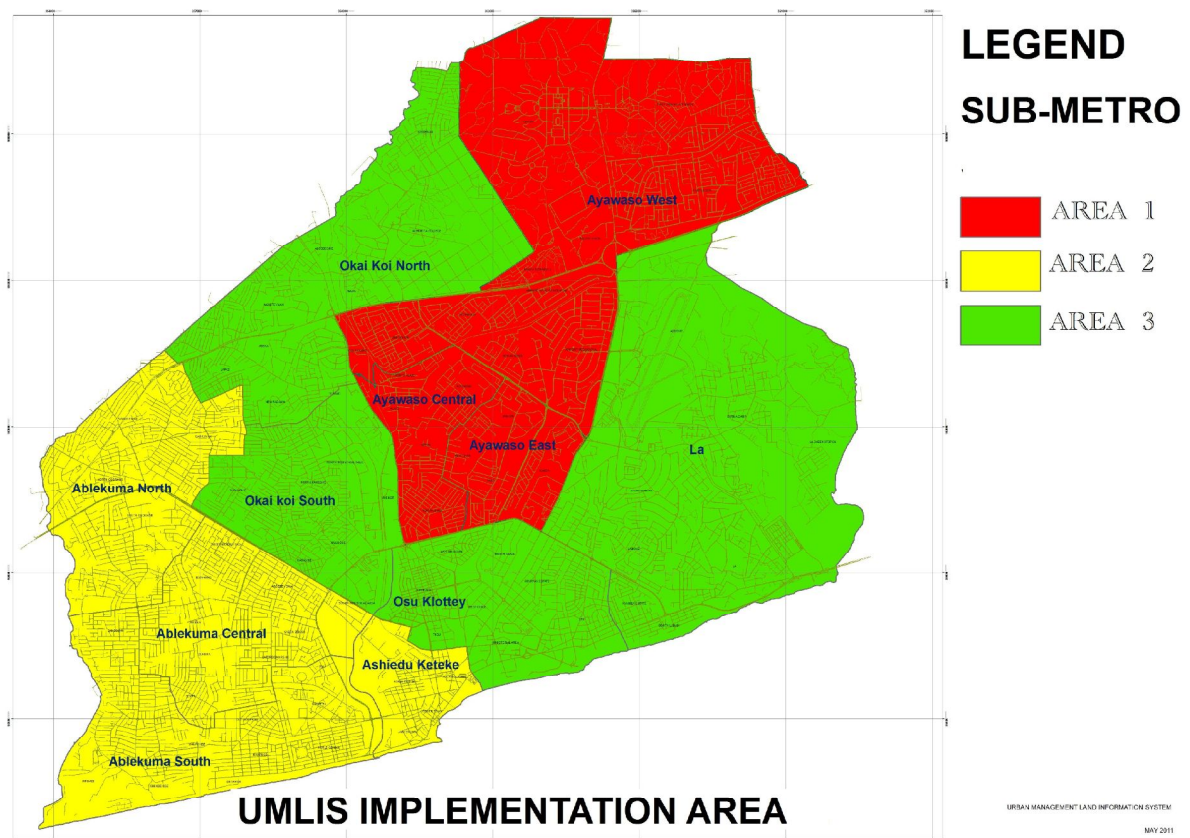


FIG 1 : AMA project implementation areas by phases

Table 1: UMLIS implementation plan by AMA area

Area \ Year	2011	2012	2013
AREA 1 (all 3 Ayawaso)	Data Validation	Deployment and implementation of UMLIS	
	Installation of IT infrastructure		
	Design and development of UMLIS		
	Establishment of an address register	Mass Education is on-going	
	Printing of Property Rate and Business Operating Rate Bills	Revenue Collection Starts	
	Installation of Street Names and House Numbers		
AREA 2 (Ashiedu Keteke, and all 3 Ablekuma sub-metro)	Orthophoto Production is on-going	Installation of IT infrastructure	Deployment and implementation of UMLIS Revenue Collection Starts
	Data Capture Is on-going	Data Capture	
		Establishment of an address register	
AREA 3 (Osu Klottey, La Okai koi North and South)		Data Capture	Deployment and implementation of UMLIS Revenue Collection Starts
		Establishment of an address register	
		Installation of IT infrastructure	
		Printing of Property Rate and Business Operating Rate Bills	

**URBAN MANAGEMENT LAND INFORMATION SYSTEM (UMLIS) II
SCHEDULE OF WORK FOR STREET-NAMING AND HOUSE NUMBERING**

Abbreviations used in the following tables:

