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FINAL NARRATIVE REPORT

ITP311 - Applied Land Governance

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Image - ITP teams visiting Sida in Rissne

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ABBREVIATIONS AND ACRONYMS

Cadasta	An organization providing training and technical services to communities and governments
CLVT	Community Land Valuation Toolkit
CLAVIS	Community Land Valuation Information System
CSO	Civil Society Organization
FAO	Food and Agriculture Organization of the United Nations
GIS	Geographic Information Systems
HRM	Human Resource Management
ICT	Information and communications technology
ITP	International Training Program
KISIP	Kenya Informal Settlements Improvement Project
LAVMIS	Functional Land Valuation Management Information System
LIS	Land Information System
LSSP	Land Sector Strategic Plan
MLHHSD	Ministry of Lands, Housing and Human Settlements Development
MLIMS	National Land Information Management System
MOLP	Ministry of Lands and Physical Planning
MoU	Memorandum of Understanding
MTaa	Medical Technology Association of Australia
NGO	Non-Government Organization
NLA	National Land Authority
NLC	National Land Commission
NLUP	National Land Use Planning
NLUPC	National Land Use Planning Commission
PA	Project Administrator
PM	Project Manager
PWD	People With Disability
QAM	Quality Assurance Management
RAP	Relocation Action Plan
RBM	Result Based Matrix

SIDA	Swedish International Development Cooperation Agency
SPR	Sales Price Register
SLAAC	Systematic Land Adjudication and Certification
UDMT	Urban Development Monitoring Tool

1 EXECUTIVE SUMMARY

The 2025 final narrative report for the International Training Program – Applied Land Governance highlights the achievements, challenges, and lessons learned from its implementation over the past years (2017–2024), covering the period 01/05/17 – 31/12/24. The program, funded by Swedish International Development Agency, SIDA and implemented by Lantmäteriet, focused on strengthening the capacity of public institutions in land management across Kenya, Rwanda, Tanzania, Uganda, and Zambia, with an emphasis on gender equality, transparency, and inclusivity.

The program aimed to address systematic challenges in land administration, such as limited tenure security, undervaluation of land, fragmented data systems, and resistance to integrating formal and customary land governance systems. By empowering participants to act as change agents, the program has tried to foster long-term impacts in the participating countries, emphasizing participatory approaches and knowledge-sharing.

Key Achievements:
Improved Land Governance Practices: Through tailored change projects, participants developed innovative tools and methodologies that can be included in their respective countries, such as community land valuation toolkits, cadastral data systems, and GIS mapping solutions. These tools and methodologies will improve transparency and efficiency in land administration.

Strengthening Women's Land Rights: Gender-sensitive strategies were integrated across all program phases, resulting in increased awareness and advocacy for women's rights in land ownership and governance.

Technology Integration: Participants introduced digital tools for land valuation, property registration, and information systems, advancing the modernization of land administration practices.

Regional Collaboration: The program facilitated regional knowledge-sharing, enabling participants to exchange best practices and replicate successful strategies in their respective contexts.

Alumni workshop: In addition to advancing the ongoing change project, the ITP management team made a strategic decision to organize an alumni workshop aiming to bring together past and current participants to reflect on the impact of the program. This workshop served as a platform for networking, sharing experiences, and identifying ways to sustain and scale the improvements achieved through ITP311.

Examples of Project Results:
During the third year in Kenya a key achievement was the development and testing of a Community Land Members Register Form, designed to capture data on women, people with disabilities (PWDs), and children. A draft regulation to amend the Community Land Regulation 2017 was also created and submitted to the Cabinet Secretary for inclusion in the Miscellaneous Amendment Laws 2021 and used by the Ministry and FAO to raise awareness of the Community Land Act 2016.

Rwanda year four focused on enhancing transparency and efficiency in property valuation by developing a comprehensive valuation framework. These efforts improved data reliability and integration into the country's National Strategic Plan (2024–2029), strengthening land administration processes.

Participants from Tanzania year five, addressed urban development challenges through the creation of an Urban Development Monitoring Tool (UDMT). Integrated with the e-Ardhi system, the tool enabled real-time urban land use reporting and facilitated compliance with planning regulations, helping to mitigate land-related conflicts.

Uganda, in Year two, dedicated its change project to integrating planning processes into Systematic Land Adjudication and Certification (SLAAC). The initiative prioritized vulnerable groups, including women, widows, and child-headed families, leading to the remapping of 887 land parcels to align with physical planning requirements. Additionally, Memorandums of Understanding (MoUs) were signed among key stakeholders, and two villages successfully incorporated physical planning into SLAAC.

In Zambia, Year one efforts aimed to enhance land tenure security for communities on customary land by promoting inclusive participation in property formation. A village development committee was established, and satellite imagery was explored as a planning tool. The team also engaged local villagers through a structured questionnaire on tenure issues, with insights expected to inform the Zambia National Titling Program and be applied on a broader scale.

Challenges Encountered:
The ITP started with the first teams in 2017. Since then, a lot has happened. Notable, and something that effected the fourth year of the program severely was the pandemic. Despite the challenges the teams remained loyal to the program despite the delays. The Russian invasion of Ukraine and the need from the Swedish government to relocate funds also affected the ITP and delayed, again, the fourth year of the program. There were of course other national challenges for the respective teams to handle and these are mentioned in the report. Addressing all the challenges required adaptive management including iterative planning, stakeholder engagement, and localized solutions tailored to country-specific contexts.

Lessons Learned and Adaptive ways of working:
The program underscored the importance of flexibility and adaptive management. Key lessons included the need for continuous capacity building, fostering collaboration among diverse stakeholders, and addressing gender and inclusivity challenges through targeted advocacy and training. The pandemic prolonged the fourth year and to keep up some momentum during the first year of the pandemic, the ITP management developed digital learning courses and lectures as well as organising a digital phase were participants gather at the same location in each country. The iterative approach allowed the program to respond effectively to emerging challenges and ensure sustainable outcomes.

Conclusion:
In conclusion the ITP311 program has laid a strong foundation for improved land governance in the participating countries. Its achievements demonstrate the power of a participatory, capacity-building approach to address complex land administration challenges. Moving forward, continued investment in knowledge-sharing networks, digital transformation, and policy advocacy will contribute to sustaining and scaling the program's impacts.

2 Background and Context

The purpose of the final report on the ITP311 – Applied Land Governance is to submit a narrative report covering the period from 01/05/17 – 31/12/24 to Sida in accordance with the specific conditions as per the grant arrangement between Sida and Lantmäteriet regarding Applied Land Governance, with Sida Contribution No. 106-2016/3254.

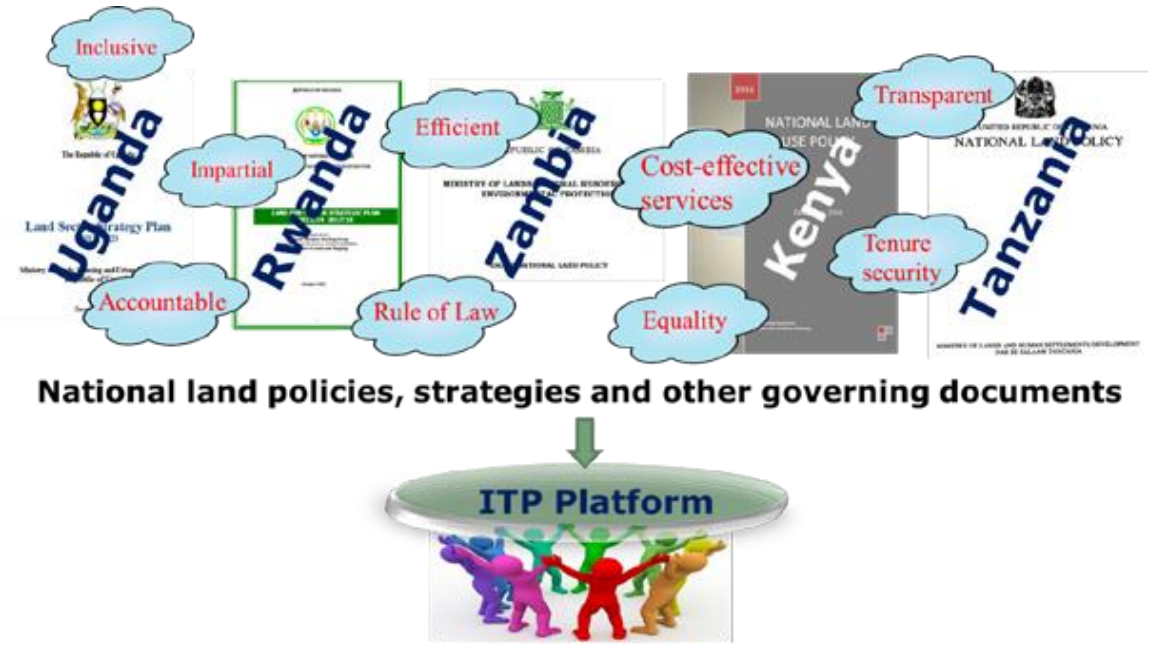
The final report includes the content specified in article 2 of the general conditions applicable to grants from Sida.

The main purpose for the ITP is to strengthen capacity of public institutions in land management, particularly concerning the ability to effectively deliver services that would enhance women's and vulnerable people's land rights in a participatory and transparent manner.

The report will describe the results achieved by the Program during the reporting period and an analysis of the extent to which the objectives have been achieved. The report will allow for comparison with the latest approved program report.

The narrative final report and accompanying 2024 financial report will also provide the relevant discussion material for the annual evaluation meeting to be called and chaired by Lantmäteriet.

The constitutions and general land policies in all the involved countries are very often clear about equal access to land for anyone independence of sex, age, ethnic background, social status etc. The implementation of these visions is however a great challenge, which the ITP aims to deal with as given in the figure below.



The ITP is to be seen as a platform to create a catalytic innovation tool to foster changes in practice on how land sector public actors deliver and implement their services to ensure that citizens have trust and confidence in land administration.

The outcome and impact of the ITP was very much focused on improved cooperation among land actors, not least between the public and the civil sectors. The program has therefore facilitated and stressed the corporative approach and not only on national level. The expectation was also that the regional cooperation could be strengthened by exchange of knowledge and best practice among involved countries.

In addition, to keep and further develop reached changes in a sustainable manner, the participants to this program need to act as **change agents** in their home countries. Since the whole program have lasted for five years, it is plausible to believe that some footprints from the courses will be visible and measurable.

The following Impact and outcomes were set from the start of the program.

- Impact: *To contribute to good land governance and increased trust in land administration authorities through improved integrity and delivery of quality services to all men and women, particularly the poor.*

- Outcome 1: *Land administration authorities have included measures to strengthen land rights for all including men, women and the poor people.*

- Outcome 2: *Land administration authorities are taking initiatives to strengthen their organizational integrity.*

- Outcome 3: *Land administration authorities has taken initiatives to improve the cooperation with other authorities and with different parts of the civil society.*

There were also predefined outputs from the start of the program. Three outputs for outcomes 1 and 3, and six outputs for outcome 2. These were set in the program design in 2016 and have sometimes been challenging to meet due to the length of the program and the different change projects.

2.1 CHANGE PROJECT

The Change projects has been the heartbeat of the ITP. This because the program was designed to provide practical solutions to challenges currently experienced, observed and identified in the national context.

The whole programme was divided into five courses to last about one year each. Every course dealt with one change project per country.

Each course was managed in similar manner regarding administration, marketing, IT-platforms for communication and exchange of results, tools and methods for analyses and support to carry out the defined change projects.

The change project comprised issues on policies, procedures, or cooperation with the outer aim to increase the citizens' trust for land administration and provide efficient public services. However, focus on the program is not on technical improvements. Instead, the human and social aspects on land management are prioritized to support institutional/organizational development and strengthening the ability of the participating women and men to design and lead internal change processes within their area of responsibility that enable sustainable organizational change toward gender equality.

The change project aimed to increase the participants' opportunities to shape and influence the change process in their home organizations that will have nationwide impact over the long term. As mentioned earlier, it also aimed to increase collaboration and cooperation among land sector actors both on national and regional level.

It was important that both participants and their leadership had a common understanding and vision of frames for the change project, including the issue of women's right to land. The elaborated results achieved must both be realistic, well anchored, and desirable. It was important to ensure that the formulated change project was in line with these conditions. The change project was developed during the Swedish training phase.

Each of the change projects has been followed up during the mentoring trips. Their results have been evaluated and, if possible, taken as input to design next year's change projects.

2.2 THE THEMATIC APPROACH

All change projects included gender issues to contribute to secure land rights for women and to gender equality in land administration, even if each course was designed to consider a certain theme of land management.

The themes for the ITP were:

1. Property formation, which included field measurement, demarcation and securing boundaries on land plots, parcels, servitudes, or other physical areas of interest for access or rights to immovable properties.

2. Physical planning, in its broader context, was how to ensure sustainable physical and social development and infrastructure for better welfare. It includes land use planning and implies participation in decision-making among concerned stakeholders. One foundation for good planning is that the themes above are in good shape and order.

3. Land registration, which was bout securing access and rights (legal or informal) to those entities identified in the property formation processes. The theme elaborates with public registration, awareness campaigns and/or other actions to ensure that the identified rights are secured.

4. Valuation and taxation was about how to calculate reasonable values for each of the mentioned land entities. It might be values for the market (selling and buying), values for compensation of lost land (or right), values to mortgage the immovable property for bank loans or values to design basis for taxation purposes.

5. Land Information Systems was about technical systems to ensure secured transformation of relevant documents from paper to digital data, maintenance and registration of the digital information.

Irrespective of which theme a certain course dealt with, the design of a certain change project included reflections on main challenges within that scope regarding equal conditions and opportunities for men and women to act on, take part of and assimilate the outcomes.

For each of the involved countries, a focal point was nominated. This to ensure that the change projects had strong support from top level management and thereby good basis to achieved expected changes. The focal point was intended to participate and take active

action in the first course. In the coming courses, the role was more on coordination level. More information on the role of focal person is given in the next chapter.

Every course was designed for five participants from each of the countries. Their professional skills should be in line with the theme for the actual course.

It was essential that the change project was not seen as one more burden on already loaded shoulders. The design of the change projects was to consider if there was any already financed activities ongoing where a change project could make complementary inputs and contribute to a bigger scope.

3 Project Statistics

Summary of participants during the five years.

Year	Number	Men	Women	Birth range
2017	25	11	14	1961 – 1989
2018	25	14	11	1960 – 1990
2019	24	10	14	1968 – 1988
2023	25	11	14	1967 – 1995
2024	26	15	11	1976 – 1996
Total	125	61	64	1960 – 1996

Overview: Number of participants from different types of organization.

Year	Ministry of lands	NGO/CSO	Other
2017	10	7	8
2018	9	8	8
2019	14	7	3
2023	13	7	5
2024	15	5	6

All participants are listed in appendix 1 – Participant statistics.

4 PROJECT RESULTS

It has been important to reach sustainable results and over the five-year duration of the ITP311 program, significant progress has been made in improving land governance in Kenya, Rwanda, Tanzania, Uganda, and Zambia. Through targeted change projects, the program has fostered institutional capacity building, strengthened land administration systems, and enhanced collaboration among key stakeholders.

Listed in this chapter are some of the standout results achieved via change projects during the program. There are also other results as well that are leading to significant change. We decided to mention a few. More information about each change project can be found later in this report.

For Kenya year three one significant result of the change project was that a Community Land Members Register Form for capturing of data on women, people with people with disabilities (PWDs), and children in the community register and a draft regulation to amend Community Land Regulation 2017 was developed and tested. The form was submitted to the Cabinet Secretary for inclusion in the Miscellaneous Amendment Laws 2021 and used by Ministry and FAO to raise awareness on the Community Land Act 2016.

Rwanda Year four addressed transparency and efficiency in property valuation. A framework for property valuation was developed. These tools improved data reliability and integration into Rwanda's National Strategic Plan (2024–2029).

Tanzania in Year five, the change project addressed urban development challenges by creating an Urban Development Monitoring Tool (UDMT). Integrated with the e-Ardhi system, the tool enabled real-time reporting of urban land use and facilitated compliance with planning regulations. This change could help mitigate conflicts in the country, especially in urban land use.

Uganda year two decided to dedicate their change project to support the integration of planning processes into Systematic Land Adjudication and Certification (SLAAC), Women, men, widows, and child headed families were identified as target groups, that will benefit from the integration of physical processes into SLAAC. As a result of the project, 887 land parcels were remapped to comply with the physical planning requirements. MoU were signed among three stakeholders, and two villages have integrated physical planning into SLAAC.

For Zambia year one, the aim of the change project was to enhance land tenure for people subsisting on customary land, to promote participation of all gender and vulnerable groups in the process of property formation and to come up with village development committee at property formation stage. There was also a strong interest of the team to have satellite imagery of the village as a tool for physical planning. During the process, the team developed a questionnaire for the villagers discussing tenure in the village. During the field work and visit to the village, the questionnaire was filled in. The lessons learnt were expected to be replicated at a larger scale in the long term especially in the Zambia National Titling Program to other areas with similar circumstances and customs.

4.1 SHORT SUMMARY FROM THE COUNTRIES

To get an overview of the five years and the different countries this chapter contains a short summary of the different countries and program years. For longer summaries, please find these in Appendix 2 (Summarises long version year 1-5).

Kenya

In Year 1, Kenya focused on **formalization and regulation of land rights in informal settlement** in the case study area Kathita Informal Settlement in Embu County. The settlement is built on insecure land tenure. The change project integrated gender and conflict considerations in its implementation by ensuring equitable opportunities and representations of men and women. It aimed at collecting relevant data for property formation and laying the foundation for the physical planning, surveying, registration, valuation and finally input into the land information system. The change project focused to build inclusion, collaboration and cooperation in the property formation process including necessary stakeholder.

In Year 2, the focus was on **effective physical planning for informal settlements**. The team decided to continue in the Kathita informal settlement in Embu County. The topic focused on applied land governance through improved land use and spatial planning, aiming to build capacity for better livelihoods by enhancing development practices and including gender considerations in land management. The team considered that non-responsive planning process and vulnerability of the beneficiaries were main root causes for the change project. It can be noted that the fieldwork was part of the Kenya Informal Settlements Improvement Project (KISIP) and that it included reconnaissance, surveying, and implementing the Relocation Action Plan (RAP). They collaborated with stakeholders as the Ministry of Lands and Physical Planning (MOLP) and the National Land Commission (NLC). A lesson learned was that land use and spatial planning are critical to development and quality of life improvement. The team members acquired skills and knowledge for application in policy and planning roles and participants developed foundational planning knowledge, enhancing operations in various sectors.

In Year 3, the change project had the title *Community Land Members Register*. The case study area was decided to be in Walda Community in Marsabit County. The intention was to influence administration of community land by introducing a new form referred as Community Land Member Register. The form would facilitate data capture of women, persons with disabilities and children in the community register to secure their land rights. The team wanted their change project to lead to an enactment of a community land register form capturing this data. The team believed that this change would be ultimately incorporated as part of the law, with a view for it to be replicated in the entire country, for all regions with community land. One significant result of the change project was that a

Community Land Members Register Form for capturing of data on women, PWDs and children in the community register and a draft regulation to amend Community Land Regulation 2017 was developed and tested. The form was submitted to the Cabinet Secretary for inclusion in the Miscellaneous Amendment Laws 2021 and used by Ministry and FAO to raise awareness on the Community Land Act 2016.

In **Year 4,** the focus was on development of Community Land Valuation Toolkit, CLVT. The team choose a new study area, this time the study area was IINgwesi Community in Laikipia. The primary objective of the project was to create a comprehensive toolkit for assessing the value of community-owned land. Digitizing land management systems enhances transparency, efficiency, and protects land rights, particularly benefiting women and vulnerable groups. The team recognized that cooperation among government, civil society, and communities offers solutions to governance challenges, emphasizing active participation at all stages.

