AIDE MEMOIRE
Country GHANA
Implementation Support Mission for
Land Administration Project (Credit)
April 27 – May 13, 2011

1. INTRODUCTION AND ACKNOWLEDGEMENTS
1.1 A joint Development Partners/Government of Ghana (GoG) team carried out an implementation support mission (ISM) of the Land Administration Project (LAP) from April 27 – May 13, 2011. The mission reviewed implementation progress for LAP, discussed the preparation of the implementation completion report, transitioning from LAP 1 to LAP 2 and the fulfillment of effectiveness conditions for LAP2. The team also assisted the Government counterparts to finalize the project implementation manual (PIM) for LAP2 and also develop a road map for transitioning to LAP 2 during a two day retreat.

1.2 The mission was led by C. Annor-Frempong, Senior Rural Development Specialist and Task Team Leader and included Frank Byamugisha, Operations Adviser and Land Specialist (AFTAR), Jonathan Lindsay, Senior Counsel (LEGEN), Beatrix Allah-Mensah, Social Development Specialist (AFTCS), Adu Gyamfi Abunyewa Procurement Specialist (AFTPC), K. O. Gyasi Agricultural Economist, (AFTAR), R. Degraft-Hanson (Financial Mgmt Specialist (AFTFM), and R. Ampadu, Program Assistant AFCW1. Loree Semeluk Second Secretary, CIDA also participated in the mission.

1.3 The mission would like to acknowledge the support and cooperation of the GoG and in particular, the LAPU for the excellent arrangements made during the mission (See Annex 1 for people met during the mission).

2. CONTEXT
2.1 After a slow start and realizing its complexity, LAP was restructured including its development objective and its components. The project development objective (PDO) of the restructured LAP is to undertake land policy and institutional reforms and key land administration pilots for laying the foundation for the sustainable decentralized land administration system that is fair, efficient, cost effective and ensures land tenure security. Three broad activities are being undertaken towards attaining the PDO, namely: legal reforms, institutional reforms and piloting a number of initiatives. Details of these activities include: systematic land title registration, continuous operating reference stations, customary boundary demarcation (CBD), intelligent scanning, ascertainment of customary laws, inventory of state lands, property revaluation, decentralization of deeds registration, creation of unique parcel numbering system, development of planning guidelines and standards and community-based planning models, the establishment of customary land secretariats, and the design of a land information system and drafting of relevant legislative proposals. Since its restructuring, the pace and progress in implementation have increased considerably.

2.2 To ensure an orderly closure of LAP1 and a seamless transition to LAP2, agreements were reached during the July 2010 mission related to: (a) the completion of the legal reforms; (b) furthering the institutional reforms by engaging consultants to support the development of a 5-year business strategy and plan, a manpower plan, job evaluation, recruitment process, performance management and staff development for the Lands Commission (LCs) and in some cases for the OASL and TCPD; (c) the completion of all outstanding pilot activities; and (d) a
possible request for the extension of the closing date for the project. This mission has been able to review progress in implementing these agreements.

3. KEY FINDINGS/PROGRESS OF IMPLEMENTATION

3.1 The project has supported the drafting of three interrelated legislative proposals: (i) a bill establishing the new Lands Commission, which was adopted by Parliament in 2008; (ii) a Lands Bill; and (iii) a Land Use and Planning Bill. The preparation of the Land Use and Planning Bill has progressed well and the Bill is likely to be tabled before parliament by June 30, 2011. As for the Lands Bill, while its preparation has produced several drafts and a few rounds of consultations, it is now certain that its preparation and processing will roll over into LAP 2 as the consultant engaged to facilitate the process was unable to ensure completion of high quality drafts of the Bill and the reaching of consensus on certain key issues during the contract period. The project has supported also the preparation of strategic plans and business re-engineering processes. The preparation is ongoing and will continue under LAP2 together with the second phase of the associated LIS. The closing date for the project was extended by 6 months from December 2010 to June 2011 to transition smoothly with LAP2 which is expected to become effective by June 30, 2011.