CW = Civil Works, G = Goods, C = Consultancy, T&W = Training and work shops, O = Operating cost d = day, w = week, m = month

1. Project management Activities

No	Activities	Time Frame												Inputs Required					Remarks	
		Year 1				Year 2				Year 3				C W	G	C	T& W	O		
		1	2	3	4	1	2	3	4	1	2	3	4							
1	Establish Project Organisation																X		X	done
2	Setup full Project organisation team	2m															X		X	
3	Establish project administrative routines	1m															X		X	
4	Development of Training work plan	3m															X		X	
5	Study Visits		1w		1w		1w		1w		1w		1w				X	X	X	
6	Write Inception Report	1m															X		X	
7	Create detailed project implementation plan	2m															X	X	X	
8	Define Project Communication Plan	1m															X	X	X	
9	Set up project premises, including renovation and procurement of equipment such as computers, printers, network equipment, furniture, telephones and other communication equipment etc.	2m	2m													X	X	X		X
10	Procurement of goods, including project vehicles	1m		1m													X	X		X
11	Project Reporting	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w				X	X	X	
12	Hire local staff, including local youth employment staff	2w	2w	2w	2w					2w		2w					X		X	
13	Project Monitoring	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w	2w				X		X	
14	Project Quality Assurance	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
15	Set-up Financial Management Routines	1m	1m	2w													X	X	X	

16	Establish Steering Committee	2w															X	X	X	
17	Establish Technical reference group	2w															X	X	X	
18	Establish local reference group	2m	1m		1m												X	X	X	
19	Steering Committee Meeting	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d				X		X	
20	Technical Reference Group Meeting	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d				X		X	
21	local reference group Meeting	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d				X		X	
22	Working Committee Meetings - LVD	15d	15d	15d	15d	15d	12d	10d	6d	6d	6d	6d	6d				X	X	X	
23	Working Committee Meetings – Street Naming	15d	15d	15d	15d	12d	8d	6d	6d	6d	3d	3d	3d				X	X	X	
24	Quarterly Assembly Briefing	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d	1d				X		X	
25	Define /select essential sub-committees	1w				1w				1w							X		X	
26	Monthly sub-committee Meetings	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d	3d				X		X	
27	Public Awareness campaigns – Property Owners	3w	3w	3w	3w	1w	1w		1w		1w		1w				X	X	X	
28	Public Awareness campaigns – Community residents	1w	1w	1w	1w		1w		1w		1w		1w				X	X	X	
29	Public Awareness campaigns – Businesses and Agencies	2w	2w	2w	2w	1w	1w		1w		1w		1w				X	X	X	
30	Public Awareness campaigns - local transport			1w	1w	1w		1w		1w		1w					X	X	X	
31	Dissemination of information, communication and education for public service delivery.			1m	1m	1m		2w		2w		2w					X	X	X	
31	Satisfaction index survey	1w	2w	2w	1w		1w		1w		1w		2w				X	X	X	
33	Development of Conceptual Model for UMLIS replication throughout Ghana			2w	1m	1m	2w				2w		2w				X	X	X	ongoing
34	Project Closure Activities											2w	2m				X		X	
35	Stakeholder seminars	2w	2w	1w	2w	1w	1w		1w		1w		1w				X	X	X	

2. Capacity Building and Human resource Development Activities

No	Activities	Time Frame												Inputs Required					Remarks	
		Year 1				Year 2				Year 3				CW	G	C	T&W	O		
		1	2	3	4	1	2	3	4	1	2	3	4							
1	Preparatory Meetings for Deployment of UMLIS for staff of the 3 Ayawaso sub-metros		1m														X	X	X	Hand over function to sub-metros
2	Define and Develop Business processes	2w	2w	2w	2w	1m		2w		1m		2w	1w				X	X	X	
3	Training of users at Head office and 3 Ayawaso Sub-metro offices	2w	2w	2w		1w		1w		1w							X	X	X	
4	Training of users at Ashiedu Keteke, Ablekuma South, Central and North Sub-metro offices (second phase area)			1m	1w		1w		1w		1w						X	X	X	
5	Training of users at Osu Klottey, LA, Okai Koi South and North Sub-metro offices					1m	1w	1w		1w		1w					X	X	X	
6	IT infrastructure for Ayawaso • Installation of hardware and software at central and district offices, including IT communication equipment for communication between offices.	1m	1m													X	X	X	X	X
7	IT infrastructure – Second phase • Installation of hardware and software at central and district offices, including IT communication equipment for communication between offices		1m	1m												X	X	X	X	X
8	IT infrastructure – Third phase • Installation of hardware and software at central and district offices, including IT communication equipment for communication between offices			1m	1m											X	X	X	X	X