Finally for Kenya. **year 5** focused on documentation of a Community Land Information System, ClaVIS. The aim was to develop the documentation of a Land Information System, LIS, for valuation of a community land, to address the undervaluation, especially during compensation. Traditionally communal lands have been undervalued due to reliance on market-based valuation methods that do not account for non-market values. This undervaluation has resulted in inadequate compensation, land disputes, and unsustainable land use practices. The project had several key objectives like documenting the development of the CLaVIS framework, promoting the adoption of the TEV framework among stakeholders through training, understanding the integration of CLaVIS with existing land management systems such as the National Land Information Management System (NLIMS, ArdhiSasa) and, lastly, advocating for professionalism and integrity in undertaking valuation and recommendation of legal codification for these new valuation practices. By documenting a sustainable CLaVIS that advocates for a fair approach to valuing community land by considering both market and non-market values, has enhanced the understanding of the true value of these lands. If CLaVIS would be implemented, stakeholder collaboration would be strengthened, creating a more inclusive and transparent valuation process. To implement CLaVIS into the other systems such as NLIMS will require in-depths technical assessments and budget approvals, and further efforts are needed to complete comprehensive data collection and legal codification of the Community Land Valuation Toolkit principles into national law.

4.1.1 RWANDA

The ITP311 program has made significant strides in advancing land governance in Rwanda through a series of targeted initiatives spanning five years. Each year addressed specific

challenges in land administration and governance, leading to transformative impacts on communities and institutions alike.

In **Year 1**, the focus was on property formation, addressing the lack of awareness among citizens regarding land-related laws and procedures. Women's rights to landownership, often overlooked, were emphasized. Community awareness programs in Kayonza District trained citizens on laws related to inheritance, family, and land transfer, encouraging collaborative decision-making. These efforts led to increased awareness among men about women's rights and fostered behavioural changes, including improved consultations between genders in land transactions. To ensure sustainability, mechanisms must be established to continue promoting women's decision-making roles.

In Year 2, the focus shifted to physical planning, as many citizens were unaware of the benefits of zoning and related tax incentives. A citizen-friendly awareness campaign increased understanding and engagement with physical planning processes, while government commitment to plan implementation was strengthened. Despite logistical challenges, such as funding shortages and seasonal difficulties, the program emphasized the importance of public engagement and climate-resilient planning.

Year 3 tackled the issues surrounding informal land transactions, which often led to disputes and unrecorded ownership changes. A pro-poor approach integrated village leaders into the formal registration process, supported by mobile apps for transaction updates. This effort improved formal registration practices, reduced informal transactions, and enhanced trust in land services, especially among vulnerable groups. Challenges such as language barriers in app usage and limited access to devices highlighted the need for advanced training and further investment in infrastructure.

Year 4 addressed transparency and efficiency in property valuation. A framework for property valuation was developed, including the creation of a Sales Price Register (SPR) and a mass valuation system. These tools improved data reliability and integration into Rwanda's National Strategic Plan (2024–2029). Limited funding for sample collection and reluctance from some property owners to provide data, underscoring the importance of expanding funding partnerships, and improving valuation transparency.

Finally, in **Year 5**, the program focused on land information systems to combat surveyor malpractices and boundary disputes. A digital Cadastral Survey Data Quality Assurance System was developed, integrating modern technology to improve data quality and digitize land services. Increased awareness among government agencies and stakeholders demonstrated the system's potential, though challenges in scheduling and initial project understanding persisted. Strengthened partnerships and continuous training were recommended to ensure long-term success.

Across all five years, the program highlighted the importance of ICT, transparency, and inclusivity in land governance. By fostering collaboration among government agencies, communities, and stakeholders, ITP311 has laid a strong foundation for sustainable land administration in Rwanda.

4.1.2 TANZANIA

In **Year 1**, the focus was on securing women's land rights through revisions to the National Land Use Planning (NLUP) Guidelines. By incorporating women's rights into land adjudication, planning, and titling processes, the program empowered women to actively participate in land governance. Capacity-building initiatives heightened awareness of land rights among women, fostering greater engagement in decision-making. Despite initial challenges such as low participation and limited awareness, the efforts highlighted the importance of inclusive engagement from the onset for sustainable impact.

Building on this foundation, **Year 2** aimed to improve women's participation in land administration and management, particularly in Monduli and Karatu Districts. The enhanced NLUP Guidelines explicitly prioritized women's involvement at every stage of land governance. These initiatives increased women's representation in land-related decision-making, although cultural and institutional barriers required ongoing advocacy.

In **Year 3**, the change project shifted focus toward socio-economic empowerment, enabling communities to use certified land as an asset. Post-registration guidelines were developed to formalize land transactions, and training sessions were conducted for farmers in Kilombero District. A radio program reached over 50,000 villagers, raising awareness about the economic benefits of landownership. These efforts helped financial institutions gain confidence in land-based collateral, though resistance to change persisted among some stakeholders.

Year 4 tackled the lack of transparency in property valuation and real estate markets. A Valuation Property Register was developed, complemented by a valuation module for the e-Ardhi system and digital training for valuers. These innovations improved market transparency and accessibility to reliable property data, although challenges like inconsistent data availability and resistance to digital tools remained.

Finally, in **Year 5**, the program addressed urban development challenges by creating an Urban Development Monitoring Tool (UDMT). Integrated with the e-Ardhi system, the tool enabled real-time reporting of urban land use and facilitated compliance with planning regulations. While the tool enhanced service delivery, limited participation and scalability challenges underscored the need for further refinement.

Across all years, the program fostered collaboration among government agencies, NGOs, and international partners. Lessons learned emphasized the importance of ICT in land administration, transparency, and inclusivity.

4.1.3 UGANDA

In **Year 1**, with the theme Property formation, the change project focused on strengthening woman's land rights in families by scaling up the land demarcation process. At that time there was a Land Sector Strategic Plan (LSSP-II 2013-2023) that provided the broad framework for implementing the mandate guided by the National Land Policy and the provisions of the Land Act Cap 227. The ITP embraced one of the strategic objectives in the LSSP-II (protection of vulnerable groups). The change project focused on awareness on land rights and for women to have access to land, the right to the use of land and control its use for the improvement of their livelihoods.

In **Year 2,** the change project was anchored on a bigger project, Systematic Land Adjudication and Certification (SLAAC) that focused on securing individual parcels in some pilot areas which are poorly planned. The pilot areas were facing land disputes arising from, among other things, use of public resources and environmental conservation concerns. The responsibility for physical planning processes rested with physical planning committees in the country which were not yet integrated into SLAAC. The team decided to dedicate their change project to support the integration of planning processes into SLAAC. Women, men, widows, and child headed families were identified as target groups, that will benefit from the integration of physical processes into SLAAC. As a result of the project 887 land parcels were remapped to comply with the physical planning requirements. MoU were signed among three stakeholders and two villages have integrated physical planning into SLAAC.

In **Year 3** the change project focused on vulnerable women's inability to own and access land and that this hindered food production and therefore affecting livelihoods. The functions of land registration are to ensure security of tenure through certification and/or documentation which requires access to land rights information, change of attitude among duty bears in decision making among others. To achieve this result, the team developed and translated leaflets/posters in the local language of the community and developed and disseminated a handbook on land registration intended to contribute to reduced cost and time in doing business at the Ministry Zonal Office. The team analysed the practical interventions in the land registration sector that would follow through from physical planning and surveying works done by the previous ITP-team.

For **Year 4,** the team developed a change project focusing on transparent and accessible valuation data. The project aimed to resolve land conflicts that arise from the lack of transparency and easy access to information on land values and land transactions. The project was able to design and produce a property transactions register, a pilot data bank in the form of mobile Application and a webpage. The register was made available in hard copy as a booklet, while the pilot data bank stems from the webpage and a mobile app. A property transactions register is a centralized database or system that records and maintains

comprehensive information about property transactions within a specific region. The register shall contain detailed records of property/land details, owners, location, type, sales, purchases, transfers, leases, mortgages, and other related transactions. Implementing the register will support the property market and the overall economy and above all reduced land disputes.

In **Year 5**, the change project focused on implementing a GIS Tool for mapping customary land rights for marginalized groups in Uganda. Customary land is largely unsurveyed, unregistered, predominantly found in rural areas and characterized by customs that deprive women and other vulnerable groups of ownership rights. The vulnerable groups in these communities face a lot of challenges including land conflicts, lack of formal land rights and limited land information access. Therefore, there was a need to implement a GIS tool that would support mapping customary land rights for the marginalised groups. The team created detailed design documents and the GIS tool that would help speed up the mapping process to feed into the national land information system. A complete GIS tool document was developed, guided by the knowledge from the cooperation and collaboration from Land administration department and Buganda Land Board (BLB). Key achievements reported included the successful collaboration between the Ministry of Lands, Housing and Urban Development (MLHUD) and the Buganda Land Board (BLB). This led to improved service delivery and stronger partnerships. Additionally, the change project would foster a change in perceptions about women's land rights, with communities now more receptive to women owning land.

It should be noted that Ministry of Lands Housing and Urban Development and Buganda Land Board are taking up all the outputs for year 4 and year 5 for onward scaling up to the national level. It can also be noted that the Public Trust Registry, mobile application, and web page will be in the custody of sub-county chiefs and supervised by the Ministry Zonal Office Valuers. Public Trust Registry now feeds into Land Valuation Management Information System as a component which currently cuts across all districts and Land Valuation Management Information System is integrated into the Uganda National Land Information System. The GIS tool has been adopted by the Ministry to help during the mapping process as they digitize customary land which will further be fed into the National Land Information System.

4.1.4 ZAMBIA

For **Year 1**, the change project was about Enhancement of Tenure Security for People Subsisting on Customary Land. A chiefdom is defined by the land that is owned, protected, and controlled within the territorial boundaries of that chiefdom. The 1995 Lands Act vests land in the President and provides legal recognition of two land tenure systems namely: leasehold tenure and customary land.

Most of the land is administered through customary law by traditional authorities. One of the major limitations of this dual tenure system is that the two systems have limited or no ability to communicate with each other. Leasehold tenure is perceived to provide more security than customary tenure. This has created high demand for conversion of customary land into leasehold. Women and other vulnerable groups thereby compromising their rights to secure land ownership. Further, the delay in the finalization of the land policy document which has remained in its draft from the year 2006 has impacted negatively on the enhancement of security of tenure in customary areas. The aim of the project was to enhance land tenure for people subsisting on customary land, to promote participation of all gender and vulnerable groups in the process of property formation and to come up with village development committee at property formation stage. There was also a strong interest of the team to have satellite imagery of the village as a tool for physical planning. During the process, the team developed a questionnaire for the villagers discussing tenure in the village. During the field work and visit to the village, the questionnaire was filled in. The lessons learnt were expected to be replicated at a larger scale in the long term especially in the Zambia National Titling Program to other areas with similar circumstances and customs.

For **Year 2**, the change project "Enhancement of Land Tenure security for Men and Women Subsisting on Customary Land" continued in the same area. The chiefdom in the area has a matrilineal type of succession and is currently being governed by Her Royal Highness. There were no ownership documents in the area which can pose a danger of displacement in specific. All households without land rights documents in Kabamba village were defined as target group. The team wanted to see change in the behaviour of the targeted stakeholders as e.g. using agreed maps and documents when discussing different issues on the ground. The team refined the change project from the first year and continued to work in the same Chiefdom. One result from that change project was to create a kind of "Cadastral map" showing the physical boundaries of land used by some of the families in the village. The following positive results/conclusions were reported: increased awareness of land security issues by the interaction in the village, more information on gender and physical planning, women are interested in land despite not being physically included in decision making.

In **Year 3,** the title of the change project was *Documentation of customary land rights in Milulu village*. The land holders are believed to have insecure land rights, and the cause is unwritten and administration guidelines, lack of existence of basic land records and no legal backing to issue customary land ownership documents. The third team continued where the previous team ended, this time to update the collected information about Milulu village, increase the awareness and advantages for both HRH Chieftainess and the village people to document the usage of land. The focus was to strengthen process of change towards creating a sustainable land registration system in rural Zambia. The change project designed to help address issues of Landownership and boundary disputes through the provision of a well-designed Customary Land Document or Certificate to Landowners in the Chiefdom. With good management and commitment to the process, the villagers would enjoy security of tenure.

It was meant that the village would be an example to the other chiefdoms in ensuring that the land rights were secured within their chiefdoms. However, due to different reasons the approval process was slow so the change project could not be finalized.

In **Year 4** the project was focusing on a valuation manual for Customary land for inclusive growth. The team changed project area both due to previous teams' experiences as well as

team member's knowledge and understanding about the progress in other parts of Zambia. The team decided to build on the concept of previous year, considering that those that may have acquired certificates are currently facing unfair compensation when displaced. The reason for the change project was also to enhance equitable land compensation on customary land. The aim of the change project was to come up with a report and a valuation manual for customary land. Compilation of information was done from the offices at Ministry of Lands and Natural Resources, Government Valuation Department, Valuation Institute of Zambia, and valuation firms. A sample of 20 respondents were interviewed and upon analysing the data collected from the community on land value factors, it was found **levels of developments** was rated first and **land tenure** was rated least.

A result of the change project was that the professionals and the community responding differently though positively to the change project. The community has been responding positively to the change project to an extent that the Chief was lobbying for comprehensive land registration of the chiefdom after realising the importance of land values. Professionals also had little knowledge on valuation model and are more sensitive to customary land valuations regarding the cultural and social contexts in which the land is held, and in consultation with local communities and traditional leaders. Professionals' valuers responding positively to the change project land and noted that a similar topic was presented at national conference in August 2023. The valuation model has been presented but needs to go through a review before implementation as an important tool for valuation of customary land in Zambia.

Year 5 noted that clear boundaries of village land and chiefdoms are necessary and essential for good governance and to avoid disputes but that customary land tenure is not subject to legal requirements to the use of beacons and general plans and diagrams. This results in ambiguous land boundaries, a source of land disputes. As a result, most customary land is rural and with limited or no sustainable economic development activities. This limits the customary landowners' access to financial support. Consequently, most customary landowners live in absolute poverty.

Over the recent years, international projects and civil society organizations have attempted to document customary land from different perspectives i.e. property formation, land valuation, land survey and numbering, land registration etc. The customary land information has been characterized as fragmented, with several systems and subsystems operating independently, each chiefdom serving its own information needs and goals.

In the last year of ITP, the aim was on the development of a sustainable Land Information System document. A system is a crucial aspect of land governance and administration for both state and customary land as it helps in making informed decisions with regards to land use, management, and development. Again, a new case study area was chosen. It was anticipated that through the change project, a sustainable customary land information system should be documented. The proposed customary land information system would be used to update land records across chiefdoms of the country. The system would provide a platform for different users to keep land information up to date and link this information to other opportunities that would improve the livelihood of the community and inform private and government service delivery.

The project garnered considerable interest and support from various stakeholders and its potential impact on land governance in Zambia is highly promising. Further, it was discovered traditional leaders do not trust government on land rights in customary areas,

they see government as people who want to grab land from them. During the change project it was discovered that some of the chiefdoms have their own existing LIS and there remains challenges in harmonization and standardization of these due to difference in cultures and traditions. It was also noted that weak legal frameworks on customary land and mistrust between government and chief customary land administration exists. Further, gender inequality in land allocation in customary land is so evident due to the patriarchal system which gives men more power over women. To ensure that there is sustainability in the Customary Land Information System, it is hoped that the government through the Ministry of Lands and Natural Resources in the future can host the data that can easily be accessed by all in a centralized portal and that it can be managed by Smart Zambia. The other potential host of the Customary Land Information system would be cooperating partners supporting chiefdoms in customary land governance such as Zambia Land Alliance. Furthermore, there is need to build human capacity, office infrastructures and land governance structures in the chiefdom.

4.2 MOST SIGNIFICANT CHANGE

The Most Significant Change (MSC) chapter highlights personal testimonials from participants, stakeholders, and beneficiaries of the ITP. These firsthand accounts provide valuable insights into the program's real-world impact, illustrating how land governance practices have evolved and how individuals and institutions have benefited from the program.

Testimonials offer a unique perspective on change that goes beyond statistics and formal reports. They capture the human element of progress—how policies and capacity-building efforts translate into tangible improvements in people's lives, professional development, and institutional practices. By sharing experiences from participants in Kenya, Rwanda, Tanzania, Uganda, and Zambia, this chapter showcases the program's role in fostering collaboration, promoting transparency, and strengthening land rights, particularly for women and vulnerable groups.

These stories reflect the program's broader objectives:

- Institutional Strengthening – How participants have driven change within their organizations.

- Personal and Professional Growth – How involvement in the program has expanded knowledge, leadership, and career opportunities.

- Sustainable Impact – How new tools, policies, and strategies are being used to benefit the those affected by ITP.

By presenting these testimonials, this chapter provides compelling evidence of the ITP311 program's lasting influence on land governance and its contribution to more equitable and efficient land administration systems.

Testimonials

Ms. Kabale Tache Arero, CEO at National Land Commission, Kenya:

"Requested that the final document of CLaVIS be adopted in the national land policy and review of the existing legal framework governing community land."

Mr. Herbert Were – Deputy Director, Land Valuation, Ministry of Lands and Physical Planning, Kenya*:*

"International standards of valuation may not solve our local issues and therefore needs to review the current Kenya Valuation standards to align with our domestic issues when carrying out community land and any other special property valuations. These standards should focus on promoting equity, fair compensation, and the socio-economic and cultural values of the affected communities. The total economic value will be very essential in carrying out this community land valuation. He also emphasized the paradigm shift from the normal international benchmarking and started domesticating every proposal to fit our needs."

Marcel Byron, a participant for ITP year five, Kenya:

"Said that participating in the documentation of CLaVIS project has been an incredibly transformative experience, both professionally and personally. Being part of a team focused on developing a system that not only enhances transparency and fairness in land valuation but also empowers marginalized communities has deepened my commitment to equitable land governance. Through this program, he gained practical insights into the complexities of community land rights and the immense value of integrating technology with traditional land valuation methods. Working alongside stakeholders across government agencies, civil society, and the private sector highlighted the importance of cross-sector collaboration and the role each stakeholder plays in advancing sustainable land management practices. The project also provided Byron with invaluable skills in stakeholder engagement, adaptive planning, and technical documentation, which are crucial for implementing large-scale land management systems. The lessons learned from our approach to addressing challenges, such as data consistency and resource limitations, have reinforced my belief in the power of resilient, community-centered systems. CLaVIS is a landmark initiative, and being part of its foundational stages has been a career-defining opportunity that I am proud to have

contributed to, as it sets a new standard for fairness, accessibility, and inclusivity in land valuation for Kenya and beyond."

Three months after the program Marcel Byron wrote this in the common chatroom:

"Hi guys, I have officially reported to my new office! I am now serving as the Ass. Director National Land Information Management System (Ardhisasa).

I can attest that the LIS certificate from Lantmäteriet and the discussions we've always had around our various LIS systems played a pivotal role in landing this position.

I could authoritatively quote the features in the respective LIS for the six countries represented! Quite an awesome feeling.

Thank you all for the wonderful journey. At least now I have a clear shot at being at par with you and the other system top dogs."

Mr. Yussuf Wako, a registered valuer at National Land Commission, Kenya:

"*Pointed out that although valuers are resourceful and work in the community's best interest, they must operate within the confines of the existing legal framework. He highlighted that the compulsory acquisition process is a statutory valuation, clearly outlined in the Land Act of 2012 and the NLC Act of 2012. Mr. Wako also noted a disparity between the compensation and resettlement policy of the World Bank, the Resettlement Action Plan (RAP), and the values awarded by the National Land Commission (NLC) for instance regarding the Horn of Africa Gateway Development Project. He mentioned that the convectional and current valuation methods adopted face challenges in accurately determining the fair value of improvements on community land."*

Esterina Dokhe, a participant for ITP year five, Kenya:

"Expressed that the knowledge and skills acquired during the training has made a paradigm shift in her professional as land rights person. It's clearly demonstrated how functional ICT systems can be used by the governments and land administration agencies to improve the transparency, efficiency, and security of land rights monitoring, ultimately contributing to fairer and more equitable land governance. The experience in Falun copper mine in Sweden is indeed a fascinating example of a post-mining site transformed into a historical landmark. It offers a unique opportunity to delve into the rich history of mining and its impact on the region. By preserving and interpreting the historical remnants of the Falun copper mine, the site offers a valuable educational experience for visitors of all ages. It allows people to connect with the past, understand the challenges and triumphs of mining, and appreciate the enduring legacy of this important industry. Applied land governance is crucial for addressing a wide range of challenges, including poverty, food insecurity, environmental degradation, and social conflict. By implementing effective land governance practices, we can create more equitable, sustainable, and resilient societies."

Grace Nishimwe Director General at National Land Commission, Rwanda:

"I wish that this project could be conceptualized and take shape to address the problem which has been there for long. NLA management pledged to look for possible funders if the change project is well elaborated."