Achievement of Project Development Objectives

3.2 The major accomplishments of the project since inception of implementation in 2004 are: (i) the passage of the Lands Commission Act 767 (2008) by Parliament on October 29, 2008. The Act seeks to merge four land sector agencies into a single entity – The Lands Commission (LC); (ii) decentralization of deeds registry to all the nine regional capitals, effectively bringing the registration of deeds closer to the clients and reduction of the turnaround time for registering deeds from 36 months to 2.5 months; (iii) the establishment/strengthening of Customary Lands Secretariat (CLS) in thirty seven traditional authority jurisdictions – exceeding the 30 CLS target of the project; (iv) completion of inventory for state acquired lands in 29 districts in addition to Central and Greater Accra regions. Also completed is the first phase of the Geodetic Reference Network (GRN) covering the golden triangle of Accra, Kumasi and also the first phase of the Land Information System (LIS), development and piloting of the three tier land use planning models in six (6) pilot districts of Dangbe west (Dodowa), Ejisu-Juaben (Ejisu), Awutu (Kasoa), Wasa Amenfi West (Asankragua), Savelugu Nanton (Savelugu) and Ahanta West (Agona Nkwanta).

Assessment of Implementation Performance

3.3 Out of a total approved Credit of SDR 15.1 million, the project has disbursed SDR 13.8 million (88%) as of April 30, 2011. The balance of SDR 1.3 million is committed to completing the remaining activities.

3.4 The project has performed satisfactorily as regards compliance to financial covenants through the regular and timely submission of financial reports and annual audits. The 2009 audited reports were received on August 3, 2010 and the auditors issued an unqualified opinion.

Procurement:

3.5 Given that the project is just about to close, the mission reviewed the status of all outstanding project procurement activities to ensure that all goods contracts will be delivered and consultancy assignments completed and reports submitted before the project closing date of June 30, 2011. It was noted that all goods procurement have been fully delivered except for a contract for the procurement of computers and accessories that was due to be supplied in the first week of May. For consultancy contracts, three contracts were found to be still in progress, and for these contracts, draft final reports have been submitted and comments sent by clients to the consultants.
for finalization of the reports. The final reports are due by the end of May 2011. Proposals for the conduct of financial audit of the project for the years 2010 and 2011 are expected by May 10, 2011. It is expected that a contract will be signed by first week of June 2011 and reports on the 2010 financial statement submitted by the end of June 2010. As per the Bank guideline, the conduct of the final financial audit could be carried out within the grace period of 4 month after close of the project, thus once the contract is signed before June 30, 2011, disbursement could be made during the grace period. Generally, there were indications of satisfactory procurement management function of the project and no problems are foreseen prior to the closure of the project. The mission gathered information on post review contracts and is in the process of preparing detailed review report which will be submitted separately by the end of May 2011.

4. AGREEMENTS REACHED

Legal and Institutional Reforms

4.1 A draft Land Bill has been prepared but this is still considered inadequate to address the land policy issues and governance problems that it was meant to address, and further work is required to ensure as much consensus as possible on key points among legal experts, policy makers, traditional authorities, civil society groups and other stakeholders. Consequently, support has been provided under LAP 2 for the completion of the legal reforms. It was agreed that the terms of reference for the engagement of a suitable firm to work with the Legal Unit of the LC for this exercise will be prepared and submitted to the Bank for review before June 30, 2011. The mission was informed that the Land Use and Planning Bill, however, will be ready for submission to Parliament by June 30, 2011. The mission reviewed and commented on the most recent draft.

4.2 The merger of the four land sector agencies has been effected through the enactment of the Lands Commission Act 2008 (Act 767). However, there are still operational issues required to be addressed to bring efficiency in the delivery of services. Of particular concern is the determination of effective operational procedures, determination of required skill mix and numbers as well as performance and remuneration. Some initiatives have been taken in developing vision and strategy as well as job grading. It was, however agreed that the land sector agencies including, the Human Resource unit and the office of the Director of the MLNR, will require additional support to undertake an assessment of the staff skill mix requirements required to deliver the services these agencies and units provide and the development of medium to long term training plan. Educational institutions within the country will also be assessed to determine their capacity to provide training for the identified skills and appropriate recommendations made for in-country or external or a combination of both to upgrade the skills of LSAs. A TOR will be prepared to this effect by June 30, 2011.

Support to Judiciary

4.3 LAP 1 has assisted in the establishment of Land (High) Courts all based in Accra and the automation of these courts. Land cases in courts still represent about 80% of all cases in courts. The issue of delays still persists and conclusions of various reports indicate that automation alone will not bring about speedy adjudication. Activities to be undertaking by LAP 2 are all geared towards the reduction of land cases. It is therefore recommended that the Judiciary also undertake a review of the Rules of Court as well as case management (refer to reports) in line with the practices of the Commercial Courts which have been found to be more effective.