9	Development of an Address Register	4w	4w	2w		1w				1w						X	X	X	ongoing
10	Development of Business Register for Business operating permit	1m	1m	2w		1w				1w						X	X	X	
11	Training of local staff, including local youth employment staff	2w	2w	2w	2w	1w	1w	1w	1w	1w	1w	1w	1w			X	X	X	
12	Development of the Building Register	2w		1w						1w						X	X	X	
13	Data Sharing arrangements – stakeholders forum	1w	1w	1w		1m	1m		2w				1w			X	X	X	
14	Technical Training for data sharing				1m	2w	2w	2w	1w			1w	1w			X	X	X	
15	Development of Training materials such as system user manual, maps, guidelines,	1m	2w	1w	1w		1w		1w		1w		1w			X	X	X	
16	Development of Financial application for invoicing and receiving payment		1m	1m	2w			1w		2w	1w					X	X	X	
17	Development of Geographical system component	1m	2w													X	X	X	ongoing
18	Development of UMLIS for replication throughout Ghana				1m	2m	1m		2w		2w		2w			X	X	X	

3. Production

No	Activities	Time Frame												Inputs Required					Remarks	
		Year 1				Year 2				Year 3				CW	G	C	T&W	O		
		1	2	3	4	1	2	3	4	1	2	3	4							
1	Aerial Photography																X		X	done
2	Orthophoto production	3m	2m														X	X	X	ongoing
3	Data Collection (Field, Paper, Digital) for Ayawaso, done by AMA-staff, youth local staff and community persons	3m	1m	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X		X	ongoing
4	Data Linking (in-house) for Ayawaso	1m	1m	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
5	Data Validation for Ayawaso	3m	1m	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
6	Data Approval for Ayawaso	1w	1w	2d	1d		1d		1d		1d		1d				X	X	X	
7	Dissemination of data for Ayawaso		1w	1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
8	Data Collection (Field, Paper, Digital) for Second phase, done by AMA-staff, youth local staff and community persons		3m	3m	1m	1m	1w	1w	1w	1w	1w	1w	1w				X	X	X	
9	Data Linking (in-house) for Second phase		1m	1m	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
10	Data Validation for Second phase		3m	1m	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
11	Data Approval for Second phase		1w	1w	2d	1d		1d		1d		1d					X	X	X	
12	Dissemination of data for Second phase			1w	1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
13	Data Collection (Field, Paper, Digital) for third phase, done by AMA-staff, youth local staff and community persons			3m	3m	1m	1m	1w	1w	1w	1w	1w	1w				X	X	X	
14	Data Linking (in-house) for third phase			1m	1m	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
15	Data Validation for third phase			3m	1m	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	
16	Data Approval for third phase			1w	1w	2d	1d		1d		1d		1d				X	X	X	
17	Dissemination of data for third phase				1w	1w	1w	1w	1w	1w	1w	1w	1w				X	X	X	

18	Establishment of Community Pay points in Ayawaso		2m	1 w	1 w									X	X	X	X	X	
19	Installation of Street signs and House Number on street and Properties in Ayawaso	3m	2w	2 w										X	X	X	X	X	
20	Printing of Property rate Bills and Business Operating permit Bills for Ayawaso		2w				2 w			2w						X	X	X	
21	Delivery of Property rate Bills and Business Operating permit Bills for Ayawaso, done by AMA-staff, local youth employment staff and community persons			1 m			1m			1m						X	X	X	
22	Collection of payments in Ayawaso, done by AMA-staff, local youth employment staff and community persons			1 m			1m			1m						X	X	X	
23	Printing and delivery of warning notice (reminders) for Ayawaso, done by AMA-staff, local youth employment staff and community persons				1 m			1m			1m					X	X	X	
24	Establishment of Community Pay points in second phase area			2 m	1 w	1 w								X	X	X	X	X	
25	Installation of Street signs and House Number on street and Properties in second phase area			2 w	2 w									X	X	X	X	X	
26	Printing of Property rate Bills and Business Operating permit Bills for second phase area						2 w			2w						X	X	X	
27	Delivery of Property rate Bills and Business Operating permit Bills for second phase area, done by AMA-staff, local youth employment staff and community persons							1m			1m					X	X	X	
28	Collection of payments in second phase							1m			1m					X	X	X	