Aisha R. Masanja – Town Planner at the Ministry of Lands, Tanzania.

"T*he developed urban development monitoring tool will be more helpful in urban planning and development control as it will smoothen the sharing of information and create a linkage between the Mtaa Leaders and Urban Development Control Officials at the Ministry and the Municipality. This will solve current existing challenge of urban development problems in most of our planned settlements."*

Emanuel Balaba, year five participant, Buganda Land Board, Uganda:

"Exposure to advanced IT systems in Sweden – such as the national traffic system, the Lantmäteriet system, and other digital service frameworks – motivated me to discuss with my supervisor a proposal to develop an in-house system for transaction tracking within the GIS and processing units to improve transparency. This proposal was reviewed by management and approved for phased development.

Team Uganda year five:

"This change project has significantly fostered collaboration and strengthened the relationship between the Buganda Land Board (a private entity managing land on behalf of the Buganda Kingdom) and the Ministry of Lands. Through frequent meetings during the document preparation phase, many of which were held at the National Land Information Centre (NLIC) and Buganda land Board, (BLB). Members of the BLB had the opportunity to engage more closely, not only with ITP members but also with other NLIC staff. These interactions have enhanced relations, facilitated idea-sharing on how best to secure land rights, and streamlined daily operations, such as processing deed plans that lead to titling. This improved working relationship has not only built stronger personal connections but also made organizational interactions more efficient, ultimately serving the people of Uganda more effectively. All of these positive outcomes are a direct result of the change project.

Ministry of Lands, Housing and Urban Develop set to implement land Valuation countrywide.

The vulnerable communities have benefitted, and their perceptions have changed in regard to allowing women to access and own land after interactions with ITP alumni, attached is a testimony from one of the ITP3 years;"

We initially created a basic tracking system using the Odoo framework to replace the outdated Excel-based tracking. The new system, currently being piloted in the GIS unit, monitors file transactions, including those under processing, deed plan production, and associated facilitation costs per file. This system enables transparent, organization-wide visibility into transaction statuses, fostering greater accountability and efficiency. Should the pilot succeed, we plan to scale the system across all departments of the Buganda Land Board, contingent on available resources and expertise."

Lydia and her children in Uganda positively affected by ITP year one:

In a purple Gomesi is Lydia, her daughter, and son, accompanied by Mr. Malala, secretary to the area land committee of Busede, they had come to collect their freehold land title.

The first day I met her, she came and sat down on the ground next to me and asked if she could be allowed to deposit UGX 20,000/= only, I encouraged her to do so and keep paying whatever she gets. She made several small deposits within a period of two years, and as she collects this title, she is full of appreciation for accepting her as a poor widow to obtain a title.

Patience Ahumusa, participant in year five, Ministry of Lands, Uganda:

"For me, Sweden's waste management is renowned for its efficiency and sustainability; this was a great take home for me whereby I have learnt to individually sort waste at my home for reuse in the garden and to recycle where necessary. Also visiting the Transport Authority in Sweden especially the human resource management helped me appreciate better the reason why we must not personalize offices, must not work in office on a daily and also to have some breaks during working hours, this, I have discussed with my supervisor and we have agreed on specific days to work from home and others to work from office, this has helped me to be more productive since my time is better put to use. Furthermore, working together as Team Uganda has also helped me to better understand working as a team with differences in personality which has taught me patience, tolerance and believing that we can better achieve when we are a team."

Jesse Maurice participant in year five, Ministry of Lands, Uganda:

"Looking back on my time in the ITP Year 5 program in Sweden, I can honestly say it has been a turning point in my career as a Policy Analyst with Uganda's Ministry of Lands, Housing, and Urban Development. I am deeply grateful to the Swedish government for providing this valuable opportunity and to the team at Lantmäteriet's International Department for their warm support and dedication throughout the program.

One of the greatest lessons I took from my time in Sweden was seeing the high level of transparency within public institutions. It was eye-opening to see how openly Swedish agencies share information and communicate with the public. This model of accountability reinforced for me just how crucial transparency is for building public trust something we're working towards in Uganda as we currently review our National Land Policy. This policy review is focused on securing fair access to land, promoting sustainable land use, strengthening resilience to climate change, and safeguarding the rights of marginalized groups, including women, youth, and grassroots communities.

I was also dumbfounded by Sweden's effective waste management practices. Sustainability is evident in everyday life, with recycling, reusing, and responsible disposal being routine. This commitment to the environment was inspiring for me and aligns with my hopes for progress in sustainable land management and climate resilience in Uganda.

Another quality that struck me was Sweden's culture of time management. From four day to day schedules and all the institutions we visited, respect for time was clear. This focus on punctuality and planning really made an impact on me, and it's a lesson I am committed to incorporating in my work and personal life back home.

Throughout the program, I was fortunate to share ideas with my colleagues from Uganda and other training participants from Rwanda, Kenya, Tanzania, and Zambia, and to learn from mentor Lena and Project Manager Benny Anderson, who were instrumental in shaping my perspective. The program deepened my skills in land information systems and land governance approaches that will be crucial in my role. Staying at 2Home Gävle also provided a welcoming space where I could focus fully on my learning and connect with other colleagues.

The knowledge and insights I gained through ITP Year 5 are already fostering positive changes in my ministry, enabling me to contribute to Uganda's land governance and policy reforms with renewed focus. I am truly grateful for this experience and its impact on my professional journey."

Rhona Mahoro, participant in year five, Ministry of Lands, Uganda:

"I am forever grateful for the opportunity to participate in the International Training Programme (ITP) in Sweden. Over the past 7 months, I have undergone a transformative journey that has broadened my knowledge, skills, and perspectives.

Prior to the program, I had limited understanding of land governance, sustainable development. However, through the expert lectures, group discussions, and field visits, I gained invaluable insights into best practices and innovative solutions. The program's emphasis on teamwork and collaboration

allowed me to have strong bonds with fellow participants from diverse backgrounds. We shared experiences, challenges, and developed meaningful relationships that will last a lifetime. The Swedish culture and hospitality were incredible. From the stunning landscapes to the warm welcomes, made us feel at home. The program organizers and facilitators were exceptional in their support and guidance which made us comfortable around each other. The Regional Phase in Mombasa will be memorable for it has been a mini relaxation vacation. Professionally, I have acquired skills and knowledge that will enable me to make a significant impact in my organization and community. To the ITP team, Swedish government, and Sida, I extend my heartfelt gratitude for this opportunity. Your investment in our development will have a ripple effect, impacting countless lives and communities. As I return to my home country, I am committed to applying the knowledge and skills gained to drive positive change. I look forward to staying connected with my fellow participants and contributing to the ITP alumni network."

Mr. Phiri a 45 years old farmer in Zoole Village in Maguya Chiefdom, Zambia, has a traditional title from the chief for his agricultural land, little knowledge and confidence on the land Information System. To him, such a system was an opportunity for government and any investor to grab land from them. Historically, he has believed that a chiefdom managed land administration was always better. Through the change project community engagement, he had a change in mindset and increased knowledge on standard customary land Information system.

He said:

"The CLIS would protect my land rights by ensuring that there are recorded correctly…make me more productive at my farm because it comes with potential visibility of my property on the national map and link me to different agricultural and financial opportunities."

Teresia Mbewe, 67 years of age from Ngeleni village in Chief Maguya Chiefdom in Zambia, said… *'I have a son in the capital city of Zambia but he does not support any development here in his village because the land is not secured and there a, once the LIS in in place, am sure my son will be more interested to come and build a reasonable house for me'.*

Jane Sakala from Rabson, Zambia:
"Ms. Jane Sakala, is a single mother from Rabson, a rural community in Ndake Chiefdom where valuing of customary land was historically not considered. Through our change project, Ms. Sakala gained knowledge and confidence to assert her right to negotiate for a better deal when it comes to compensation. With the support of the project, she was informed through the community meetings about the importance of having property under customary land valued. The information is not only empowering for Ms. Sakala but also represents the tangible impact of our efforts to ensure equitable land rights for women and marginalized individuals. Jane's story exemplifies how our project has empowered countless others to claim for their rights during displacement."

4.3 Outcome 1 – Land administration authorities have included measures to strengthen land rights for all including men, women and the poor people

Progress toward strengthening land rights for all can be seen in legal reforms that ensure equal ownership and land rights for men, women, and marginalized groups. Governments and organizations are also working to improve land registration systems, making it easier and more affordable for people, especially the poor, to obtain legal land titles. Additionally, awareness campaigns and training programs are helping people understand their land rights and how to secure them. In some regions, efforts are being made to integrate customary land tenure systems with formal legal frameworks to provide stronger protections for those at risk of losing their land. The initiative has enhanced understanding of women's land rights, harmonized tenure systems, and ensured knowledge transfer across organizations.

In Kenya, Uganda, and Zambia, practical tools like a community land valuation toolkit and targeted training sessions addressed systematic barriers to women's land rights, fostering awareness and gender-sensitive practices. Across Kenya, Rwanda, Tanzania, Uganda, and Zambia, efforts to harmonize formal, informal, and customary tenure systems included developing innovative tools, conducting awareness campaigns, and engaging diverse stakeholders. These activities not only bridged gaps between tenure systems but also promoted inclusivity and sustainability.

Furthermore, the transfer of knowledge within key institutions reinforced capacity-building efforts. Participants disseminated insights through workshops, organizational training, and collaborative projects, ensuring long-term improvements in land governance. This unified approach underscores the importance of inclusive dialogue, actionable strategies, and sustained institutional support in advancing equitable land rights.

The table below shows the predefined outcomes and outputs as well as which countries have worked towards them.

Outcome 1	Output	2017 – 2024 Applied Land Governance
Land administration authorities have included measures to strengthen land rights for all including men, women and the poor people	1.1, Increased knowledge among the participants about what hampers women's right to land, the need for, and actions possible, to strengthen these rights	Kenya Uganda Zambia
	1.2, Participants have increased knowledge of the need to harmonize formal, traditional and informal tenure system and have access to tools that can support the harmonization process	Kenya Rwanda Tanzania Uganda Zambia
	1.3, Participants transfer acquired knowledge on land rights within their own organizations	Kenya Rwanda Tanzania Uganda Zambia

Output 1.1 – Increased knowledge among the participants about what hampers women´s right to land, the need for, and actions possible, to strengthen these rights.

The initiative to enhance participants' understanding of the factors that hinder women's rights to land, as well as the necessary actions to strengthen these rights, has achieved notable progress in Kenya, Uganda, and Zambia.

In **Kenya**, year four developed a community land valuation toolkit, coupled with hands-on engagement in a Maasai village, provided participants with practical insights into land valuation processes. This exercise significantly enhanced their awareness of the challenges women face in accessing land and demonstrated the importance of inclusive valuation practices that consider the needs of vulnerable groups.

In **Uganda**, integrating a gender perspective into the project was instrumental in increasing participants' understanding of women's rights to land. By incorporating marital status for informational purposes and promoting the inclusion of women in property markets, the initiative successfully raised awareness of systemic barriers and opportunities for improvement. A workshop with key stakeholders further amplified the project's impact. Women participants reported a stronger appreciation of their rights, while the district local authority committed manpower to support the project's implementation, highlighting its sustainability and far-reaching benefits.

In **Zambia**, efforts to address women's land rights under customary tenure systems yielded significant results. Participants gained deeper insights into the obstacles women face in securing land rights through targeted discussions and training sessions. These sessions, conducted during both the Swedish and regional phases, emphasized land registration processes and stakeholder engagement, equipping participants with the skills necessary to advocate for and implement gender-sensitive land management practices.

These common efforts across the three countries underscore the importance of empowering participants with knowledge about the barriers to women's land rights. By fostering inclusive dialogue, leveraging practical tools, and equipping stakeholders with actionable strategies, the initiative has laid a good foundation for advancing gender equality in land governance.

Output 1.2 - Participants have increased knowledge of the need to harmonize formal, traditional, and informal tenure system and have access to tools that can support the harmonization process.

The initiative to enhance participants' knowledge on the harmonization of formal, traditional, and informal tenure systems, and to provide access to tools that support this process, has made notable progress in Kenya, Rwanda, Tanzania, Uganda, and Zambia.

In **Kenya**, the review of the toolkit and data collection analysis report served as a critical step in understanding the intersection between formal and informal land management practices.

These efforts provided participants with insights into how tools and structured approaches can facilitate the integration of various tenure systems.

In **Rwanda**, participants engaged in comprehensive studies to address the challenges of informal land transactions. Through initial interviews and informational meetings with citizens, they gained a deeper understanding of the issue. The introduction of Cadasta, a tool that can be used to collect and positioning data, enabled participants to tackle informal transactions more effectively, with a focus on supporting women and vulnerable groups. Furthermore, participants from previous ITP cohorts collaborated to deepen their knowledge of physical planning and property ownership issues. A Sales Price Register (SPR) data collection tool was developed, and a pilot project was launched to test its application in creating a more transparent land transaction system.

In **Tanzania**, participants conducted awareness campaigns and training sessions in key project areas. These initiatives included interactive radio campaigns in, Iringa (a city in Tanzania), focusing on secondary land registration processes, and training on land transactions, such as creating business plans and preparing documentation to secure land mortgages. These activities underscored the need to harmonize tenure systems by bridging gaps between informal practices and formal procedures while promoting inclusivity and the empowerment of women.

In **Uganda**, the integration of both formal and traditional authorities, such as village local councils and traditional chiefs, into the property transaction register emphasized the importance of a harmonized approach. A GIS tool with a user-friendly interface was developed to streamline the mapping process for the Area Land Committees, ensuring seamless integration into the National Land Information System (NLIS). This tool supported efforts to create a more unified and efficient land management system.

In **Zambia**, participants focused on understanding and addressing challenges within informal tenure systems. Activities included engaging with stakeholders at the local, political, and village levels, facilitating knowledge exchange among ITP participants from different years, and conducting awareness campaigns in villages. These efforts highlighted the need for inclusive dialogue to harmonize customary and formal land administration systems. Participants documented existing procedures for land acquisition, updated the valuation manual, and submitted a comprehensive change project report. Consent from traditional leaders was obtained to review and revise customary land administration systems, ensuring alignment with community needs and harmonization with formal frameworks.

Across all project countries, these activities have equipped participants with critical knowledge and practical tools to harmonize tenure systems effectively. By fostering collaboration, leveraging innovative solutions, and emphasizing inclusivity, the initiative has contributed significantly to creating more transparent, equitable, and sustainable land governance systems in the region.

Output 1.3 - Participants transfer acquired knowledge on land rights within their own organizations.

The initiative to ensure the transfer of acquired knowledge on land rights within participants' organizations has led to meaningful progress across Kenya, Rwanda, Tanzania, Uganda, and Zambia.

In **Kenya**, participants from the Ministry of Lands, Public Housing, and Urban Development (MLPHU) actively shared their insights on the importance of increased training and awareness regarding land valuation. This knowledge dissemination has laid the groundwork for further organizational capacity-building in land valuation practices.

In **Rwanda**, participants have successfully informed authorities of the benefits of reducing informal transactions by utilizing the Cadasta tool. By engaging village leaders, who are closer to the local population, they enhanced the credibility and accessibility of their efforts. Additionally, participants shared the outcomes and lessons learned from previous change projects within their respective organizations, fostering continuity and integration of best practices. A key milestone was the workshop held on June 7, 2024, which brought together stakeholders from the National Land Authority (NLA), Ministry of Environment (MOE), and Rwanda Office of Land Surveys (ROLS). Through presentations and brainstorming sessions, these organizations pledged their support for implementing the change project.

In **Tanzania**, participants from the Ministry of Lands, Housing, and Human Settlements Development (MLHSD) highlighted the need for greater training and awareness on secondary registration. Their efforts culminated in the drafting of guidelines for secondary registration, with strong commitment at the highest organizational levels, including the Permanent Secretary (PS) of MLHSD. Knowledge acquired during Swedish training sessions on using the Cadasta platform for data collection has been transferred to colleagues. For instance, one participant trained his colleagues and proposed modifications to adapt the tool for Cord's ongoing work in Maasai communities, particularly focusing on women's land rights.

In **Uganda**, participants maintained regular communication with key organizations such as the Ministry of Lands, Housing, and Urban Development (MLHUD) and the Buganda Land Board (BLB). Through information meetings, they kept these organizations informed of project progress, fostering collaboration, and aligning efforts to improve land governance.

In **Zambia**, the integration of previous ITP participants into ongoing change projects significantly enhanced knowledge transfer within involved organizations. At the Ministry of Lands, project stages were first shared with top management, and focal points ensured continuity by transferring knowledge from previous teams to new ones. Additionally, participants improved their understanding of land valuation processes and successfully transferred this knowledge through the application and use of the updated valuation manual.

These efforts highlight the commitment of participants to disseminating their expertise on land rights within their organizations. By promoting collaboration, sustaining institutional memory, and leveraging innovative tools, the initiative has strengthened organizational capacity and advanced land governance practices in the region.

4.4 Outcome 2 – Land administration authorities are taking initiatives to strengthen their organization integrity

Strengthening organizational integrity involves reducing corruption, ensuring fair and impartial decision-making, and building trust with the public. Authorities may achieve this by enforcing clear policies, improving staff training, and adopting digital systems to minimize fraud and inefficiencies. Additionally, promoting public participation and oversight helps ensure that land services are delivered fairly and without bias. These efforts ultimately enhance the credibility and effectiveness of land administration systems, leading to more secure and equitable land rights for all.

On outcome 2, progress have been made toward strengthening organizational integrity within land administration authorities through enhanced change management, human resource practices, and communication strategies. These efforts have equipped participants from Kenya, Rwanda, Tanzania, Uganda, and Zambia with tools and knowledge to drive ethical and effective governance.

Participants across all countries demonstrated increased knowledge of change management methodologies such as results-based management (RBM), strategic planning, and communication.

Human resource management with a focus on diversity has fostered inclusivity and innovation. A workshop in Kenya in May provided young professionals with critical skills, contributing to equitable workforce development. Similar efforts in other countries emphasized capacity building and gender inclusivity.

Efforts to enhance land administration systems led to innovative solutions, such as GIS-based tools in Uganda and Zambia, digital property registration systems in Tanzania, and streamlined workflows for customary land ownership. These advancements have improved transparency, equity, and efficiency in land governance.

Lastly, participants were equipped with communication and knowledge transfer tools to lead change processes. From using diverse communication platforms to designing accessible materials, these efforts ensured stakeholder engagement and sustained organizational improvements. Moreover, initiatives promoting integrity through feedback mechanisms, workshops, and participatory discussions highlighted the commitment to fostering accountability and ethical practices.

Together, these initiatives underline the importance of collaboration, capacity building, and innovation in strengthening organizational integrity and advancing sustainable land administration.

The table below shows the predefined outcomes and outputs as well as which countries have worked towards them.

Outcome 2	Output	2017 – 2024 Applied Land Governance
Land administration authorities are taking initiatives to strengthen their organizational integrity	2.1, Increased knowledge of change management methodology including strategic planning, results-based management and strategic communication	Kenya Rwanda Tanzania Zambia
	2.2, Increased knowledge about how effective human resource management, with clear gender and diversity perspective, improves organizational performance	Kenya Rwanda
	2.3, Increased knowledge about different procedures for handling land administration issues	Kenya Rwanda Tanzania Uganda Zambia
Land administration authorities are taking initiatives to strengthen their organizational integrity	2.4, Increased knowledge about how to improve systems for land administration (financial, human resource management etc.)	Kenya Rwanda Tanzania Uganda Zambia
	2.5, Participants have communication tools to lead and facilitate change processes	Rwanda Tanzania Uganda Zambia
	2.6, Increased knowledge about different procedures for handling land administration issues	Kenya Rwanda Tanzania

Output 2.1 - Increased knowledge of change management methodology including strategic planning, results-based management, and strategic communication

The program has significantly contributed to enhancing participants' understanding of change management methodologies, including strategic planning, results-based management (RBM), and strategic communication. Through hands-on application and collaborative efforts, participants from Kenya, Rwanda, Tanzania, Uganda, and Zambia have made substantial progress in mastering these approaches.

In **Kenya**, participants actively engaged with the RBM methodology throughout the program, particularly in the development and execution of their change projects. This iterative process allowed them to familiarize themselves with each step of the methodology, culminating in the drafting of the final report for year 4 and 5, which reflects their improved capacity in strategic planning and results-based management.