Other Project Activities

4.4 The mission reviewed and agreed with the borrower that virtually all the project activities namely; establishment of customary land secretariats, land information system, , ascertainment
of customary laws, geodetic reference network, revaluation of property, inventory of state lands, customary boundary demarcation will be completed by June 30, 2011 when the project will close. A two day retreat which was held during the mission therefore focused largely on preparation for LAP 2. (report is attached as annex 1). The salient issues identified were:

**Customary Lands Secretariat**
4.5 The OASL will expand the modalities for the establishment of the CLS as per the outline in annex 2

**Customary Boundary Demarcation**
4.6 The CBD exercise is unlikely to be completed fully by June 30, 2011. It was noted that whilst the KfW funding could continue till September 2011, the operational cost associated with this exercise financed through IDA resources will no longer be available after June 30\textsuperscript{th}. The team recommends that the MLNR seek government approval for additional support, perhaps through the counterpart funds to support the completion of this activity. The OASL will also lead in the preparation of an operational manual for the execution of this activity under LAP 2. The Bank mission participants reminded government counterparts during discussions of the draft PIM that social assessment activities will need to be incorporated into any project support to CBD, CLS and titling in order to comply with safeguard obligations set forth in the LAP 2 financing agreement and PAD.

**Land Information System**
4.7 The first phase of the LIS has been completed and test runs are being done. COWI has supplied the source code for the software after receiving their final payment. A program of moving into the next phase was submitted to the mission. It was agreed that prior to the detailed design of the second phase of LIS, a comprehensive business re-engineering would be undertaken by a firm to be recruited for that purpose. The LC will prepare the TOR and submit to the Bank by June 30, 2011.

**Mapping**
4.8 An inventory of existing maps will be undertaken to determine areas which have been mapped already and identify the gaps to be mapped under LAP2. This will be preceded by a meeting with major map users in the country to determine their requirements as well as possible contribution to the exercise. A consultant will be engaged to support the preparation of a mapping policy.

**Geodetic Reference Network**
4.9 A policy covering the GRN will be prepared prior to its deployment. It was also agreed that a stakeholder meeting will be arranged to inform and discuss the management regime as well as cost recovery measures to ensure sustainability of the system. The deployment of the system will also be in phases and the criteria for this will be prepared by the LC. The same approach will be followed for the establishment of the National Spatial Data Infrastructure (NSDI).

**Preparation of the Implementation Completion Report (ICR)**
4.10 Arrangements for preparation of the ICR were discussed during the mission. Guidelines were left with the Government to help in preparing the first draft of the ICR which will be reviewed by a World Bank mission in September 2011.

**5. PENDING ACTIONS/NEXT STEPS**
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<td>3. Recruit PCU staff</td>
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<td>4. Submit doc to parliament</td>
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<td>5. Legal Opinion</td>
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<td>7. ICR (Borrowers’)</td>
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<td>8. Preparation of the ICR (Bank)</td>
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**Disclosure**: “The Bank and Borrower confirm their understanding and agreement to publicly disclose this aide-mémoire. The disclosure of this Aide Memoire was discussed and agreed to with project counterparts led by Mr Alhaji Baryeh at the wrap-up meeting that took place on May 11, 2011 in Accra.”
### Annex 1

#### Names of People Met

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</tbody>
</table>

**4TH TO 6TH MAY 2011 – DODOWA**
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<th>Office/Address</th>
<th>Email</th>
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<tbody>
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</table>
Annex 2 Status of Key Performance Indicators