	area, done by AMA-staff, local youth employment staff and community persons																				
29	Printing and delivery of warning notice (reminders) for second phase area, done by AMA-staff, local youth employment staff and community persons							1m			1m						X	X	X		
30	Establishment of Community Pay points in third phase area				2 m	1 w	1 w										X	X	X	X	X
31	Installation of Street signs and House Number on street and Properties in third phase area				2 w	2 w											X	X	X	X	X
32	Printing of Property rate Bills and Business Operating permit Bills for third phase area						2 w			2w								X	X	X	
33	Delivery of Property rate Bills and Business Operating permit Bills for third phase area, done by AMA-staff, local youth employment staff and community persons							1m			1m							X	X	X	
34	Collection of payments in third phase area, done by AMA-staff, local youth employment staff and community persons							1m			1m							X	X	X	
35	Printing and delivery of warning notice (reminders) for third phase area, done by AMA-staff, local youth employment staff and community persons							1m			1m							X	X	X	
36	Rehabilitation of central office premises, sub-metro offices for Ayawaso	1m	1m														X	X	X		X
37	Rehabilitation of sub-metro offices for second phase	1m	1m														X	X	X		X
38	Rehabilitation of sub-metro offices for third phase		1m	1 m													X	X	X		X
39	Procurement of goods																	X	X		X

Annex 7 OFFICE OF THE ADMINISTRATOR OF STOOL LANDS - FIRST THREE YEARS - (JULY 2011 –JUNE 2014)

Component 1.1 - Development of a Legislative Instrument to support the OASL Act 481 (1994) within the First Year of the Project (July 2011 – June 2012) the OASL will undertake the following:

1. Develop an LI for the Office of the Administrator of Stool Lands Act 481
 - OASL and the LAPU legal team to develop Terms of Reference (TOR) for a Legal Expert
 - Procurement of a legal expert through the NCT
 - Stakeholder consultation workshops on the preparation of the Bill to include validation of the draft LI.
 - Drafting by the AG’S department
 - Final draft to be submitted to Cabinet for approval
 - Submit to Parliament for passage
 - OASL to liaise with Assembly Press to print 10,000 copies of the L.I.
2. After the passage of the Law, there will be intensive stakeholder engagement for the dissemination of information contained in the legislative instrument.
3. Preparation of the simplified versions of Communication Materials of the LI for public education
4. Undertake radio and TV discussions in 5 selected local languages nationwide within six months of passage of L.I

Component 1.3 of the PAD makes provision for Specific Supporting Studies:

The OASL will undertake the following:

1. Review Forest concession rent (annual rent)
2. Review Mineral concession rent (annual rent)
3. A Study for alternative livelihood for displaced farmers under the Agriculture Commercialization Project (ACP) in collaboration with -
 - The Agricultural Commercialization Project unit
 - Traditional authorities, through visits
 - Farmers in selected rural CLS.
 - Ghana Investment Promotion Centre (GIPC) SADA, MiDA, CSO’S, ADRA, NGO’s/CSO’s, etc.
 - Identify suitable areas for the project

DECENTRALIZATION OF LAND ADMINISTRATION SERVICES

1. To make land administration services more accessible to clients, the OASL will establish ten (10) new District Offices/ collection points in the following regions. (Refurbish, equip and furnish) in five (5) years.
 - Ashanti Region- 3
 - Western Region-2
 - Greater Accra Region-4
 - Northern region-1

2. Link OASL Land Information System to the LIS of the Lands Commission (LC) to improve service delivery through a consultancy.

The main activities will entail:

- (a) Networking of computers
- (b) Data sharing

CUSTOMARY LAND SECRETARIAT (2011 - 2014)

Customary Land Secretariats (CLS) are specialized offices established by local land owning communities with the support from Central Government to improve land management and administration at the local level. They serve as an interface between the land owning communities and the public land sector agencies. They provide land administrative services to holders and seekers of customary land rights, working under the direct authority of traditional authorities. The OASL will prepare a manual within the first three months after the project becomes effective to guide the establishment, operations and activities of the CLSs.