In **Rwanda**, the team employed strategic planning and desk review methods during physical and virtual meetings. By thoroughly examining existing plans, guidelines, and documentation, they effectively framed and scoped their change projects. This structured

approach highlights their enhanced skills in aligning project goals with broader strategic objectives.

In **Tanzania**, participants also focused on the RBM methodology as a central aspect of their work. Their active engagement in the change projects through the five years program enabled them to gain a deeper understanding of the various steps involved in RBM. This knowledge was complemented by their broader acquisition of skills in change management methodology, further preparing them to address organizational and community challenges systematically.

In **Zambia**, the change project team developed a standardized and equitable procedure for acquiring land certificates for customary land. This procedure, designed to be easily translated into local languages, reflects the participants' strategic communication skills and their ability to implement change management principles in a culturally sensitive and accessible manner.

Through the program, participants have increased their knowledge of change management methodologies, equipping them with the tools necessary to design, execute, and communicate results-driven initiatives. Their strengthened capabilities in strategic planning, results-based management, and strategic communication are evident in the impactful projects they have undertaken across their respective countries.

Output 2.2 - Increased knowledge about how effective human resource management, with clear gender and diversity perspective, improves organizational performance.

Human resource management, HRM, plays a critical role in shaping organizational performance. This is particularly evident when HRM practices are implemented with a clear focus on gender and diversity. Organizations that actively promote inclusivity and equality not only foster innovation and creativity but also enhance overall efficiency and effectiveness.

A compelling example of the value of inclusive HRM practices could be observed in the knowledge transfer to the participants year five. This initiative demonstrates the potential of HRM strategies that prioritize capacity building and knowledge sharing, especially among underrepresented groups such as young professionals. By empowering diverse talent pools, organizations contribute to both individual career development and broader economic growth.

By ensuring that HRM practices are inclusive and forward-thinking, organizations not only improve their internal operations but also set a precedent for sustainable development. The knowledge transfer initiative exemplifies how strategic HRM, coupled with a commitment to diversity, can drive organizational performance and innovation on a regional scale.

Output 2.3 - Increased knowledge about different procedures for handling land administration issues

Land administration is a critical aspect of governance and development, particularly in regions where land ownership and usage directly impact economic growth and social equity. Enhancing knowledge about different procedures for handling land administration issues is essential for fostering sustainable development and improving the livelihoods of citizens.

In Kenya, year four focused on land valuation, particularly through valuers' reports on the competence gained during the fourth International Training Program (ITP) course. After a workshop with the community people in Il Ngwesi these insights highlighting the importance of equipping professionals with advanced skills in land valuation to enhance land administration processes.

In Rwanda, significant progress was made in improving access to land ownership registration, particularly for women and vulnerable groups. By involving two village leaders—including a woman—in the process, the change project in year three introduced a crucial step toward engaging citizens more effectively. This initiative has not only helped the community understand the importance and benefits of registering land ownership but has also increased confidence in the land administration system. The ITP team year three also recognized the critical role of information and communication campaigns in the successful implementation of physical plans and ownership registration, sharing these lessons with their respective organizations.

In Tanzania, efforts to promote a guideline for secondary registration and public awareness have yielded promising results. Collaborative campaigns by NGOs and government institutions have enhanced understanding in several villages, including Iringa and Monduli districts. Training provided to district staff and village leaders has ensured a more efficient and inclusive land registration process. Notably, farmers in these regions have begun transacting, such as mortgaging their land, as a result of these initiatives. The ITP participants also emphasized the use of digital tools, proposing the development of an app to enhance precision in land valuation. Stakeholders have been made increasingly aware of ICT tools for urban development control, and their input has been collected for developing an urban development monitoring tool.

In Uganda, participants underscored that land valuation is not an isolated process and involves IT, land administration, and traditional authorities. Guided by the knowledge gained from cooperation with the Land Administration Department and BLB, a complete GIS tool document has been developed. This tool facilitates the integration of various aspects of land management to ensure more effective administration.

In Zambia, the change project year three focused on developing a GIS-based information system to better understand land access and its gender implications. This system aims to provide a clearer picture of land ownership dynamics, supporting efforts to achieve greater gender equity. Additionally, the project improved documentation for landholders by creating approved documents that include textual and mapped descriptions of land. These documents, signed by village chiefs and all interested parties, mark a shift from previous practices where only men could claim ownership.

These initiatives demonstrate the transformative impact of enhanced knowledge and collaborative efforts in land administration. By addressing gender disparities, leveraging

technology, and promoting stakeholder engagement, these projects contribute to more equitable and efficient land management systems. This collective progress underscores the importance of continued investment in capacity building and innovation to address land administration challenges across diverse contexts.

Output 2.4 - Increased knowledge about how to improve systems for land administration (financial, human resource management etc.)

Improving systems (e.g. IT, procedures, processes) for land administration is a vital step toward ensuring efficient governance and sustainable development. Enhanced knowledge about financial and human resource management within these systems allows for more robust and transparent processes, benefiting all stakeholders.

In Kenya year five, progress has been made with the drafting of a system design report. This has highlighted the importance of structured planning in developing effective land administration systems. By creating a comprehensive design, the Kenyan team has laid the groundwork for streamlined processes and better resource allocation.

Rwanda year four conducted knowledge transfer by training five young graduates in skills related to the Sales Price Register (SPR) system. These graduates will play a crucial role in the future functionality and sustainability of the SPR system. Their acquired expertise represents a long-term investment, ensuring that the system remains operational and evolves to meet the nation's needs. This approach underscores the importance of building human capital to maintain and improve land administration systems.

In Tanzania, the change project year three focused on creating an application to register property transactions. This initiative addressed an identified gap in the existing system for managing urban development. By leveraging technology to enhance property registration, the project aims to create a more efficient and accessible system that supports urban planning and development.

Uganda's efforts year five demonstrated the value of resource optimization and collaboration in improving land administration systems. The development of workflows for customary land ownership has improved clarity and transparency in land ownership records. These advancements pave the way for more inclusive and equitable land management practices, benefiting communities and fostering trust in the system.

In Zambia, the participation of individuals from different parts and levels of the Ministry of Land has fostered a deeper understanding of how various organizational components support each other. This holistic perspective has created incentives for change and improvement, ensuring that land administration systems are better aligned with the needs of the population and the goals of the organization.

Collectively, these initiatives highlight the importance of continuous learning, collaboration, and innovation in improving systems for land administration. By addressing gaps, investing in human resources, and leveraging technology, these projects demonstrate how targeted efforts can lead to more efficient, transparent, and sustainable land administration practices.

Output 2.5 - Participants have communication tools to lead and facilitate change processes.

Effective communication is a cornerstone of leading and facilitating change processes. Providing participants with the right communication tools enables them to convey ideas, engage stakeholders, and drive meaningful transformation within their organizations and communities.

In Kenya, ITP provided third, fourth and fifth grade participants with communication tools and presentation skills that were used to facilitate workshops and training sessions. These tools and skills have proven effective in disseminating information and fostering collaboration among stakeholders, demonstrating the value of adaptable and accessible communication methods.

In Rwanda, similar tools have been used to support workshops and training activities. The use of platforms like WhatsApp and email, combined with structured presentations via PowerPoint, highlights the importance of leveraging diverse communication channels to engage participants effectively. These tools not only facilitate information sharing but also ensure that key messages are clearly understood and retained.

In Tanzania, participants year three, four and five received training in presentation techniques and acquired various communication tools. This training equips them with the skills needed to deliver impactful presentations and engage audiences effectively. The knowledge gained in communication and presentation techniques enhances their ability to lead discussions, present ideas persuasively, and drive change initiatives.

In Uganda, a property transaction register has been designed and printed in English. Efforts are underway to translate this document into local languages, although tribal and language diversity pose challenges. Despite these difficulties, the initiative underscores the importance of clear and accessible communication in land administration processes. Ensuring that materials are available in multiple languages will enhance understanding and inclusivity, fostering greater community engagement.

Collectively, these efforts demonstrate how equipping participants with diverse communication tools and techniques can empower them to lead and facilitate change. By leveraging technology, improving presentation skills, and addressing language barriers, these initiatives ensure that participants are well-prepared to navigate complex challenges and drive positive outcomes in their respective contexts.

Output 2.6 - Participants have tools to transfer acquired knowledge on integrity within their own organizations.

Promoting integrity within organizations requires effective knowledge transfer mechanisms. Participants equipped with tools to share their understanding of integrity can drive ethical practices and foster a culture of accountability and transparency.

In Kenya, feedback collection and the drafting of a training workshop report have played a vital role in consolidating knowledge about integrity. These activities provide a structured framework for capturing insights and identifying best practices, which can be shared within organizations to strengthen ethical standards.

In Rwanda, participants have successfully conducted internal workshops by leveraging knowledge acquired through presentations and active interactions. Approaches such as physical and online meetings, interactive discussions, and system demonstrations have proven effective in engaging stakeholders and fostering an understanding of integrity. These methods underscore the importance of dynamic and participatory learning environments in promoting ethical practices.

Collectively, these initiatives highlight the importance of equipping participants with tools to transfer knowledge on integrity. By utilizing feedback mechanisms, interactive workshops, and effective communication strategies, participants can lead efforts to embed integrity within their organizations, ensuring ethical and transparent operations.

4.5 Outcome 3 – Land administration authorities has taken initiatives to improve the cooperation with other authorities and with different part of the civil society

By improving cooperation, they can ensure better coordination in land management, policy implementation, and service delivery. This may involve sharing data, aligning legal frameworks, and engaging with community organizations, NGOs, and local stakeholders to address land-related challenges more effectively. Enhanced partnerships help create more inclusive and transparent decision-making processes, ensuring that different perspectives and needs are considered. Ultimately, these efforts contribute to more efficient, fair, and sustainable land governance.

In Rwanda, expanded collaboration with village leaders, NGOs, and various government levels has improved accessibility to land registration and addressed informal transactions that pose risks of conflict. Tanzania formalized partnerships through a Memorandum of Understanding (MoU), enabling joint efforts in land use planning and urban development. Similarly, Zambia fostered cooperation between the Ministry of Lands, civil society, and traditional leaders, creating inclusive procedures to safeguard customary land rights.

Kenya's collaboration with the Il-Ngwesi Community and Impact Kenya ensured the development of the Community Land Value Toolkit (CLVT), integrating diverse perspectives into data collection and toolkit design. Rwanda's engagement of surveyors, local leaders, and the National Land Authority enhanced the implementation of the Sales Price Register (SPR), while Uganda promoted land valuation for smart city development through broad stakeholder consultations. Zambia's efforts to create a land information system underscore the importance of aligning government, civil society, and traditional authorities for effective land management.

The participating organizations have increased awareness about the benefits of external collaboration, ensuring lessons learned are embedded in policy and practice. In Kenya, Tanzania, Uganda, and Zambia, feedback meetings and internal reports have highlighted the value of these partnerships, fostering trust, innovation, and mutual understanding.

The initiatives connected to outcome three underscore the importance of fostering dialogue, leveraging diverse expertise, and promoting joint action to address land administration challenges. Through enhanced cooperation, authorities and stakeholders are driving inclusive and impactful development outcomes, creating systems that benefit communities and institutions alike.

The table below shows the predefined outcomes and outputs as well as which countries have worked towards them.

Outcome 3	Output	2017 – 2024 Applied Land Governance
Land administration authorities has taken initiatives to improve the cooperation with other authorities and with different parts of the civil society	3.1, Increased knowledge of and benefits from improved cooperation between public authorities and civil society and other professional bodies	Rwanda Tanzania Zambia
	3.2, Increased knowledge of and benefits from improved cooperation with different representatives from the civil society and other professional bodies	Kenya Rwanda Tanzania Uganda Zambia
	3.3, Participants raise awareness internally about the benefits of external cooperation	Kenya Rwanda Tanzania Uganda Zambia

Output 3.1 - Increased knowledge of and benefits from improved cooperation between public authorities and civil society and other professional bodies

Strengthening cooperation between public authorities, civil society, and professional´s is essential for fostering effective governance and sustainable development. Increased knowledge of and benefits from such collaboration can significantly improve the quality of public services, enhance citizen engagement, and address complex societal challenges.

In Rwanda, a new and expanded collaboration has been introduced in the registration of land ownership. Village leaders, who had not been involved previously, are now assisting citizens by providing information and facilitating contact with the notary functions at sector offices. This initiative enhances accessibility and trust in the system. Furthermore, the change project year three involved informing cell and sector committees, as well as the concerned districts, about the project's importance and potential. This approach ensures broader support for implementing the methods and highlights the importance of engaging multiple levels of government. Collaboration with NGOs, such as Search for Common Ground, has also been instrumental. By participating in information meetings, they addressed issues like informal transactions that increase the risk of conflicts. Discussions with key government officials, including the Permanent Secretary from the Ministry of Environment and the Director General of Land, Forestry, and Water, have further strengthened institutional support and alignment for the change project.

In Tanzania, collaboration efforts have been formalized with a Memorandum of Understanding (MoU) between Lantmäteriet and National Land Use Planning Commission (NLUPC). Joint efforts between NLUPC and Cords in Tanzania are supporting participatory and inclusive land use planning, spanning from policy development to grassroots awareness campaigns. Civil society organizations and government agencies, such as Africa Wildlife Foundation (AWF), Cords, NLUPC, and Ministry of Lands, Housing and Human settlements Development (MLHHSD), have been working together to address land use plans and issues like registration and transactions. These partnerships have resulted in increased awareness,

improved processes, and better public services. Stakeholders such as MLHHSD, Ardhi University, and Dodoma City Council have gained valuable knowledge, while collaboration among team members has enabled the completion of critical documents, such as the LIS Document and Annual Report. Contributions from town planners, local leaders, and ministry officials have enriched urban development tools, ensuring a holistic approach to land management.

In Zambia, stronger cooperation between organizations within land administration has been established, including between the Ministry of Lands and entities like the Zambia Land Alliance. This collaboration extends to the village level, ensuring that all relevant stakeholders are involved in securing a robust land administration system. Efforts to enlighten traditional leaders, communities, and other stakeholders on the importance of systems that safeguard customary land rights have further strengthened this framework, promoting inclusivity and sustainability.

Collectively, these initiatives demonstrate how improved cooperation between public authorities, civil society, and professional bodies can drive systemic change. By fostering dialogue, sharing knowledge, and aligning goals, these partnerships are contributing to more effective land administration, enhanced service delivery, and sustainable development across the benefiting organizations and the communities they serve.

Output 3.2 - Increased knowledge of and benefits from improved cooperation with different representatives from the civil society and other professional bodies

Improved cooperation with representatives from civil society and other professional bodies can significantly enhance knowledge-sharing, inclusivity, and the effectiveness of developmental initiatives. The benefits of such collaborations are evident in various contexts where diverse stakeholders contribute to achieving shared goals.

In Kenya, the earlier mentioned Il-Ngwesi Community played a pivotal role in the development and piloting of the Community Land Value Toolkit (CVLT). Critical information provided by this community, alongside collaboration with Impact Kenya—a local Civil Society Organization focused on community land rights—ensured a holistic approach during the data collection phase change project year four. A wide range of stakeholders participated in the field data collection process, with 162 respondents contributing feedback. This inclusive approach facilitated the creation of a comprehensive toolkit reflecting diverse perspectives and needs.

In Rwanda, the ITP Rwanda team engaged leaders at district, sector, cell, and village offices to discuss the benefits and implementation strategies for the Sales Price Register (SPR) project. A retreat held in Musanze brought together surveyors from the Rwanda Organization of Land Surveyors, representatives from IREMBO, and staff from the National Land Authority in the Northern Province. These stakeholders provided valuable insights into the change project, acknowledged its importance, and pledged full engagement in its implementation. Such cooperation underscores the value of active stakeholder involvement in project planning and execution.

In Tanzania, community property owners actively participated in the field data collection process, ensuring their perspectives were integrated into project outcomes. Additionally, ITP facilitated collaboration between the African Wildlife Foundation (AWF) and Community Research and Development Services, Cords, as an implementing partner for a project proposal developed in September, marking the beginning of a strong working relationship between these organizations. This partnership demonstrates the potential of civil society collaboration to enhance project impact.

In Uganda, year four team conducted informational meetings with UNDP, the African Real Estate Society (AFRES), Civil Society Organizations (CSOs), the Ministry of Lands, Housing, and Urban Development (MLHUD), and the Buganda Land Board (BLB). These meetings aimed to increase awareness of the benefits of cooperation and highlight the value of land valuation in smart city development. By engaging a broad spectrum of stakeholders, the team fostered knowledge-sharing and encouraged collaborative efforts to address urban challenges.

In Zambia year five, efforts to improve land administration included outlining a land information system for customary land, completing the change project report, and submitting it for further action. These initiatives emphasize the importance of cooperation between civil society, traditional leaders, and government bodies to address land-related issues effectively.

Collectively, these examples illustrate the transformative potential of enhanced cooperation between civil society and professional organizations. By fostering dialogue, leveraging diverse expertise, and promoting joint action, these collaborations contribute to more inclusive and impactful development outcomes.

Output 3.3 - Participants raise awareness internally about the benefits of external cooperation.

Raising internal awareness about the benefits of external cooperation is crucial for fostering organizational growth, innovation, and collaborative success. Participants from various countries have been actively sharing their experiences and insights within their respective organizations to highlight the value of such cooperation.

In Kenya, the respective organizations have been disseminating information internally about the benefits of cooperation. The final report, year five is set to be presented to key stakeholders, including the Mentor, Principal Secretary-Lands, and the CEO of the National Land Commission, ensuring that the lessons learned are integrated into policy and practice.

In Tanzania, organizations such as CORDS, National Land Use Planning Commission, NLUPC, and Ministry of Lands, Housing and Human Settlements Development, MLHHSD, has shared the advantages of external cooperation within their internal teams. The consistent interest from staff members applying to the ITP program annually underscores the perceived value of the training and external collaboration. Enhanced awareness of the benefits of cooperation has been communicated to stakeholders through feedback meetings, ensuring that these lessons are widely understood and applied.

In Uganda, stakeholders have been sensitized and are now fully aware of the benefits of external cooperation. Consultations and awareness campaigns have reinforced the importance of engaging with external partners to drive progress and address shared challenges.

In Zambia, participants have been equipped with knowledge about the importance and advantages of external cooperation. Traditional and local authorities have also been informed about how such collaboration can strengthen customary land management systems, fostering trust and mutual understanding between diverse stakeholders.

These initiatives demonstrate the effectiveness of raising internal awareness about the benefits of external cooperation. By sharing knowledge, fostering dialogue, and emphasizing collaborative opportunities, participants are building a foundation for sustained organizational improvement and enhanced partnerships.

Indicators

The ITP311 had pre-defined outputs and indicators for the whole programme. An experience with the indicators is that this has been very difficult to target and follow-up. As the change projects have been new for each country each year, the pre-defined indicators were formulated in a way that sometimes did not match well.

Another challenge with the indicators has been that the reporting the earlier years have been unclear on the indicators. Therefore, this final report focuses on the results connected to the outputs during the whole program.

The total list of program indicators can be found in Appendix 3.

5 QUALITY ASSURANCE MANAGEMENT:

The International department at Lantmäteriet has a defined process for Quality Assurance Management which is used for all projects, see below:

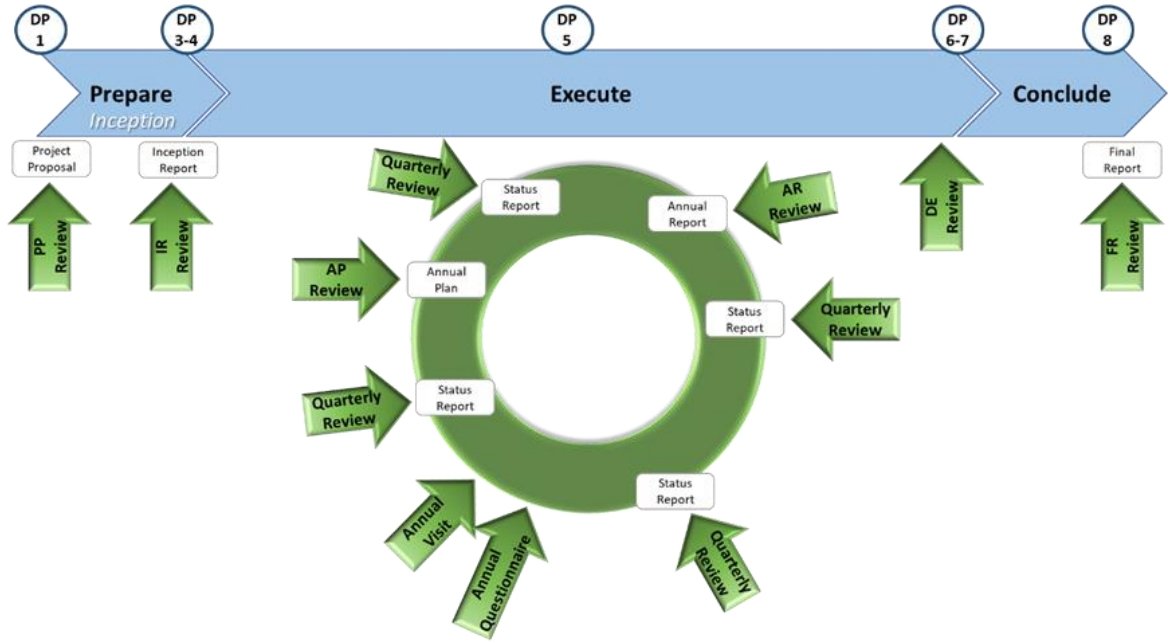


IMAGE: QAM Process description

Quality Assurance Management means monitoring and evaluating the project/programme regularly as well as to advise and guide the Project Manager to ensure sustainable results. The work should follow the QAM process that is used on all International Development Cooperation projects at Lantmäteriet. The Quality Assurance Management reports to the steering committee and present a report to the Project Manager.