<table>
<thead>
<tr>
<th>Hierarchy of Objectives</th>
<th>Key Performance Indicators</th>
<th>Progress Report from Jan to Dec 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Development Objective:</strong> Foundation is laid for sustainable land administration system that is fair, efficient, cost effective, decentralized and increasing land tenure security.</td>
<td><strong>Outcome/impact indicators:</strong></td>
<td>2.5 months</td>
</tr>
<tr>
<td>a) Turnaround time in registering deeds is reduced to not more than 1 month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Turnaround time in registering titles reduced to not more than 6 months in declared and mapped title registration areas</td>
<td>6.7 months</td>
<td></td>
</tr>
<tr>
<td>- Land litigation cases decreased in 3 pilot areas, namely Wasa Amenfi, Ejisu and Gbawe.</td>
<td>Boundary demarcation for Ejisu Completed. Excluding conflict areas</td>
<td></td>
</tr>
<tr>
<td>The Boundary demarcation aims to reduce litigation but at the same time the activity has unearthed old disputes across the country. These are being compiled in separate reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A consultant was engaged to study the case of conflicting judgements in Gbawe. The assignment has been completed and the report has been forwarded to the LC for study and implementation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Land transaction revenues to local and central government increased by 130%</td>
<td>A total of 37,657,395.57 revenue was collected from 1st - 4th Quarter of 2010</td>
<td></td>
</tr>
<tr>
<td>a. Land Titles registered by women increased by 50% in declared and mapped registration areas</td>
<td>787 (21.6) titles issued to women (1st – 4th Quarter 2010) and 581 (15.9%) issued to joint owners</td>
<td></td>
</tr>
<tr>
<td>Hierarchy of Objectives</td>
<td>Key Performance Indicators</td>
<td>Progress Report from Jan to Dec 2010</td>
</tr>
<tr>
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<tr>
<td>b. Deeds registered by women increased by 50%.</td>
<td>1,566 (20.77%) registered deeds by women in the established Land Registries in 2010 (1st – 4th Quarter) and 782 (10.37%) deeds registered as joint ownership.</td>
<td></td>
</tr>
<tr>
<td>Substantive Land Act passed by Parliament and operational</td>
<td>Not Completed. Still in Draft</td>
<td></td>
</tr>
<tr>
<td>Backlog of land litigation cases lodged at High Courts and Circuit Courts in all ten (10) regional capitals decreased</td>
<td>In the judicial year 2010, a total of 2,640 cases were cleared at both the circuit and high courts</td>
<td></td>
</tr>
</tbody>
</table>
Annex 3: Outline for the preparation for the PIM Annex

MODALITIES FOR A CLS

1. Purpose

2. Functions

3. Models
   - Criteria for selection
   - Classification
     - Type of land owning arrangements
     - Resourceful/Less endowed
     - Existing Capacity

4. Guidelines for Establishment
   - Stages of entry/sensitization
   - Preparation of a business plan
   - Level of sustainability
   - Boundary Plans
   - Typology study (social assessment)

5. Contributions from Traditional Authorities

6. Classes of CLS

7. Operational Manual
   - Regulations for operation

8. Type of support to be provided
   - Including staff support from LSA’s

9. Level of transparency

10. MoU Parties
   - Relationships

11. Quality Control

12. Legal framework

13. Criteria and processes for systematic recording of rights

14. M & E
• Impacts of CLSs (Indicators)

**Customary Boundary Demarcation (CBD)**  
**Demand-led Approach**  
1. Cost sharing arrangement
   
   • Community entry
     
     o OASL to lead/CSO main collaborators
     o Commitment by parties to settlement of disputes through ADR
     o All major disputes must be settled before entry
   
   • Actual Demarcation

   • Dispute Resolution
     
     o No portion of boundary in court

2. MoU must clearly indicate parties preparedness to allow the exercise go on

3. Criteria for qualification

4. Beneficiary areas will have to clear their boundary as their contribution

5. Social Assessment (see paragraph 60 of the PAD)
   
   • Typology study

**Ascertainment of Customary Law**  
National House of Chiefs activity/ACLP  
1. MoU with ACLP and NHC to carry out the exercise on behalf of LAP
   
   • Unit cost
   
   • Extent of detail to be covered

   • Part of CLS and CBD

   • Emphasis on customary land law

**MAPPING**  
1. LUMPM, SLT, CBD, REVALUATION depend on the maps

2. Inventory of all maps in the four project regions and their dates of production to update the metadatabase

3. Most likely all the fringes (peripheral) will have to be mapped i.e. peri-urban

4. Will be by International Competitive bidding

5. Specify the product (quality etc) and leave the bidding firms to choose which product to supply, e.g. satellite Imagery/Aerial photography

6. Check from UMLIS and other people generating maps on products available
7. Stakeholder consultation with users of base maps to determine priority and sequencing in pilot regions
8. Policies on mapping and data sharing leading to the NSDI (starting with studies and a review of the current situation)
9. Put in place an interim arrangement with all stakeholders including with users
10. Scale is likely to be 1:2,500 in urban and 1:5,000/10,000 for rural areas
11. Preparation of TOR should start now

GEODETIC REFERENCE NETWORK (GRN)
1. Two networked under LAP 1, three remaining
2. Forty two (2) CORS to cover the entire country
3. Maintenance cost have to be addressed since it is substantial
4. Likely challenges of power and building of monuments
5. High potential/returns due to demand from public
6. Check with the possibility of phasing the implementation, i.e. delaying the GEOID implementation
7. Policy on GRN establishment
8. TOR for the GEOID and the CORS (Assistance from Frank-Peter Morgan)
9. TOR for Technical assistance to help with reviewing of the work by consultants
10. Ghana has to take a decision on the use of UTM(zone 30 and 31)
    • Consultations with key stakeholders on the way forward
    • Experiences from other countries/best practices