The purpose of Customary Land Secretariats is to assist the Customary Land Administration authorities to:

- Consolidate and develop landholding rules and develop land allocation and transaction procedure to limit multiple allocations;
- Adopt simple land use planning of the customary area to minimize inappropriate land use and protect areas of common interest to the community in collaboration with other agencies such as Metropolitan, Municipal and District Assemblies and the Town and Country Planning Department;
- Identify and resolve overlapping claims of rights among land rights holders
- Develop more effective dispute resolution procedures, including the adoption of record keeping to help establish precedents
- Reach agreement with neighboring communities on the boundaries of the customary land area
- Establish simple registries to record land allocations, transactions and land use planning decisions among others.

Functions of the Customary Land Secretariat:

- To keep and maintain accurate and up to date recordings of Land dealings in the locality
- Provide information about the land owning community to the public
- Receive all correspondence on behalf of the land management committee.
- Serve as a link between the land owning community and other stakeholders
- Serve the link between an applicant and the local land management committee
- Serve as the link between the land owning community and the public sector land agencies.
- Prepare accounts of all income and expenditure on the local land transactions
- Prepare periodic reports on all activities of the secretariat
- Keep records of all fees and charges associated with land grants.
- Dispute resolution through Alternative Dispute Resolution

STRENGTHENING EXISTING CLS AND DEVELOPMENT OF BUSINESS PLANS

As part of the decentralization of land Administration services, the OASL will further strengthen the existing 37 CLSs by undertaking the following:

- a) Improve the financial sustainability of CLS through the development of Business Plans
 - Develop TOR for business plan consultant
 - Engage a consultant to develop business plans for CLS.
- b) Engage MMDA's and Traditional Authorities to strengthen financial base of CLS
 - Sensitization and awareness creation for Traditional Authorities through workshops
 - National House of Chiefs - 1
 - Regional House of Chiefs - 10
 - Zonal sensitization workshops for District Assemblies – 3
- c) Train CLS staff in the developed business plan
 - CLSs to implement business plan

Establishing 30 New CLSs through Demand Led Approach within 3 years

Classification of CLS: CLS have been classified into four main categories based on location (being urban or rural) and tenurial arrangement namely:

1. Urban Stool (US)
2. Urban Family/Clan (UF)
3. Rural Stool (RS)
4. Rural Family (RF)

The OASL will develop guidelines along the following:

1. Availability of office space
2. Commitment to transparency by the Traditional Authorities
3. Commitment to accountability by the traditional Authorities
4. Commitment to Financial support by the traditional Authorities to CLS
5. State of local land market
6. Level of cohesion amongst Traditional Authority

OASL will develop an MOU with land owning communities for the establishment of CLS.

The MOU will reflect and ensure the following:

1. Establishing norms of transparency
2. Quality Control
3. Commitment to good governance
4. To give respect for Land rights, Gender, Vulnerable groups
5. Willingness to utilize ADR in conflict resolution

Inauguration of newly established Customary Land Secretariat

- Post inauguration activities, Public education and sensitization

ASCERTAINMENT OF CUSTOMARY LAWS TO BE AN INTEGRAL PART OF ESTABLISHING NEW CLSs AND STRENGTHENING NEW CLSs

In view of the fact that lots of conflict in Ghana are associated with ownership and management, the OASL in collaboration with the NHC (which has the constitutional mandate for ACLP) will ascertain customary laws in the 50 areas over the five years of the project through Private sector consultancy.

- Sensitization
- Training
- Study Tours
- Develop TOR for the consultancy
- Recruit Consultant
- MOU with National House of Chiefs
- Ascertainment of customary law for fifty (30) over three (3) years
- Validation of findings
- Publication of reports
- 10 Regional Validations workshops each year
- One (1) National Validation each year

Piloting of Land Rights for Tenant Farmers in Rural CLS Areas

The OASL will pilot systematic **demarcation** and **documentation** of rights to parcels of land in rural communities in collaboration with SMD and private sector and NGO's.

Demarcation of parcels

- Consultancy for the demarcation (TOR)
- Consultancy for ADR
- Recruitment of TOR Consultants
- OASL to undertake sensitization of farmers and traditional Authorities through Public education in local radios and durbars community engagement
- Validation of plans

Documentation

- Documentation in collaboration with the Lands Commission

CUSTOMARY BOUNDARY DEMARCATION

This is to be jointly implemented with the SMD as lead agency The OASL will be responsible for community entry through intensive public sensitization.

- Cost sharing by TAs through demarcation of boundaries is a major activity.
- Customary Boundary demarcation to be undertaken on demand basis
- Dispute resolution through ADR

Development of guidelines: The office will in consultation with SMD develop guidelines for the activity to include:

- Develop a communication strategy on CBD with LAPU communication specialist.
- Community entry/ selection of the areas, sensitization and education by OASL and land based CSO's eg. COLANDEF and CICOL.
- Disputes emanating from the demarcation to be resolved through ADR
- Cost sharing through clearing of boundaries by land owning communities
- Joint Validation through workshop 3
- Possible registration
- Guidelines and application forms for landowners.