Quality Assurance Management of this programme, including this final report (including specific reporting for year 4 and 5), has been conducted by Lennart Wastesson, Project Manager at the International Department of Lantmäteriet. Important tool for QAM are the on-line surveys, which have been conducted for the Sweden and Regional phase, and the informal discussions with participants and Swedish staff as well as the active participation of the QAM in selected parts of the program. All these different tools give the same view of the programme performance – high level of satisfaction from everyone involved and good results achieved through a program with high level of dedication for key persons involved.

Background

This ITP was prepared and accepted by Sida during 2016. The programme was approved on July 1, 2016 by "Decision on Contribution" with Sida reference number 2016-07-01*16006651. At the same time an agreement was signed between Sida and Lantmäteriet, to carry out the whole programme till the end of 2022. The agreement includes an initial phase, so-called Inception phase, followed by five courses lasting one year each up to the final course to be completed during 2022.

The overall ITP-design was documented in the proposal from April, 2016, which also served as basis for Sida to elaborate and approve the proposal to ITP. The programme started officially in 2017.

Over the course of all the programme years there have been four different programme managers and four different Quality assurance managers.

Programme managers:

- ITP17 Property formation - Stefan Svensson
- ITP18 Physical planning - Tobias Lundberg
- ITP19 Land registration - Tobias Lundberg
- ITP20 Land valuation - Lennart Wastesson and Benny Andersson
- ITP24 Land Information Systems – Benny Andersson

Quality Assurance managers:

- ITP17 Property formation – Lennart Johansson
- ITP18 Physical planning – Zoia Faraj
- ITP19 Land registration – Zoia Faraj
- ITP20 Land valuation – Tobias Lundberg and Lennart Wastesson
- ITP24 Land Information Systems – Lennart Wastesson

The reporting from different years has also been slightly different. The report template for annual report and final report from the International department at Lantmäteriet was changed in 2020 and Quality assurance has since then been included as a chapter in the report. All the years have had financial reporting from auditors as separate documents. A list of all reports sent to Sida regarding ITP311 can be found in Appendix 4.

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5.1 Quality Assurance Observations of Year 1-5

Number of countries and participants

The ITP311 programme has had participants from five countries. All are neighbouring countries in East Africa. Many of the challenges in land governance are similar in these countries which has enabled knowledge sharing and examples, suggesting solutions and making comparisons.

Each country has had approximately five new participants each year. They have predominately been working in Ministries of land, government land organizations or NGO:s working with issues in the land sector land. This means the participants have all had a similar academic background and again have been able to share their experiences in land governance when participating in the programme.

An experience from conducting the ITP311 is that five countries require resources from the programme management from Lantmäteriet in terms of mentors, regional- and administrative support.

As the ITP311 change project work has been team-based, another observation is that five participants per country have had both its advantages and disadvantages. A disadvantage has been that if one or two participants is not able to conduct the on-going programme for various reasons, it means the workload increases for those who are still in the team. Having

participants from different parts of the country has also meant that logistics increases and is more costly for travelling to planning meetings and conducting fieldwork.

Pre-defined outputs and indicators
The ITP311 had pre-defined outputs and indicators for the whole programme. An experience with the indicators is that this has been difficult to target and follow-up. As the change projects have been new for each country each year, the pre-defined indicators were formulated in a way that sometimes did not match well.

Similar experience has also been with the pre-defined outputs. Some of the outputs have been easier to target, while others have been more difficult.

In the ITPLZ (ITP Liberia / Zimbabwe) that Lantmäteriet is also conducting, no pre-defined outputs and indicators are defined. The work with formulating outputs and indicator is done each year by the participants together with the programme management and this is better suited for change project work with an adaptive approach.

Change projects
The concept in the project proposal was that the different themes of the programme would follow certain steps in land governance. The hope/idea was that the change projects would also build on the previous ones.

In some cases, the teams have continued with change projects from previous years, but not always. The physical location or geographical area where the change projects have taken place in the countries have also changed over the years. This has meant that it in some cases when analysing all the five years, it has been difficult to say how things have developed in the long-term, or proof of sustainability. The change projects have all been good individually but may have been isolated in terms of long-term change in society which ITP strives towards achieve.

A recurring theme from all the years are the expenses associated with the change projects. To carry out the change project there are costs involved for the participants. In countries where distances are long between the change project site and where the participant lives or work, it means it can take a lot of time and can be costly. Other costs such as printing material, over-night stay when doing data collection, awareness, petrol and similar are often connected to the change project work.

Lantmäteriet have provided a small budget for each team and year to cover these types of costs. However, it is unclear if the results of the change projects would be much better if the budget would be higher.

Focal points
From the start of the programme focal points from each country were appointed. The idea was to have a local person from each country that could be involved in the whole programme over the years. The persons appointed worked at ministries of land/land organizations in each country. They would not be paid for being a focal point and the incentive was that they would be invited to Sweden for the Sweden phase.

The experience has been that some of these persons have done a very good job and been involved all the way through the programme. They have guided new participants and assisted with meetings and follow-up activities. Some of the original focal points have left their positions and new focal points were recruited in their place.

The focal points were invited to Sweden on the first course of the ITP. Their perception was that they would accompany every new group of participants to Sweden. When it became clear that this would not happen, the interest from some focal points was lowered. The focal points have been invited every year to the regional phase (except for year 4), but not everyone has attended the regional phases.

The role of the focal points was gradually shifted to be handled by the Swedish mentors (one for each country) as it was too insecure to rely on the focal points for meetings, follow-up and activities supporting the country teams.

Alumni activities

During the course of the programme WhatsApp groups have been created (From year 2-5). This has been a good way to keep in contact with the participants. The WhatsApp groups have been most active when the course has been on-going, but there has also been correspondence years after they have attended.

During the regional phase the focal points have been invited (except for year 4). As mentioned before, not everyone has attended the regional phases due to different reasons.

Alumni workshops were arranged in each country during the last year of the ITP. Invitations were sent out with arrangements for travel and hotel for all participants from each country to meet for 1-2 days. The objective was to share experiences, present their change project, what has happened to their change projects after their participation and create a platform for future contacts within institutions and persons.

The experience from the alumni workshops is that this is a good way to link the work done in the ITP to create sustainable solutions for the future.

Covid-19, e-learning and digital sessions

At the end of year 3 and start of year 4 of the ITP, Covid-19 broke out. This had a massive impact on the program structure. No travels were allowed, and a big re-scheduling of the phases and activities started. Lantmäteriet started with creating digital activities and a plan how to handle the situation. To prepare for the future and adapt to the situation, an e-learning platform was prepared in 2020 with educational materials such as films, questionnaires, and interaction with teachers from Lantmäteriet. The prepared trainings could be used at the beginning of 2021 with the aim that all participants would reach a good level in terms of knowledge for that particular course/year.

An ambitious ”digital week” was conducted in May 2021. The purpose was to give the participants information about Sweden and how it was intended to conduct and form the change projects.

To build and maintain the knowledge for the participants, it was decided to continue with digital lectures and question time sessions in the area “Land valuation”. During the autumn

of 2021, the interest and commitment from the participants gradually diminished and at the end, only a few, if any, attended the last lectures/sessions.

Due to the continuation of Covid-19, the original plan with a Sweden phase in September 2021 and following mentor trips had to be postponed. The Sweden phase was first postponed to February 2022, then to autumn 2022 and finally to April 2023.

5.2 Quality Assurance Recommendations of Year 1-5

As a result of the experiences and observations, the recommendations from the QAM for arranging/conducting a future ITP by Lantmäteriet are:

- Limit the number of countries to three (3)
- Make sure relevant organisations are represented
- 9-10 participants from each country
- Define Impact and Outcomes in the programme proposal
- Develop a clear RBM structure with a MEL-plan on Outcome level
    - Outputs and indicators to be decided for each year of the programme
- Change projects:
    - Consider if the change projects should be pre-designed and decided by Lantmäteriet
    - Consider if the change projects should be in the same geographical are/place every year
    - Provide a small fund for the change project to cover in-country costs (included in the programme proposal)
- Focal points:
    - If local focal points should be involved, there is a need for clear rules and expectations what is expected. There is also a need for incentives for the focal points all the way through the programme
- Alumni network:
    - Investigate a suitable platform for alumni network
    - Budget for alumni platform to be included in the overall proposal
    - How will the alumni network and platform be handled after the program? What role will Lantmäteriet have?
    - Consider alumni activities to be held each year
- Mentorship:
    - Consider how the hand-over from one year to the next should be organized
- Digital meetings/on-line sessions
    - Consider when and how digital meetings /on-line sessions should be used

5.3 Quality Assurance of Year 5 – Land Information Systems

From a QAM perspective, the results achieved during 2024 are good, and the participants as well as the Swedish management team, mentors and experts are very satisfied with the program, the cooperation and the results achieved. Sustainability and continued success of

the program will depend on continued commitment, understanding and appreciating of the local context together with an adaptive management mindset from those who have participated in the program and their respective organizations.

The fifth round of participants, from the respective countries have conducted a full program (Land Information Systems) and the QAM results from this round is presented here.

5.3.1 WORKSHOP SURVEY AND INTERVIEWS

The "Workshop survey including travel" follows the routines from the International Department and is used in all bilateral projects. Surveys and interviews were carried out during the Swedish and Regional phase in Kenya. The scale in the survey is from 1-4 (where 1 represents not at all and 4 represents fully). The survey is anonymous, and the respondents are encouraged to write their comments and suggestions.

5.3.2 THE SWEDISH PHASE

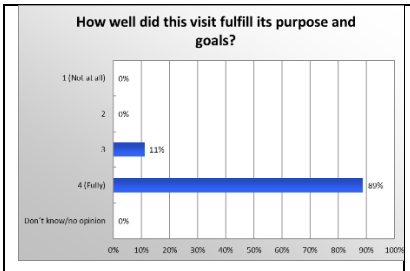
An on-line survey conducted in April 2024 with the participants during the Swedish phase. 29 participants from the five countries (Kenya, Rwanda, Tanzania, Uganda and Zambia) responded.

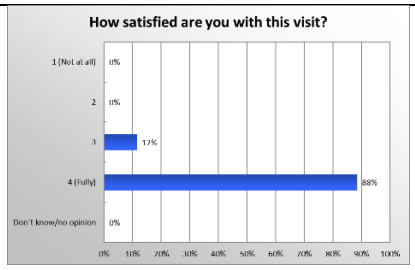
In the workshop survey there are many questions, and the respondents are encouraged to write their comments to elaborate on their answers.

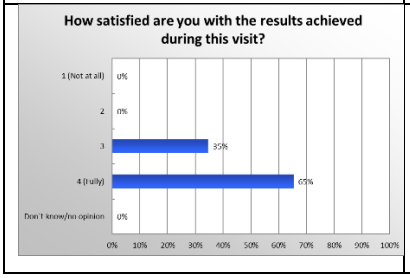
Ten (10) individual interviews (two with each team) were also carried out before the teams left Sweden. The interviews were a good way to get a better understanding of some of the answers given in the survey.

Below are the results from the survey and some of the sample comments from the participants that has been written in the survey and stated in the interviews. These have been grouped by the QAM to the different topics of questions in the survey.

Result and overall satisfaction/New knowledge gained







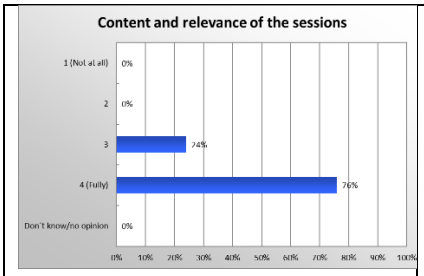
- The highest marks are on new knowledge gained. 92% states they have gained new knowledge during the Swedish phase
- High marks on result and overall satisfaction (3 and 4)

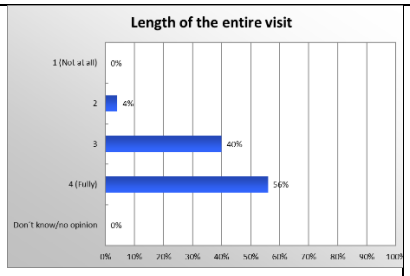
Sample comments:

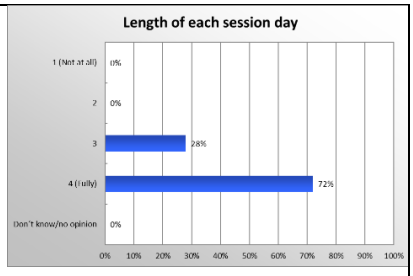
- I have learned the importance of creating systems with the long-term goal in mind. This will stand the test of time regardless of our changing political/organizational governance.

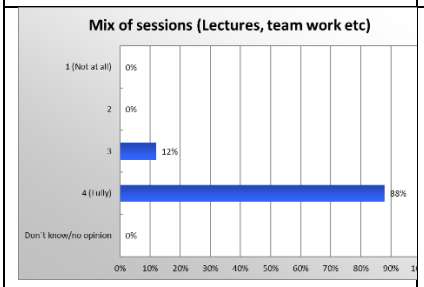
- Transparency and integrity as part of personal ethics
- Steps or processes in having a sustainable LIS, Time management and discipline
- Cooperation or teamwork is essential in all activities and the need to involve all stakeholders in developing new project
- A more refined knowledge on integrity, environmental conservation, gender inclusivity, sustainability in projects
- I personally gained knowledge in IT system project planning from requirement gathering and management to testing and deployment. We learnt a lot on RBM and learnt from other countries how they've implemented the LIS

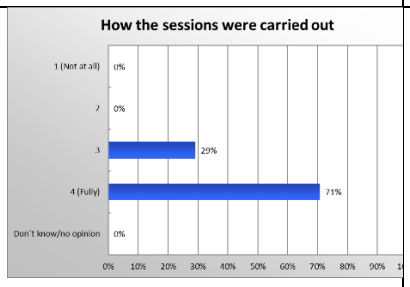
Content, length and team work

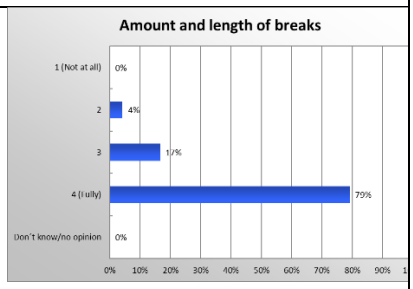


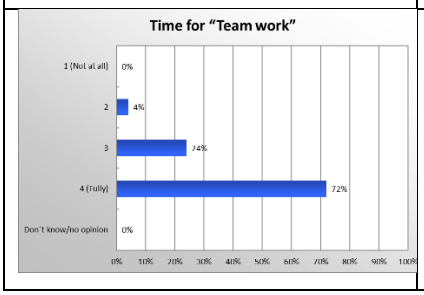












- High marks on Mix of sessions (88%)
- 76% have stated fully on content and relevance
- Length of entire visit have received lower marks

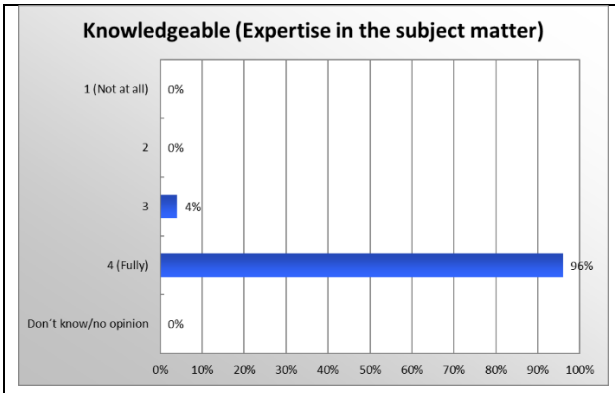
Sample comments:

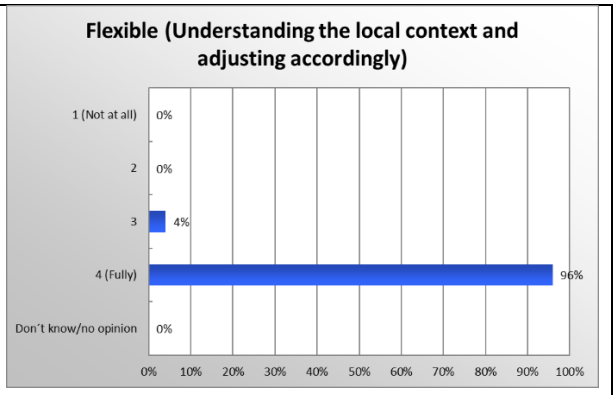
- I loved how all the presenters were open to engagement and willing to help. The team valued every opinion from either one of us
- In the future the session should be divided into theoretical and field visits. Starting with the theoretical session then the field visit
- There was proper time plan and management. The Fika breaks were great. The lectures presented themselves very well and engaged the participants through various exercises and humour. This made the sessions very exciting
- Since the program involves mixed professional i.e IT, Valuers, Land Officers, GIS etc, then the training should at its initial stage should start with basics of knowledge of the Subject Matter and move on to complex issues
- Lectures session was good. Facilitators explained the content fully and well understood. Also, they are good time managers and they encouraged working as a team for better result
- The area I noted that it could be improved is the discussion on technical topics in Land Information System. It became evident that some of the technical issues were hard to explain

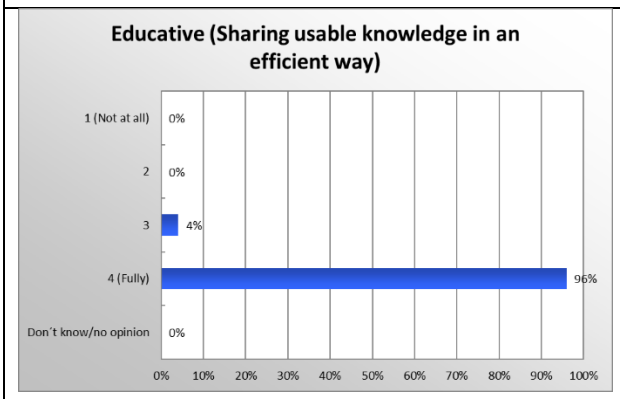
for members with no technical IT background. I would like to request for some more presentations on issues like system architecture and technological stack which will be part of the LIS document that we will prepare during the execution of our change project.