HUMAN RESOURCE DEVELOPMENT AND PROJECT MANAGEMENT

In line with the overall Human resource Development objectives of the Land Administration Project, the Office of the Administrator of Stool Lands will build the capacity, capability and skills of all categories of staff to meet the Objective of Phase II of LAP

This will involve the following:

1. DEVELOP HUMAN RESOURCE PLAN FOR OASL

2 .Undertake Needs Assessment and Training for OASL staff and selected CLS staff in mainly short term courses in the following areas:.

- Records Management
- Office Management
- Customer Relations and Service
- Time Management
- Land Administration and Management
- Basic Land Use Planning
- Basic Accounting and Book Keeping
- ICT
- Basic SURVEYING
- Public Administration
- Legal Studies
- ADR
- Project Management
- Procurement, Monitoring and Evaluation

Select OASL Officers and CLS staff for ADR training to be undertaken jointly with the Judiciary.

Undertake Post –Graduate Studies for OASL selected Staff at GIMPA, KNUST and University of Ghana , ITC and IHS in Netherlands.

Undertake Study Tours Local and Overseas.

Communication (Community Outreach and Public Education)

Entry Points for Civil Society Organisations in LAP II

CSOs were invited to participate in the pre-appraisal and appraisal design and planning missions of LAP II, in addition to other meetings hosted by WB and CIDA. From the ensuing discussions the following potential entry points were discussed for CSOs participation in LAP II:

- Through CICOL - on issues relating to land rights ; land administration and management; sensitization and public education especially on customary land administration and the National Land Policy (1999); review of legislative frameworks; and as member of the policy steering committee and technical committee;
- By expanding collaboration to involve other CSOs/networks working on “land-related matters” including:
 - Gender: implementation of gender strategy beyond land agencies to communities and beneficiaries; women’s access to land; and related social issues;
 - Environment: on sustainable land management and land use planning; environmental preservation; monitoring of environmental impacts and environmental mitigation; and
 - Farmer Based Organizations such as GAWU and Foodspan – land tenure and access to land.
- By identifying opportunities for collaboration and synergies with other projects such as MIDA;
- Through community based land management systems – understand how to work with the Surveys Department (SD) to support interface with customary ways of mapping and surveying;
- By contributing/participating in ‘knowledge on rights and interests in land’ - sensitize and educate Chiefs and rights owners on issues such as vulnerability rights including gender justice; sustainable land management; land rent; customary land issues; management of wetlands and forest reserves; and responsible land use;
- Through community resource management – development of geo-reference and socio-economic data and feed into LAP II for use in the management of community lands (recognizes that the maintenance and the integrity of data is the responsibility GoG, hence would need to identify the process to share and feed data and information to GoG for integration into the land information system);
- For more effective implementation of LAP II Communication Strategy - reaching out to more people including the vulnerable and disabled with regards to access to land;
- On forward and backward linkages on land and food security – the four pillars of food security and land rights/tenure issues; lands for agricultural development, etc; and

- For monitoring and evaluation – all relevant aspects of LAP II including performance assessment and budgetary allocations.

Capacity Development of CSOs

In order for CSOs to actively participate and contribute to LAP II, it is imperative that LAP II identifies how to strengthen the capacity of CSOs in a manner that is sustainable in the longer term. This implies that funding will need to be identified to support CSOs working in land administration and reforms. While LAP I contained a Small Grants Programme that benefited about 10 CICOL members, the initiatives were one-off small community projects which were not integrated into others components/activities of LAP and were therefore largely unsustainable.

As there is a general lack of knowledge about the work of CSOs in land (and land related areas), it recommended that a mapping and assessment of those CSOs be undertaken which will identify the context, achievements and challenges faced by them; form the basis for engagement and partnership building; as well as identify areas for their capacity development.

Areas that have been suggested for CSOs capacity development include:

- Develop glossary on land and land related terminologies;
- Enhance understanding and knowledge about concepts relating to land e.g. ownership, interest, rights, leases, land management practices, etc.;
- Build capacity for gender mainstreaming of land as resource and as socio-economic right;
- Enhance research capacity on land and land related issues;
- Strengthen the capacity for advocacy on policy issues and legislative reviews;
- Improve the governance of land linking cultural practices, customary land issues, etc;
- Build capacity for alternative dispute resolution;
- Strengthen CSOs capacity on environmental/sustainable land management;
- Build CSO-Media relationship (work with media on implementing LAP II Communication Strategy and community outreach issues); and
- Utilize religious bodies which already have captive audiences to share information and advocate on land issues.