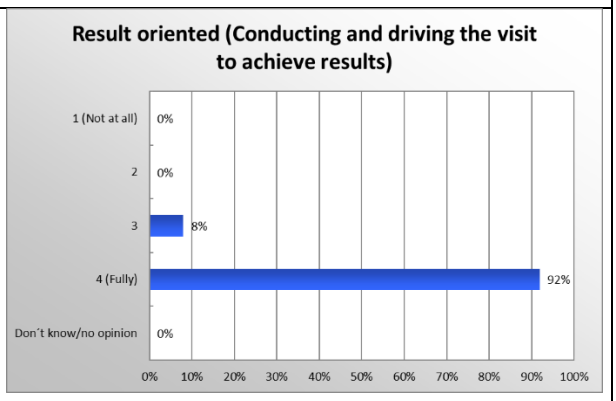
- Need of more and more practical works related to IT, new and latest technologies
- Mixed topics and presenters with different backgrounds
- Well organized site visits for learning
- Enough time for discussion for the country teams, good and enough support from the mentors
- The Length for the Swedish Phase is too short to cover everything. There were a lot of things to accomplish with a very limited time

Our experts









- Very high marks on the Swedish experts
- The Swedish experts are also considered flexible, educative and result oriented

Sample comments:

- The clearly demonstrated teamwork. The team is very competent and has a collaboration of the highest order
- All the presenters had mastery of the content they were presenting. The presentations were so clear and direct even so one who might be new to the field of IT.
- They were able to answer the many questions asked by the participants. They even confirmed or verified further from their colleagues if they are unsure.
- They managed to give local examples to make sure it is understood.
- Team work outings and exercises, these helped us from different areas to gel together. The focus and the goal was evident from onset on what we were to achieve and learn. In some few sessions, the lecturers had challenges with communicating in English
- The staff were extremely friendly, accommodative and knowledgeable.

- They are very generous, since the first day they have received us. They have been people who like us to learn new things and if we ask questions they answer quickly and with love
- Explaining the topics with examples and involving activities that the class is able to remember
- Time keeping
- Very welcoming- nice reception every morning
- Everyone was so concerned about us, to be able to understand in depth, mentors even from different groups kept checking on all of us to make sure we understand, you are such a great team👌🏾👏🏾

Preparations before the visit

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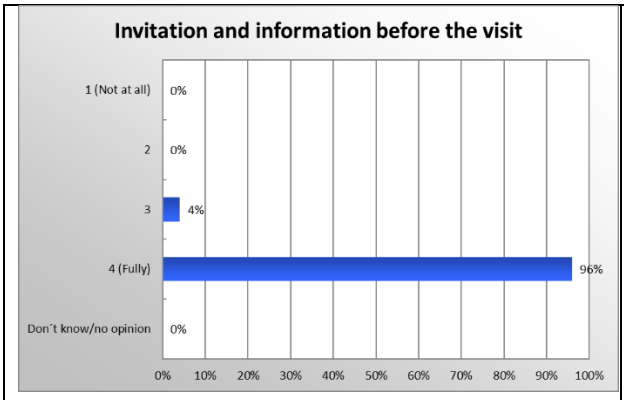
<td> 
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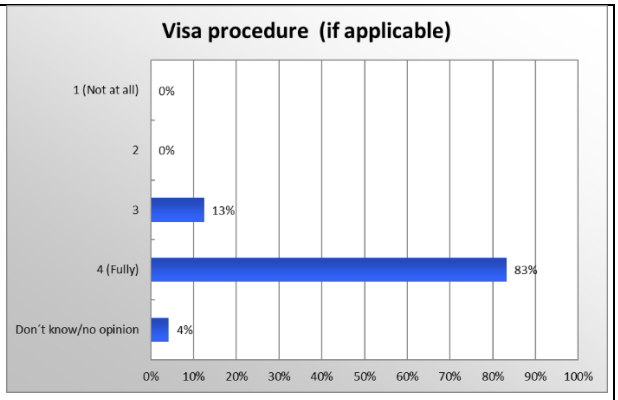
<td> 
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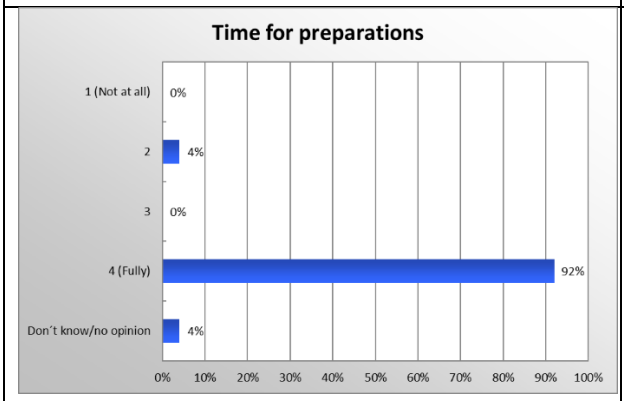
<td> 
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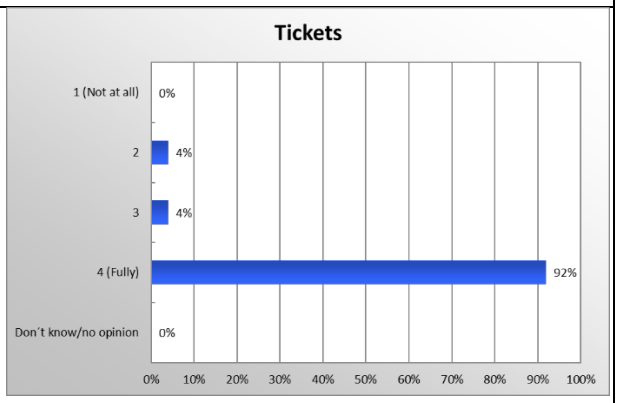
<td> 
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<td>• Visa procedure gets a slightly lower mark than all the others regarding preparation before the visit</td>
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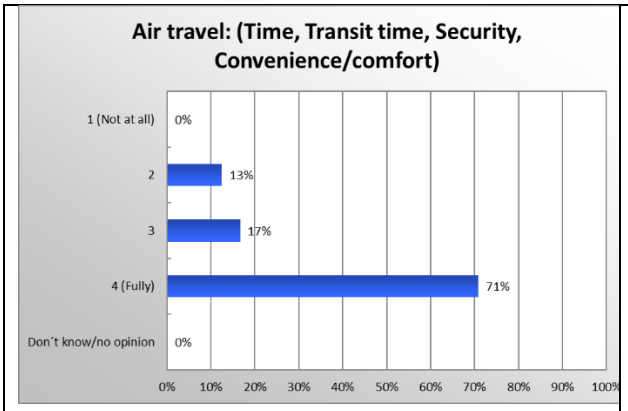
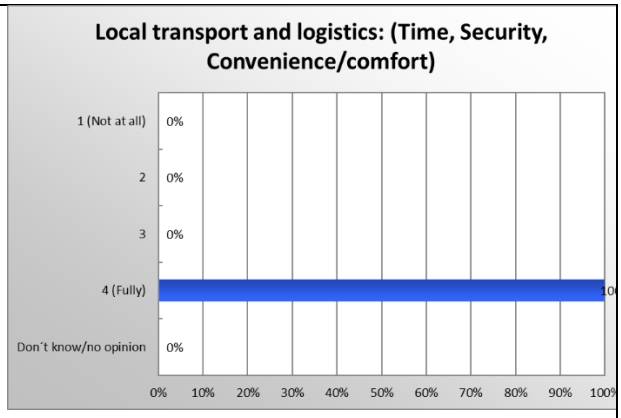
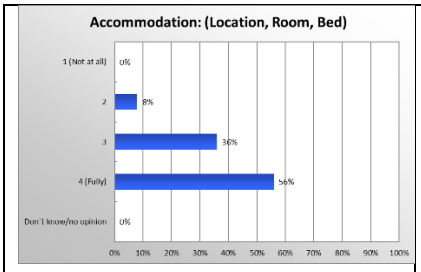
Air travel & local transport and logistics

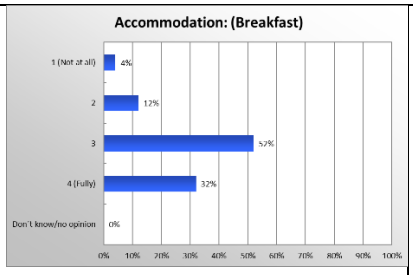


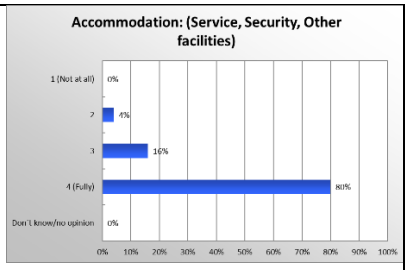


- Very high marks (100%) on local transportation

Accommodation





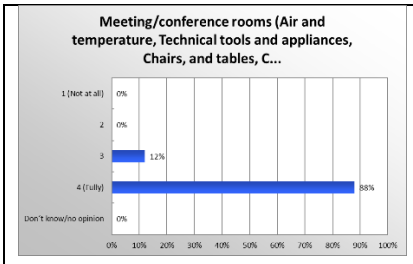
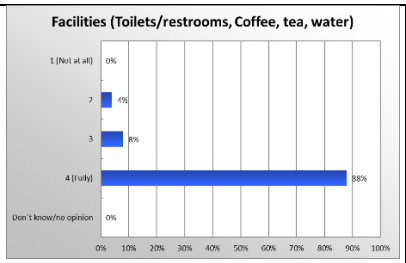
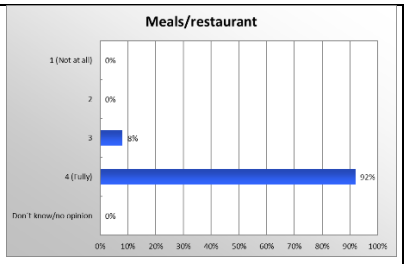
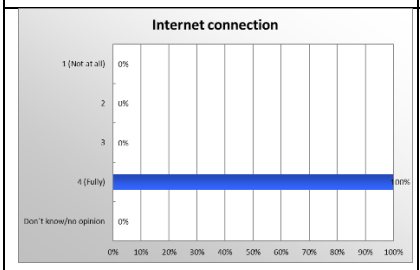
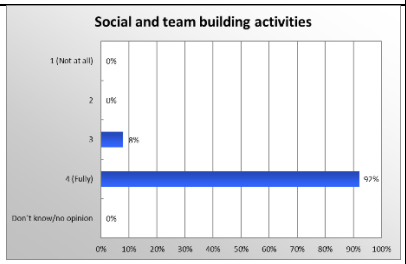
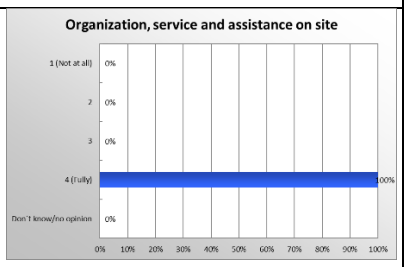


- Accommodation gets significantly lower marks than other questions in this survey

Sample comments:

- The choice of hotels was so good and comfortable. The breakfast in Gavle could have been better
- The accommodation conditions were acceptable
- There should best hotel, with a variety of choices at breakfast and with space for discussion when we leave the classroom
- The breakfast served remained the same throughout the entire period with limited fruits options
- Transport system was an amazing experience

Premises, facilities, and service

		
		
		• Very high marks on premises, facilities and services

Sample comments:

- Navigating the new place was quite manageable due to the great systems in place
- The premises were superb, all my needs were catered for
- At the Restaurants sometimes try to have some African foods
- The stay at Lantmäteriet was excellent. You people have a special way you regarded us, all was so good and on time
- There is need to mix countries in activities for team building

5.3.3 THE REGIONAL PHASE

An on-line survey was conducted in November 2024 with the participants during the Regional phase in Kenya. 23 participants/mentors from the five countries (Kenya, Rwanda, Tanzania, Uganda and Zambia) responded. The same workshop survey was used as for the Swedish phase. The scale in the survey is from 1-4 (where 1 represents not at all and 4 represents fully).

In the workshop survey there are many questions, and the respondents are encouraged to write their comments to elaborate on their answers.

Five (5) interviews (one with each team) were also carried out on-line with the QAM before the teams left Kenya.

Below are the results from the survey and some of the sample comments from the participants that has been written in the survey and stated in the interviews. These have been grouped by the QAM to the different topics of questions in the survey.

Result and overall satisfaction/New knowledge gained

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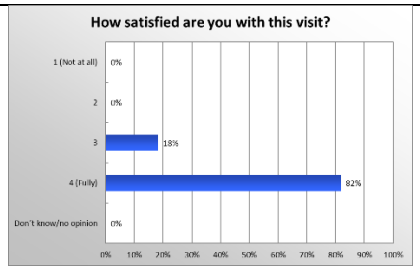
<td> 
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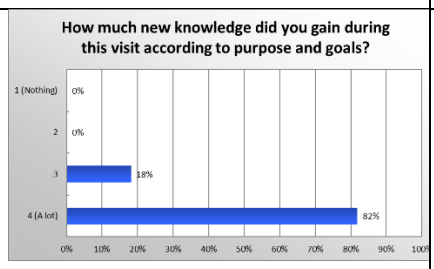
<td> 
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The highest marks are on the purpose and goals (86%)
Results achieved is higher on the Regional phase than the Swedish phase
New knowledge gained is lower than the Swedish phase.
All the other marks are similar to those of the Swedish phase.

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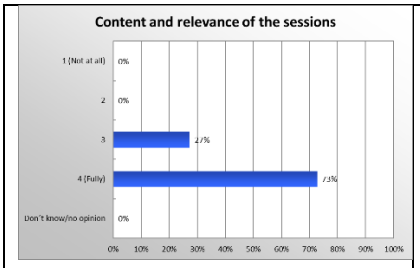
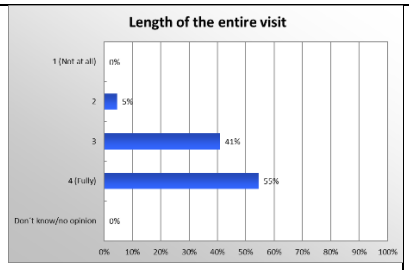
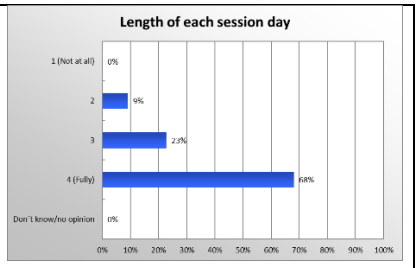
Sample comments:

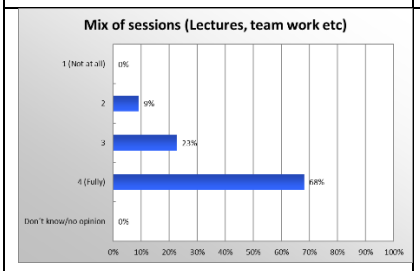
- I have learned the procedures for the development of a sustainable ICT system
- Collaboration and networking are key to achieve goals
- Exposure to ICT technicalities and an in-depth knowledge of how systems are built and should function. The importance of sustainability and a continuous stakeholder engagement when designing the system
- Time keeping, presentation skills, more knowledge gained from land governance, waste management
- Accountability, transparency, teamwork and professionalism are key in any work environment
- Stakeholder engagement and proper planning are essential in having a sustainable project
- The process of stakeholder involvement in the preparation of land information systems. I will use this information to engage stakeholders in preparation of land use plans
- One of the most impactful components was the Results-Based Management (RBM) framework, which shifted our approach to project management by emphasizing measurable outcomes and efficient use of resources. This has had a lasting impact on my work, enhancing our focus on results and accountability
- Transparency, communication, presentation techniques and sustainability of systems these are key elements that am embracing in my line of work
- More ways of collaborating between government and other entities. Apply it in my place of work to good land governance especially in dealing with customary land
- Many lessons from different partner counties; including teamwork and collaboration, as well as the importance of the integrated LIS for enhanced land governance in East Africa
- Stakeholder participation
- Presentation skills, sustainability, prioritization, collaboration, team spirit, RBM, stakeholder engagement, Team work, Time management, Flexibility and Sustainability

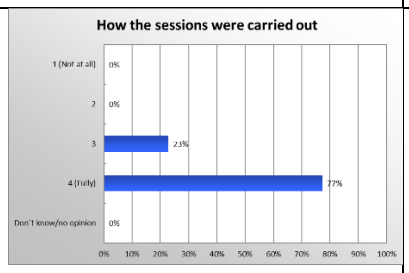
Content, length and team work

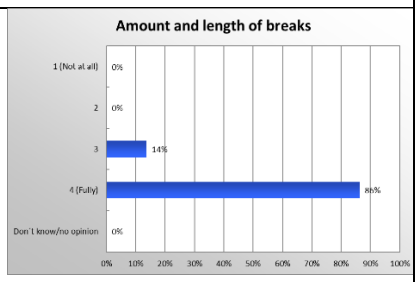


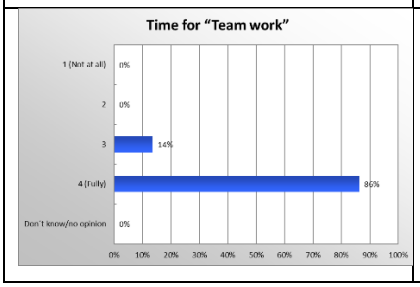










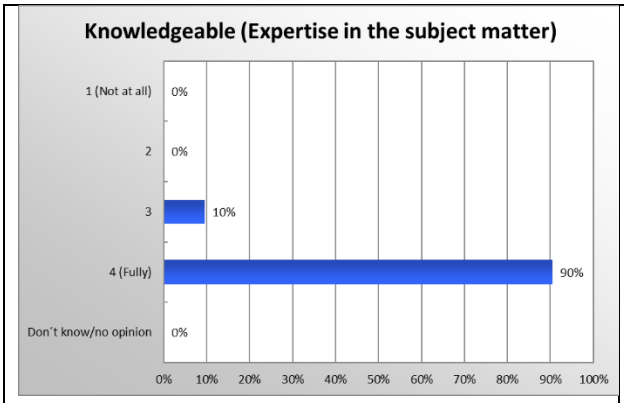


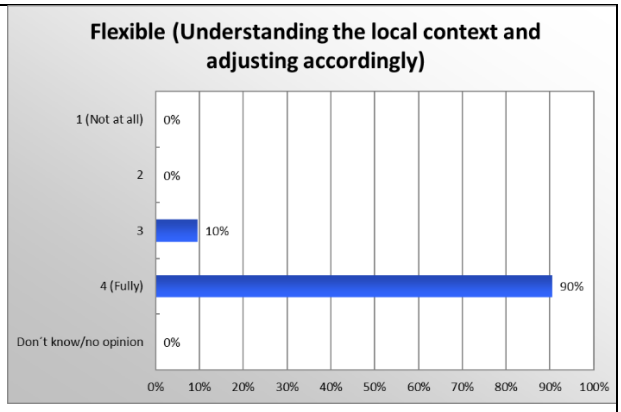
- The highest marks are on "Amount/length of breaks" and Time for Team work" (86%)
- All the other marks are similar to the Swedish phase.

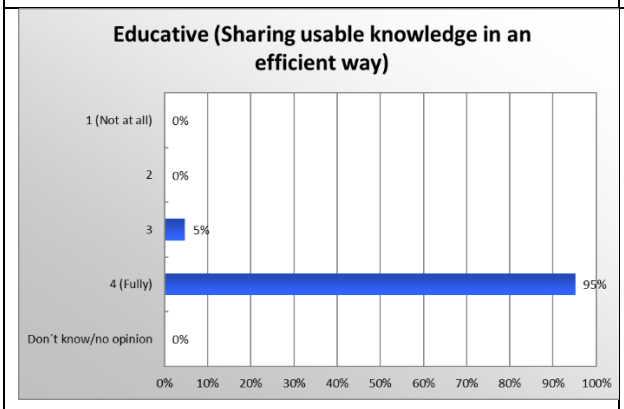
Sample comments:

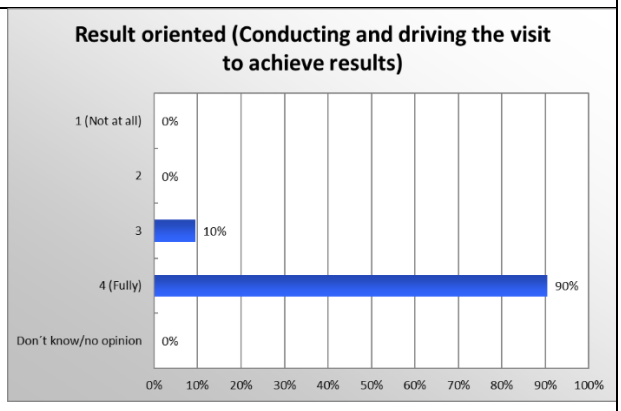
- The time for the training sessions and group work was adequate as participants were able to submit their work on time
- Team-work has been the backbone of our progress as countries and this was clearly exhibited by the mentors. They have been good ambassadors to us and taught us well
- The Workshop was executed very well
- Allocate budget for change project implementation
- Too much presentation in short period of time and participants need time to process the presentation
- I have learnt that change should always start from the individual mind set and adherence to the laws

Our experts







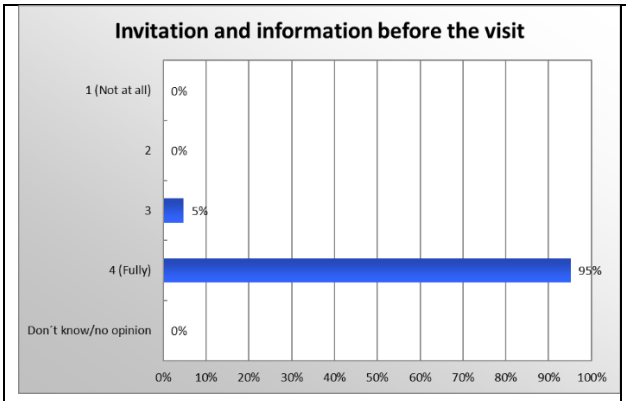


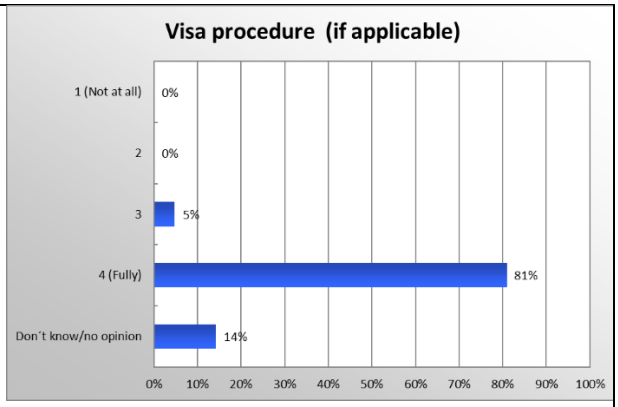
- High marks on the experts in the Regional phase
- Very high marks on Educative (95%).