**OFFICE OF THE ADMINISTRATOR OF STOOL LANDS (OASL)
2011 – 2014**

NO.	ACTIVITY	TIMEFRAME			INPUTS REQUIRED	COST	OUTPUT	REMARKS
		2011 -2014						
		Yr. 1	Yr. 2	Yr. 3				
COMPONENT 1								
1.1	Passage of OASL Legislative Instrument							
1.1.1	Develop L.I for Act 481	12MTHS			Vehicles, Travel and Transport, Stationery, refreshment, Per diem, Advert/ Publication		Legislative Instrument	
	OASL/LAPU team procure Legal Expert through NCT	4MTHS			Conference Package, DSA			
	Organize stakeholder consultation	2MTHS						
	Workshop on draft bill	3MTHS						
	Drafting by AG's Department	3MTHS						
	Draft submitted to Cabinet	1MTH						

	Draft laid before parliament	6MTHS						
	Print 10,000 copies of LI		3MTHS					
1.1.2	Disseminate Information on L.I. through stakeholder engagement		12MTHS		Per diem, Air time fees/ charges		Legislative Instrument disseminated	
	Prepare simplified version of communication materials		2MTHS					
	Undertake radio and TV. Discussions in 5 selected local languages nationwide		6MTHS					

1.3	Specific Supporting Studies							
1.3.1	Review Forest concession rents		12MTHS		Consultancy, T&T, Travel cost, stationary, refreshment, Advert/publication		Report of rent review prepared and circulated	*This activity is a collaboration between LAP and ACP
	Review Mineral concession rents		12MTHS					
	Study on alternative livelihood for displaced farmers		12MTHS					
	Sensitize stakeholders on ACP*		12MTHS	6MTHS				
COMPONENT 2 – DECENTRALISATION AND IMPROVING BUSINESS AND SERVICE DELIVERY PROCESSES								
2.1	Decentralization and Improvement of Land Administration Services							
2.1.1	Establish ten (10) new District offices/ collection points (Refurbish, Equip and furnish) Ashanti Region – 3	12MTHS	12MTHS	12MTHS	Vehicles, DSA, Refreshment, Office Furniture, Goods, Equipment, Stationary, T&T, Computer and		Offices Inaugurated and functioning	

	Western Region– 2 Greater Accra – 4 Northern Region – 1				Accessories			
2.1.2	Link OASL LIS to LC LIS Prepare TOR Procurement Networking of computers Data Sharing	12MTHS 6MTHS	12MTHS 12MTHS	6MTHS	Consultancy, Computers, Accessories, DSA, Stationary		LIS Installed Networking functioning	

2.1.3	Strengthen existing 37 Customary Land Secretariats	12MTHS	12MTHS	12MTHS				
	Prepare TOR for consultancy		3MTHS	12MTHS	Vehicles, Travel and Transport, Stationary, refreshment, Per diem, Workshop and Conferences Package, Advert/Publication		Evaluation Reports	
	Procure Consultant to Develop Business Plan for CLSs		12MTHS	12MTHS			Finance Base broadened	
	Engage MMDA, TAs to broaden financial base of CLSs	12MTHS	12MTHS	12MTHS				
	Sensitization and Awareness creation		12MTHS	12MTHS				
	Workshops for		1MTH	12MTHS			Business plans developed and implemented	
	National House of Chiefs – 1		3MTHS					
	Regional Houses of Chiefs – 10	12MTHS	3MTHS					
	Zonal workshops for Dist Assemblies – 3	12MTHS	12MTHS					
	Support CLS to implement business plans	12MTHS	12MTHS					
Training for CLS staff		12MTHS						
Study Tours		12MTHS						

2.1.4	Establish 30 New CLS through Demand Led Approach	12MTHS	12MTHS	12MTHS	Vehicles, Travel and Transport, Stationary, refreshment, Per diem, Workshop and Conferences Package, Consultancy, Computers, Accessories, DSA, Stationary, Airtime charges and fees		30 new CLS established and functioning	Due to demand led approach and MOU's an intensive sensitization needs to be undertaken	
	Organize meetings with Stakeholders to prepare models	1MTH							CLS staff trained
	Develop Classification guidelines	1MTH							
	Organize sensitization workshops on Establishment	1MTH							
	Select	6MTHS		12MTHS					
	Inaugurate new CLSs		12MTHS	MTHS					
	Train CLS Staff		12MTHS	12MTHS					
	Procure goods								
Undertake post inauguration public Education for communities			3MTHS						