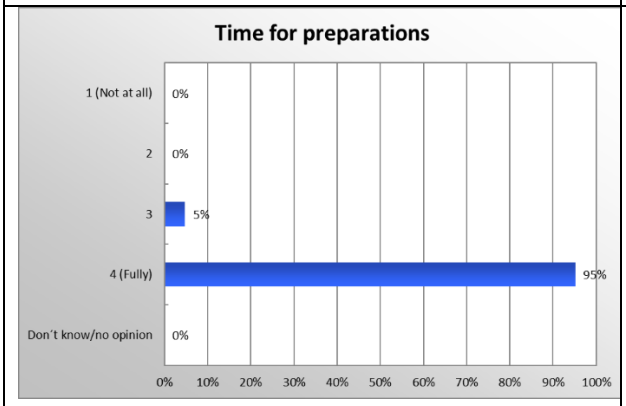
Sample comments:

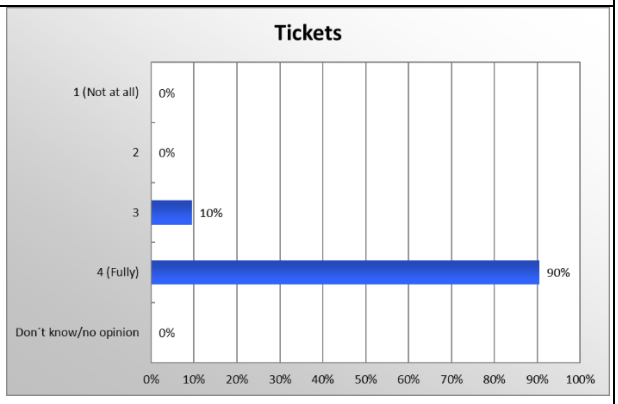
- Very interactive and caring staffs
- Second to none, in the way they disseminate information. Adaptive to change is something I can make mention of, just how well they deal with change as most people are always resistant to change. Didn't really see anything bad though I think in some instances they would agree to certain answers given just to make the student feel comfortable
- The team we met in Sweden, intermediate and regional phase were always knowledgeable about the subject matter, so equipped because of the knowledge and good communication skills
- The online sessions were a bit unclear
- They were all skilled and knowledgeable and gave us examples and practical sessions that made the training period worthwhile
- The team is very supportive, composed and organized. Moreover, they were very flexible and listened about any emerging challenges
- The staff were Result oriented, very patient and took time to ensure the information being put across is well understood
- They were willing to offer their best support in every aspect, could give you time and attention for an inquiry and they exposed us to new way of doing things transparently
- Well organised and executed project

Preparations before the visit



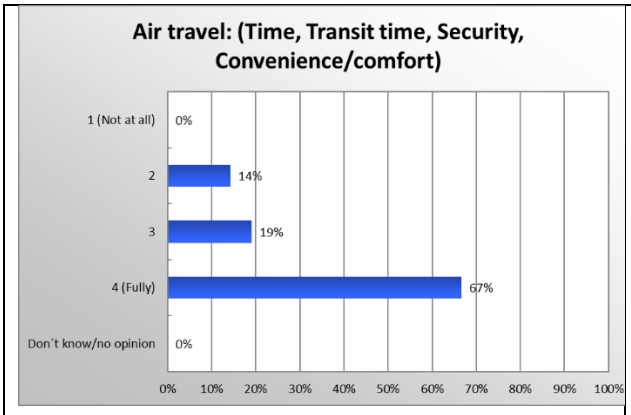


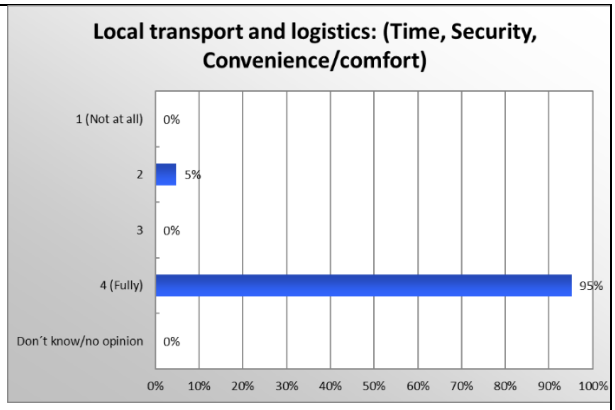




- All the marks are similar to the Swedish phase.

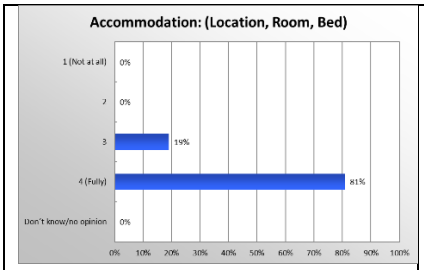
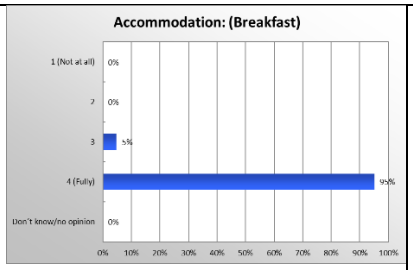
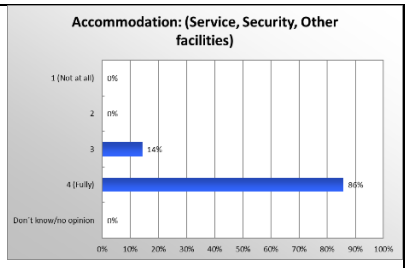
Air travel & local transport and logistics





- All the marks are similar to the Swedish phase.

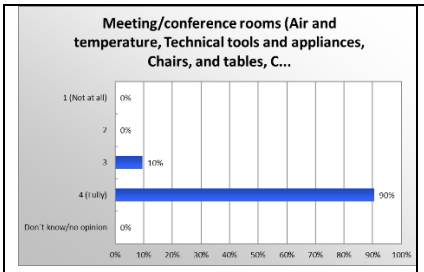
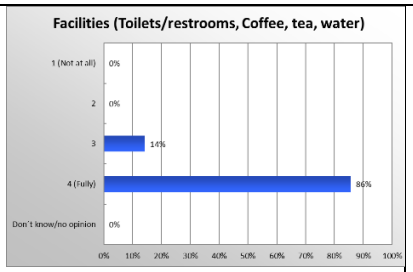
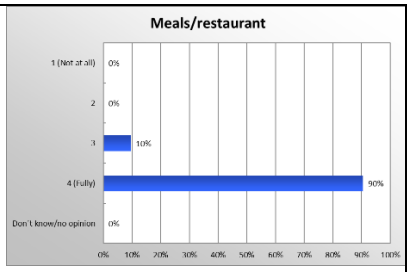
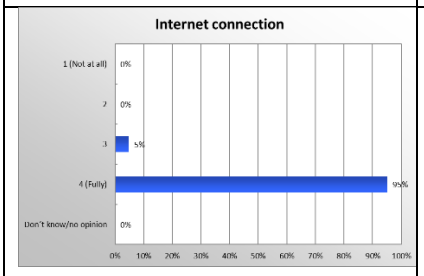
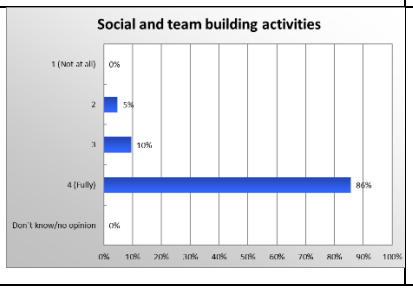
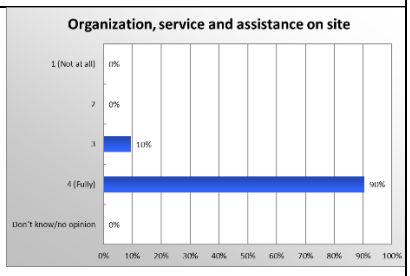
Accommodation

		
		• Accommodation gets significantly higher marks in Kenya compared to the Swedish phase

Sample comments:

- During Swedish Phase the accommodation was very ordinary. I think you could do better than that. Also, the amount given as an extra money for food was not enough
- Was actually exposed to some of the best facilities I have come across
- In Sweden 2homes was very ok though we were not used to cold breakfast but we learnt and adjusted, with Regional phase we are forever grateful was a best choice
- Flight time changes from Nairobi led to long delays at the airport
- I can say is thank you to the Swedish government my ITP experience has been life changing and I received all the support I needed throughout and am grateful
- The changes in hotels were inconveniencing and the standard for the second hotel seemed better than the first
- Rooms were not available on time for the participants to check-in on 10th November. The hotel should have organized system of allocating rooms for the guests
- Apart from the bad airline picked with short transit time and poor customer service, everything was very good

Premises, facilities, and service

		
		
	• All the marks are similar in the Swedish phase compared to Regional phase.	

Sample comments:

- Some improvement is required during the Team building
- All was well despite the distance to town
- The way I feel comfortable with the availability of internet connection
- Team building exercise also made me become a lot more comfortable with colleagues from other countries
- The internet was not available at some points
- The environment including meals internet and other services were impeccable!
- Improvements can be done in other areas
- Very satisfied, the waitress and waiters were punctual and did well their job at the restaurant
- Everything went well
- Well executed project

Lessons learned Survey

During the Regional phase a Lessons learned survey was also conducted. The "Lessons learned survey" has been constructed by the International Department at Lantmäteriet and is also used in the ITPLZ (Liberia Zimbabwe) programme.

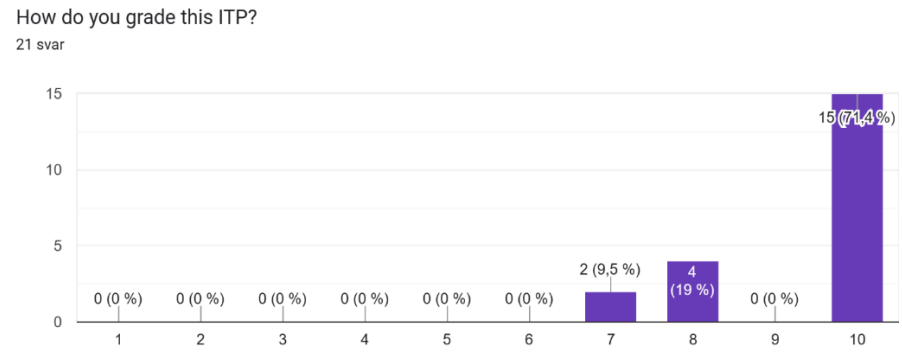
The reason for conducting this survey is for the participants to evaluate the whole year in the ITP and not just the specific phase they have attended. This year the survey had specific questions regarding the theme (Land Information System) as the programme management wanted to know more what the participant had perceived they had learned and what could be improved for a future course with this theme.

The survey contains four (4 questions).

- How do you grade this ITP?
- Specify the two best single "activities" (visits/workshops/presentations) during the program
- In your opinion, what are the key elements of a Land Information System?
- Do you have any suggestions of what could have been done differently during this program, for you to achieve more useful knowledge on Land Information Systems and Technology?

The scale regarding the first question is from 1-10 (where 1 represents not at all and 10 represents fully). The other three questions are "Free text" based answers. The survey is anonymous, and the respondents are encouraged to write their comments and suggestions. 21 participants from the five countries (Kenya, Rwanda, Tanzania, Uganda and Zambia) responded.

How do you grade this ITP?



- 15 respondents (71,4%) have answered 10
- 4 respondents (19%) have answered 8
- 2 respondents (9,5%) have answered 7

The results show that the participants have given the very high marks on how they grade the program.

Specify the two best single "activities" (visits/workshops/presentations) during the program:

- 18 respondents have mentioned visits as the best activity. The field visits include Waste Management, Transport Authority, Falun copper mine, Bamburi Haller Park and other visits during the Swedish and Regional phase
- 9 respondents have mentioned presentations on Land Information Systems, RBM, Team presentations
- 3 have mentioned the Alumni workshop and Gallery walk

In your opinion, what are the key elements of a Land Information System?

- Cadaster, users
- Data, computer hardware and software, Processes, and people both direct and indirect users
- Stakeholder engagement
- The different LIS approaches and practices for each country
- Owner details, land use and legal descriptions
- System architecture
- Land record management and Spatial data infrastructure (SDI)
- Requirement gathering and Stakeholder engagement
- Data collection, Data storage, information security, spatial data component, user interface and interactions and legal frameworks and policy concerning LIS
- Geospatial, topographical data, data system management, GIS, user interface, Standards and protocol
- System acquisition and development
- Databases (spatial & non spatial), Procedures, Hardware, Software
- Stakeholder consultation
- Project management, Good requirements, stakeholder engagement, sustainability.
- Security and access control; and maintenance and sustainability
- "1. Geospatial Data, 2. Data Base Management System (DBMS), 3. Geographical Information (GIS), 4. Meta Data, 5. User Interface, 6. Network Infrastructure"
- "1. Geospatial component, 2. Cadastre data, 3. Attributes data, 4. Data integration, 5. Data sharing, 6. Analytical tools and decision making 7. Reporting"
- "1. Data Components 2. Database Management System (DBMS) 3. Geographic Information System (GIS) 4. Processes and Workflows 5. Governance and Policies 6. User Accessibility 7. Security and Sustainability"

- For a land information system to function properly there is need for a proper cadastre.
- In my opinion, the key elements of a Land Information System (LIS) includes; 1. Accurate spatial data (like land boundaries), 2. A database for managing land records, tools for data analysis and mapping, integration with other systems (such as cadastral or zoning information), and user-friendly interfaces for accessing and updating data. 3. Additionally, ensuring data security and maintaining up-to-date information are crucial for effective management.
- Stakeholder requirements, clear definition of problem, simplicity and sustainability

Do you have any suggestions of what could have been done differently during this program, for you to achieve more useful knowledge on Land Information Systems and Technology?

- Extended more time for learning in Sweden, the presentations seemed to be good but very compacted, so chances are very high for someone to miss important insights
- More expertise was needed especially ICT programmers
- To achieve more, I think each ITP group the best LIS change project can be selected and given a chance to be implemented. This would be another motivation for all the upcoming ITPs
- Explain more about Agile, to bring everyone on same level (Not all participants are IT)
- Everything was done accordingly
- Exploring how blockchain and emerging technologies contribute to land information system in particular and land administration and management at large. Please include it in next programs
- The training was adequate
- This phase would have created room for implementation of the documentations different countries produced
- The programme should start from the regional phase and end in Sweden
- Length of the project to be increased to at least a month in Sweden
- Provide in depth knowledge on LIS and technology including activities/events that speak to the knowledge.
- More practical sessions of interacting with an LIS
- "1. The course outlines and teaching materials should be shared at very early stages of the programme soon after the Applicant have been selected to join the programme. 2. The Swedish Phase should be increased to allow participants to get more time to learn. 3. The arrangement of timetable should align to the course outline so as to help participant to follow the course properly. 4. Because the programme involves participants from different fields, participants could be equipped with the basics of ICT first before directly dwelling to LIS. 5. During Swedish Phase there could be more practical trainings to equip participants with the knowledge on how to develop a sustainable ICT system. 6. After Swedish Phase; participants should be equipped with a lot of training materials for further studies"
- "1. More interactive, practical sessions like live GIS software training, remote sensing demonstrations, or real-time cadastral mapping exercises 2. Additional of field visits to various types of land management institutions, such as rural land registries, urban planning offices, and private-sector mapping companies 3. To introduce sessions on cutting-edge tools like Artificial Intelligence (AI) in land analysis, blockchain for secure land transactions, or drone mapping technologies. 4. To conduct in-depth discussions of successful and failed LIS implementations globally, focusing on lessons learned"
- Wish these projects or proposals could be realised. This should be deliberately intentional from onset
- More session on Mobile App development (as an end product to be integrated into the LIS)
- Attachment of participants in Swedish organizations

Looking at the knowledge gained during the Swedish and Regional phase, the results from the survey clearly shows that the participants learned a lot. This is also expressed during discussions and in comments from the participants. Also, the Swedish project manager is of the opinion that the participants learned a lot.

To summarize the QAM section, the following has been observed by the QAM and should be taken into account when evaluating Year 5 of ITP311 (East Africa):

- The participants come from different organizations from their respective countries and not all of the participants have an IT background or work in an IT environment
- The change project (Ordering a Sustainable Land Information System) is Teamwork based. It has been observed that some of the participants have been more active than others in the change projects
- No test or exam has been held in the program to verify the participants individual level of gained knowledge
- Sustainability and continued success of the program will depend on continued commitment, understanding and appreciating of the local context together with an adaptive management mindset from those who have participated in the program and their respective organizations

6 DESCRIPTION OF YEAR FIVE – LAND INFORMATION SYSTEMS

The final year of the ITP311 program marked a crucial phase in consolidating the knowledge, experiences, and progress made throughout the five-year journey. To consolidate the knowledge ITP management decided to add an Alumni workshop that brought together all participants from year one to year five. This chapter outlines the structured approach taken in Year Five, which consisted of four key components:

Swedish Phase – An intensive learning period in Sweden, where participants engaged in expert-led training, study visits, and hands-on workshops. This phase provided exposure to best practices in land governance, digital transformation, and institutional integrity, equipping participants with valuable tools for implementation in their home countries.

Intermediate Phase – A bridging period where participants returned to their respective countries to apply their newly acquired knowledge, refine their change projects, and engage with stakeholders. This phase ensured that learnings from Sweden were adapted to local contexts and integrated into ongoing national initiatives.

Alumni Workshop – In the final year, an Alumni Workshop was organized to bring together past and current participants to reflect on the impact of the program. This workshop served as a platform for networking, sharing experiences, and identifying ways to sustain and scale the improvements achieved through ITP311. The event reinforced the importance of continued engagement, enabling alumni to act as change agents in their respective countries and further promote knowledge-sharing across borders.

Regional Phase – A final gathering where participants reunited in a regional setting to share their experiences, evaluate progress, and exchange best practices. The regional phase played a key role in strengthening cross-country collaboration, facilitating peer learning, and fostering long-term networks for sustainable land governance.

6.1 SWEDISH PHASE

The objective with the Swedish phase was to focus on the theme, the outcomes of the program and the change projects. Theme for year five was Land Information System.

Overall goals for the Swedish phase:

- Understand the process of ordering a sustainable IT-system
- Explain the different steps when developing a sustainable IT-system
- Design a sustainable team-based change project using the tools and methodologies acquired during the Swedish phase

Image: Ugandans visiting a typical Swedish home

The Swedish phase gave the respective team opportunity to form and set the foundation for the teamwork when going back to respective countries. The mentors spent time with the teams and worked with them when designing the change projects. The program manager and project administrator stayed with the group most of the time during the three weeks in Sweden, making sure to set and guide the presenters, teams, and mentors towards the learning objectives. It is obvious that the time in Sweden

builds the foundation for the coming phases, and many of the relationships being forged between civil society and government staff starts in Sweden.