	Develop Business Plan for new CLS	12MTHS	12MTHS					
2.1.5	Carry out Attribute Data Capture for new CLS (Attribute and Spatial)				Stationery, Publication		Consultant identified	
	Procure TOR for consultancy	12MTHS	12MTHS	12MTHS				
	Procure Consultant							
	Consultancy for Data capture (Attribute and Spatial)							

2.1.6	Ascertain Customary Law for CLS (Existing and New)	12MTHS	12MTHS	12MTHS	Consultancy, Stationery, Vehicle		Customary Law for CLS areas ascertained	The activity is to be jointly carried out with NHC and ACLP Secretariat
	Prepare TOR for consultancy	3MTHS			T&T, Refreshment		MOU with National House of chiefs developed and operational	
	Procure Consultant	6MTHS			Advert/Publication			
	Undertake sensitization	12MTHS	12MTHS	12MTHS	Airtime charges and fees		Annual reports published	
	Develop MOU with National House of Chiefs/ACLP	6MTHS			Workshop package/ Per Diem			
	Organize 10 Regional Workshops	4MTHS	4MTHS	4MTHS				
	Organize 1 National Workshop	4MTHS	4MTHS	4MTHS				
	Publish yearly reports	4MTHS	4MTHS	4MTHS				

2.1.7	<p>Pilot demarcation of Survey of Land Rights of Tenant Farmers in Rural CLS areas</p> <p>Prepare TOR for survey consultant</p> <p>Procure Consultants</p> <p>Engage land based NGOs and private surveyors</p> <p>Undertake sensitization on selected local radio stations and conduct durbars</p> <p>Organize validation workshops</p> <p>Facilitate documentation of plans</p>	<p>12MTHS</p> <p>\</p> <p>4MTHS</p> <p>6MTHS</p> <p>6MTHS</p> <p>4MTHS</p>	<p>12MTHS</p> <p>6MTHS</p> <p>6MTHS</p> <p>3MTHS</p> <p>12MTHS</p>	<p>12MTHS</p> <p>6MTHS</p> <p>3MTHS</p> <p>12MTHS</p>	<p>Vehicles, Travel and Transport, Stationery, refreshment, Per diem, Workshop and Conferences Package, Consultancy, Computers, Accessories, DSA, Stationary, Advert/Publication</p>		<p>Land rights of tenant farmers in rural CLS areas surveyed and demarcated</p>	<p>This is a simplified surveying method possible to be used for registration similar to the MiDA program in Awutu area - Central Region.</p>
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2.1.8	Customary Boundary Demarcation (As a joint activity with SMD)	12MTHS	12MTHS	12MTHS	Vehicles, Travel and Transport, Stationery, refreshment, Per diem, Workshop and Conference Package,		Customary Boundaries Demarcated	OASL responsibility
	Develop a communication strategy	6MTHS					(CBD) Plans produced	This activity will be done with LAPU and communication specialist
	Community sensitization and education	12MTHS	12MTHS	12MTHS	Consultancy, Computers and its Accessories,		Communication Strategy report developed	
	MOU with Traditional Authorities on terms of engagement and cost sharing	12MTHS	12MTHS	12MTHS	DSA, Stationery, Advert/Publication, Publication			
	Survey and Demarcation	12MTHS	12MTHS	12MTHS				
	Register of completed plans		12MTHS	12MTHS				

4.0	HUMAN RESOURCE DEVELOPMENT								
4.1	Develop Human Resource plan for OASL	12MTHS\							
	Undertake training needs assessment and training for OASL Staff	6MTHS			Vehicles, Travel and Transport, Stationery, refreshment, Per diem, Training /Workshop Package,			Needs assessment report prepared and documented	Needs assessment to be undertaken by the OASL
	Select OASL officers and CLS Staff for training	2MTHS			DSA			Staff trained	
	Undertake post graduate studies for OASL staff at UG, GIMPA and KNUST		12MTHS	12MTHS				Post-Graduate courses undertaken	
	Undertake Study tours (Local and Overseas)	12MTHS	12MTHS	12MTHS				Study tours undertaken	