As stated in the annual narrative report for year four, the change project planning and the RBM should start the first week in Sweden. This year the focus was on sustainable IT-systems. All participants met different organizations in Sweden including the Swedish Transport administation, Gävle municipality, Gävle recycling to give the participant different perspectives on how the organizations work with their IT-systems and how to maintain them in a sustainable way. In addition, the participant visited the Swedish society and learned the Swedish culture. Visiting Falu Coppermine was a great experience and the small towns in Dalarna adding up to see Swedish history and culture. The trip to Stockholm was also a good experience to see the capital of Sweden was special for our participants as well as the train back to Gävle. All Teams created their change projects, starting with RBM theory the first week and brainstorming on the change project. At the end of the Swedish phase the teams had done Teambuilding, Presentation techniques, RBM, Change projects, and a lot of impressions of the Swedish society and different organization. There was also an appreciated visit to SIDA when the teams visited Stockholm.

Image: Participants from ITP visiting Stockholm

Swedish phase program can be found in appendix 5.

6.2 INTERMEDIATE PHASE

After the Swedish phase, the participants went back home and started to implement the different change projects in their home countries according to the agreed action plan in collaboration with their respective mentor. As previous years, the mentors had two trips to respective countries except year four when there was a pandemic. These were planned together with the teams and their activities. The purpose of the mentor trips was to support and guide the teams in their change projects as well as mentoring the participants in general. Also, an Alumni workshop was held during the second mentor visit.

To support the teams and to push for activities in the change projects during the intermediate phase, the mentors visited their respective countries quite soon after the Swedish phase. This year the change project was able to start even if the mentors weren't on site early because the respective team set aside money themselves until the mentors came to visit the country.

A challenge for almost all participants is to find time together in the team for the change project activities in their busy schedules. The daily duties are often overwhelming, and the intentions from the weeks in Sweden were not always fulfilled according to the plans.
In most cases it is possible for the whole team to meet the mentor, but in some cases one or two participants can’t make it. This is a scenario which can be expected and must be dealt with by the team and mentor.

For this course, the change project funding was the same as year three, 20.000 SEK per country team. This to ensure that the team had prerequisites to achieve all activities set in the plan. The funding has been instrumental in bringing the team together and by doing work on the ground, but the limiting factor in most cases has been time and not financial constraints. Most of the change project fundings has been used for travel arrangements and lodging and it is evident that many activities would have failed if the funding was not available.

The change projects are presented as part of section 4.1 in this document.

6.2.1 ALUMNI WORKSHOP

In addition to advancing the ongoing change project, the ITP management team made a strategic decision to organize an alumni workshop for all the past years. The setup was to have one day together with year one, two, three, four and five participants. To do networking and to present and discuss the different change projects from the respective year.

The alumni workshop took place in each country with participants from year one up to year five. Having in mind that the program started 2017 the participation in the alumni workshop were good, approximately 70% of all the invited participants attended the workshop. This initiative aimed to strengthen the network among alumni and facilitate knowledge sharing across different change projects participants.

Image: Alumni workshop in Kenya

The workshop was structured as a one-day event in most countries, uniting participants from years one through five. The primary aims were two: to foster meaningful networking opportunities and to provide a platform for presentations and discussions of the various change projects developed during each program year. By creating this collaborative environment, the event encouraged participants to exchange ideas, insights, and lessons learned, furthering the collective growth and impact of the ITP community.

This initiative underscores the commitment of ITP management to not only support the development of change projects but also to provide a chance for all the program participants to interconnect in an alumni network with the possibility to create, for example an alumni network via WhatsApp, as they did in Kenya.

6.3 REGIONAL PHASE

The regional phase for year five was conducted in Mombasa, Kenya.
Overall goals for the regional phase:

- Analyse and evaluate your personal insights from the regional phase and decide what to put into practice in your daily work/life

- Explain the aspects of good land governance applied in Kenya and compare them with your local context and suggest a change for the benefit of your "organization"

- Finalize and present your change project using the tools, knowledge and methodologies acquired during the regional phase.

During the regional phase the participants explained the impact of the course, presented the results of the change projects, and got information on Kenya land governance.

Image: Ministry of Lands in Mombasa, Kenya

Focusing on sustainable IT-systems, all participants met different organizations in Mombasa including Ministry of Lands and Bamburi cement with the aim of creating greater understanding among participants of land governance in Kenya, and how to make a cement factory to a sustainable organization. There was also a visit to the UNHCR World Heritage Site Fort Jesus and a guided tour of Mombasa. We believe it is good to have different things to do during the regional phase, but most of the time the participant worked on their annual report, the change projects, and presentations.

The final day all the teams presented their work with the change projects and the impact of the program, and the day ended with certificate handout.

Regional phase program can be found in appendix 6.

Annual reports from the countries year five can be found as an appendix:

Appendix 7 – Kenya final report

Appendix 8 – Rwanda final report

Appendix 9 – Tanzania final report

Appendix 10 – Uganda final report

Appendix 11 – Zambia final report

7 Agenda 2030 and Sustainable Development Goals (SDGs)

In the fifth year of the Applied Land Governance program, the central theme was Land Information Systems (LIS). The program's primary objective was for participants to collaboratively develop a technical paper focused on creating a sustainable land information system. This initiative emphasized not only the design and implementation of such systems but also their long-term maintenance, fostering an understanding of lifelong system management.

The overarching aim was to ensure the development of IT systems that are both resilient and sustainable over time, aligning with modern demands for environmental, social, and economic sustainability.

As part of this year's program, the UN Sustainable Development Goals (SDGs) were integrated into the learning process. The SDGs, which serve as a global blueprint for achieving a better and more sustainable future, highlight critical areas such as reducing inequality, combating climate change, fostering innovation, and promoting sustainable cities and communities—each of which is closely tied to effective land governance.

To get more understanding of the SDGs, participants attended a workshop to explore how Lantmäteriet aligns its work with Agenda 2030. This session shed light on the organization's strategies for addressing key global challenges through its operations and projects, particularly in the context of land administration and governance.

Building on this knowledge, participants engaged in groupwork to analyze and present how their respective countries' change projects—centered on land information systems—connect to specific SDGs. Through these discussions, they identified and highlighted the intersections between effective land governance and goals such as:

Goal 1: No Poverty, by improving access to secure land tenure and reducing land-related conflicts.

Goal 11: Sustainable Cities and Communities, through better urban planning and land use facilitated by accurate and accessible land information systems.

Goal 13: Climate Action, by leveraging geospatial data to address climate-related risks and support environmental resilience.

Goal 16: Peace, Justice, and Strong Institutions, by promoting transparency, accountability, and equity in land administration.

This collaborative approach not only strengthened the participants' technical skills but also enhanced their capacity to drive SDG-related initiatives in their home countries. It underscored the importance of sustainable land information systems as a tool for achieving broader development goals and fostering a more equitable and sustainable world.

8 Challenges Faced and Lessons Learned

From the perspective of the ITP management, several key challenges emerged throughout the program, requiring thoughtful reflection and adaptive strategies to ensure successful outcomes:

- In year four the pandemic from early 2020 until 2022 was a big challenge, but also a time when the program management made adaptive changes. The planned Sweden phase was carried out as a digitally week in respective countries and there were also digital lectures throughout the pandemic. After the pandemic the three weeks Sweden phase were carried out.
- In year four the Russian invasion of Ukraine put the program on hold and the Sweden phase was postponed another six months. Fortunately, almost all participants were still willing to continue the program after a long break.
- Managing and balancing regional variations: of diverse contexts across multiple countries, each with unique cultural, institutional, and socio-economic challenges, proved complex. For example, harmonizing formal and customary land tenure systems required significant adaptation to local norms and practices.
- Time pressures for the change projects, has frequently necessitated re-prioritization of activities. Ensuring high-quality outputs despite these constraints required strategic reallocations and a focus on scalable solutions.
- During the five-year program there has been four different PMs and to keep the red thread during the years has been a challenge. To coordinate four mentors and to be a mentor in parallel to the role as PM was a challenge. Sometimes PM faced difficulty to see the mandate as PM, because one of the mentors were PMs actual manager.

Lessons Learned:

- Lessons learned during the pandemic was the power of being present in the countries. During the Pandemic all the travel was put on hold, the program management decided to have a digital week and to continue with digital lectures. The digital phase was good according to the participants. During the digital lectures after the digital week, the ITP management experienced decreasing interest from the participants and challenges with internet connections. The ITP management decided to stop the lectures due to the budget constraints during year four.
- Building trust with the participants and through sustained partnerships with government bodies, civil society organizations, and community leaders is critical to project success.
- Investing in teambuilding and regular capacity-building workshops and on-site training ensures participants can sustain the knowledge learned during the program.

8.1 Adaptive Management and Flexibility

Due to the length of the program and the fact that four project managers have been involved in the program through the years, ITP management felt a need to take a decision to conduct an alumni workshop to get information from all the years. The alumni workshop also served as a platform to create understanding and networking from year one to year five.

To address these challenges, ITP management adopted a proactive, flexible approach to ensure program objectives were met despite the complexities of implementation:

- Handling the pandemic with digital activities was a good prof of the ITP management to be proactive and adapt to the current situation.

- Creating an alumni workshop with the aim of giving all participants a holistic view of the program was of great importance and greatly appreciated by the participants. In Kenya, a WhatsApp group was created where alumni participants can stay in touch.

- When Russia's war against Ukraine broke out, Lantmäteriet was asked if there was any possibility of saving money in favor of aid to Ukraine. ITP management conducted an analysis and ultimately decided to postpone the program for 6 months.

- To always be adaptive and to monitor the planning and if necessary, do corrections is crucial to strengthens project outcomes and ensures the program remains relevant to changing circumstances.

By adopting a flexible, responsive approach to program management, ITP was able to navigate complex challenges, support participants effectively, and ensure sustainable progress across all participating countries.

Image: ITP Participants posing outside Gävle

9 Cooperation and Collaboration

The ITP311 program collaborated across a wide range of stakeholders, recognizing that sustainable land governance requires the collective efforts of government institutions, civil society organizations (CSOs), local communities, and international partners. Lantmäteriet has a bilateral project in Rwanda, NLA, and the change projects for team Rwanda were in line with the bilateral project. Key achievements in cooperation and partnership include:

1. **Strengthened Public-Private Collaboration**:
   The program facilitated partnerships between government agencies and non-governmental organizations (NGOs), creating synergies that enhanced the design and implementation of land governance initiatives.

2. **Engaging Traditional Leaders and Communities**:
   Having in mind the traditional leaders in some countries, effort was made to involve traditional leaders and local communities in project design and implementation. This was particularly evident in Zambia and Uganda, where traditional authorities played a crucial role in validating land records and supporting community-based land information systems.

3. **Regional Knowledge Sharing**:
   The program fostered regional cooperation through workshops and alumni networks, where participants shared best practices and lessons learned across countries and in the respective countries. These exchanges strengthened capacity and allowed participants to share the knowledge in their home contexts.

4. **Collaboration with International Partners**:
   The partnership between Sida and Lantmäteriet was instrumental in providing financial and technical support, ensuring the program to strive towards the objectives. Furthermore, the different organizations participants met and the training the participants conducted during the Swedish phase enriched participants knowledges and approaches to land management.

The cooperation fostered through the program not only enhanced the implementation of project activities, but also laid the foundation for sustainable collaborations that hopefully will continue to drive improvements in land governance across the region.

10 RECOMMENDATIONS

Recommendations to consider from the view of the PM:

- When designing a five-year program, it´s a challenge to have fixed outputs through the program. Impact and outcomes should be set for the program during the design phase but consider leaving the outputs for each year to define.

- Involve participants from earlier years to hand over smoothly to the coming participants to ensure the change projects to be align and to have a planned alumni activity to ensure the knowledge transfer to spread throughout the participants.

Recommendations from the QAM can be found in chapter:
5.2 “Quality Assurance Recommendations of year 1-5”

11 FINANCIAL REPORTING

11.1 FINANCIAL REPORT TOTAL FOR THE FIVE-YEAR PROGRAM

The total budget for the entire ITP program was SEK 31 368 575. Divided per program course, it is SEK 6 273 715. The tables below presents the budget and the costs summarized for all the years as well as the budget and costs per year.

	ITP17	ITP18	ITP19	ITP20	ITP24
Remuneration	2 175 521	2 592 248	3 022 503	3 892 272	2 999 007
Reimbursables	1 469 916	1 861 085	1 989 791	2 341 433	2 471 999
Total	**3 645 437**	**4 453 333**	**5 012 294**	**6 233 705**	**5 471 006**

	Total costs year 1-5	Budget per program course	Total budget for the program year 1-5
Remuneration	14 681 551	3 021 240	15 106 200
Reimbursables	10 134 224	3 252 475	16 262 375
Total	**24 815 775**	**6 273 715**	**31 368 575**

The tables show an underconsumption of in total SEK 6 552 800. Looking at remuneration and reimbursables separately, it shows an underconsumption for remuneration of SEK 424 649 (approximately 3%) and for reimbursables by SEK 6 128 151 (approximately 38%).

Looking at the respective program figures we note that they have varied and increased steadily from ITP17 (SEK 3.65M) to ITP20 (SEK 6.23M), before decreasing slightly in ITP24 (SEK 5.47M). The highest expenditure was in ITP20 due to the pandemic, while ITP17 had the lowest costs.

Remuneration was well estimated throughout the entire ITP. The differences are minimal, suggesting that salary or consultant costs were close to expected.

It is our belief that the expected reimbursables were overestimated. We note an underconsumption that suggests that actual program implementation required fewer reimbursable costs than anticipated. We note that one reason for reimbursables being lower is that the costs for travel and accommodation are lower all years due to cheaper flight tickets and hotel costs.

11.2 FINANCIAL REPORT YEAR FIVE

The financial report for the fifth and final program course of ITP311 shows the costs from 2024-01-01 to 2024-12-31 and compared to the agreed budget.

Budget for ITP "Applied Land Governance"				
Program 5 start 2024		Cost	Balance	This invoice
Remuneration	**No of Weeks**	**SEK**		
Program Manager (PM), rate 1, Benny Andersson	12,50	645 000	-39 152	684 152
Deputy PM, rate 1	3,50	180 600	180 600	0
Local Advisor, rate 5	7,00	96 000	96 000	0
Program Admin (PA), rate 3, Lena Höglund	9,00	396 000	46 970	349 030
Mentors, rate 1, Kent Nilsson, Mikael Lilje, Lena Höglund, Benny Andersson, Björn Jonsson	30,00	1 548 000	45 447	1 502 553
Lecturers, incl. time for preparation (rate 2)	5,70	219 120	-21 418	240 538
Quality Assurance (QA), rate 1, Lennart Wastesson	3,50	180 600	-40 635	221 235
Other Partners (WeEffect, ForumSyd)	3,00	72 000	70 500	1 500
Sum of weeks	***71,20***			
Per Phase	***SEK***			
Sweden Phase	795 320			
Regional Meeting	714 400			
Intermediate Phase	1 020 800			
Completion and recruitment Phase	806 800			
Subtotal, renumeration		***3 337 320***	***338 313***	***2 999 007***
Reimbursable expenses		**SEK**		
Program management				
Flight tickets, return		350 000	220 460	129 540
Local transport		22 000	-11 922	33 922
Accomodation		215 500	121 041	94 459
Allowances		62 175	-25 922	88 097
Subtotal a		***649 675***	***303 657***	***346 018***
Participants				
Flight tickets, return		525 000	25 602	499 398
Local transport		108 750	7 064	101 686
Accomodation and breakfast		790 000	-93 461	883 461
Compensation lunch+dinner		262 000	10 556	251 444
Subtotal b		***1 685 750***	***-50 239***	***1 735 989***
Other				
Administrative expences				
Communication (phone, wi-fi, postage rate etc.)		22 000	22 000	0
ICT- admin, HiG - Blackboard		0	0	0
Stationary expenditures (10%)		2 200	2 200	0
Activites				
Recreations, excursions, Teambuilding etc.		137 500	54 622	82 878
Welcome/farewell dinner		74 000	50 162	23 838
Change project expenditures (to NGOs, meetings etc.)		230 000	27 250	202 750
Documentation				
Litterature		0	0	0
Documentation		0	0	0
Conference Halls, equipments fpr performance				
Conference hall rent		99 000	18 475	80 525
Working rooms		12 500	12 500	0
Audit		20 000	20 000	0
Subtotal c		***597 200***	***207 209***	***389 991***
Subtotal, Reimbursable expenses		***2 932 625***	***460 626***	***2 471 999***
Total Budget per course		**6 269 945**	**798 939**	**5 471 006**

Lantmäteriet received in April 2023 a contribution in advance for the ITP311 program year five as well as the final invoice for program year four. The contributions were SEK 2 000 000 and SEK 1 129 943 respectively.

The completion of the last program year shows an underconsumption of total **SEK 798 939** of the agreed budget (cost for financial audit not included, which now has been calculated to SEK 35 000).

The ITP program year five started and ended in 2024. The program was conducted during in total one year. Lantmäteriet noted that the ITP had being running for many years, more than expected, and it has been a challenging period because of the pandemic. Looking at the budget for the final year as well as looking at the expected goals for the ITP it was decided to add an Alumni workshop in each country inviting all the participants from that specific country from all five years. It was not in the budget nor included in the program from the beginning but seen as something useful and fruitful. It was also a unique opportunity for participants to meet and discuss their respective ITP program for each other to build and improve the national capacity network. With the Alumni workshop added to the costs, we note that there is an underconsumption of **SEK 798 939** for the final year. The budget for remuneration shows an underconsumption of SEK **338 313**. Part of the explanation is that during the program the deputy PM as well as local advisor was not used as planned. The budget for reimbursable expenses shows an underconsumption of **SEK 460 626**. The reasons can be explained by the following.

a) **Program management:** The costs of reimbursables are less than budgeted. The main reason is that two mentors and the QAM did not have the possibility to attend the regional phase.
b) **Participants:** Due to the alumni workshop, the costs were slightly more than budgeted.
c) **Other:** Costs for other expenses was cheaper than budget.

This makes a total savings of **SEK 798 939** for the entire course year 5.

11.3 Financial Audit

The Auditor's Report signed Financial Report and Report on Factual Findings Year 5 are appended as separate documents.

Appendix 12 Financial report (4).pdf
Appendix 13 Management letter ITP24.pdf
Appendix 14 Auditors report ISA ITP24.pdf
Appendix 15 Auditors report ISRS ITP24.pdf

Benny Andersson: Project Manager and report author

Lennart Wastesson: Quality Assurance Manager and author for chapter Quality Assurance Management

Mikael Lilje: Head of International Department and Reviewer

12 Risk Analysis and Risk Management

The listed identified risks to the programme in 2024 were:

Risk Evaluation Matrix				
No	**Description of risk**	**Probability**	**Consequence**	**Risk value**
1	Funds from Sida: There is a new political situation in Sweden after the elections 2022. There is a risk that the funds in the budget for the ITP program Year 5 might be changed. In that case there is a risk that Lantmäteriet cannot implement the program as planned.	2	4	8
2	COVID-19 infection or similar in Kenya, Rwanda, Zambia, Tanzania and Uganda and the impact on travel to and from Sweden and other countries	1	3	3

Risk item No. 1: "Funds from Sida": Nothing has changed in the budget, which allowed us to run the program as planned.

Risk item No. 2: "Covid-19": During this year, nothing has happened regarding covid-19.

13 APPENDICES

Appendix 1 – Participant statistics.pdf

Appendix 2 - Summaries long version - year 1-5

Appendix 3 - Program indicators.pdf

Appendix 4 - ITP311 List of reports sent to Sida

Appendix 5 - Swedish Phase Program - year 5

Appendix 6 - Regional Phase Program - year 5

Appendix 7 - Kenya final report.pdf

Appendix 8 - Rwanda final report.pdf

Appendix 9 - Tanzania final report.pdf

Appendix 10 - Uganda final report.pdf

Appendix 11 - Zambia final report.pdf

Appendix 12 Financial report (4).pdf

Appendix 13 Management letter ITP24.pdf

Appendix 14 Auditors report ISA ITP24.pdf

Appendix 15 Auditors report ISRS ITP24.pdf