POLICIES
1. Survey and Mapping
2. GRN and establishment of CORS
3. NSDI
4. Legal Framework

TECHNICAL ASSISTANCE
1. GRN
2. Remote Sensing Techniques
3. Transformation Parameters
4. Determination of GEOID
5. Quality Control

**BUSINESS PROCESSES OF LC/OASL**

1. Is linked with services that the LC provides
2. A draft from the OMO/BPR Team
3. Is also linked with the automation of the business process
4. Technical Assistance in re-engineering for the new LC (Prepare TOR)
5. Include OASL in business process
6. LC to review the draft BPR
7. Link it with the LIS
8. Technical assistance to review LIS stage 1, intelligent scanning, Solar, etc

**DECENTRALIZATION**

1. A team has assessed the infrastructure of the various divisions in all the districts in the country
2. There are 178 districts in the country, out of which 39 district offices will be established.
   - Accessibility
   - Linkages to the regional office
   - Located at nodal towns
   - Fringes of areas of economic activity
   - Synergies with other LAP interventions, e.g. CBD, CLS, LUMPM
   - Linkage with LIS
3. Only one location is ready to be converted into a fully fledged district office, Goaso in the Brong Ahafo region
4. There is the possibility for the MiDA office at Awutu, but the office is relatively small for a fully functional district office
5. Project mentions 20 district offices for the LC-modalities for this are still at an early stage
6. There will be the need to have a full complement of staff for the offices at the district level
7. Meanwhile there are no funds for construction of new offices under LAP-2
8. Need for close collaboration with MMDA’s
9. Type of support the CLS’s will derive from the decentralized office of the LC/OASL
10. Type of support to be provided in areas where CLS’s are not in existence

**DEEDS/TITLE REGISTRATION**
1. SMD to provide maps for the regional capitals to migrate deeds records into titling in the three project regions systematically

2. Move later into selected districts to start titling after declaration (provision of base maps by SMD)

3. Strategy for migrating registered deeds into titles once an area is declared as a title area through systematic titling

4. Pilot a land ownership/tenure mapping towards moving it into a cadastre

**REVALUATION**

1. Demand led approach

2. Develop modalities for cost sharing
   - What the project will provide
   - Where there will be synergies with other interventions
   - Methodologies for engaging private sector
   - In conjunction with SMD
   - Develop modes of selling cost sharing approach
   - Unit cost determined

3. Publish it in the national dailies for expression of interest

4. There should be availability of orthophotomaps

**LAND USE PLANNING**

1. Through international competitive bidding (TOR on experts required to be prepared)

2. Type of plans has been spelt out in PAD, i.e. spatial, regional and districts in the three project regions

3. Areas for National spatial plans and Regional structural plans have been determined

4. District(structural) and local plans yet to be determined

**Criteria**

1. Synergy with other project activity e.g. CBD, CLS, Revaluation etc

2. Synergy with other GOG projects, e.g. MiDA, SADA

3. Emerging investment potential of the area

4. Commitment of the MMDAs involved
   - Provision of office space for TCPD
   - MMDAs to bear the cost of consultations (about 30%), not less than three (3) stakeholder consultation

5. Multi stage approach to sift out districts

6. Forms to be developed for filling
7. MoU with the MMDAs (Draft to be prepared)
8. GiZ, JiCA, NORAD, UNDP, TULLOW, synergies mapped and linkages established
9. Models of LUMPM (with cost and duration) made available
10. TOR for the national spatial planning model and other plans
11. Mapping inputs is very critical
12. Procurement and supply of equipments
13. Refurbishment of offices is also critical
14. Sequence of receipt of map products

**STREET AND PROPERTY ADDRESSING**

1. Have resources for the Ayawso areas
2. Area photographs exist for the rest of old AMA-(Raw Photos)
3. In Ayawaso it has been converted to orthophotos for the exercise, hence can commence first
4. A draft guidelines for street naming has been approved by cabinet
5. AMA to decide on names of street and leave the entrenched ones
6. Capacity has to be built for the address register, there exist an HRD for this sub-component
7. Training in GIS,
8. There is the need to manage the information flow, all the divisions, especially SMD and LRD have to begin sharing data freely
9. Need to have a meeting with service providers and to see how they can contribute to the exercise (pegged for 31.05.2011)
10. Implementation work plan is in place
   - Functional
   - Conversion of data on-going for Ayawaso
   - Divisions to put their portions needed for implementation in their workplan

**HUMAN RESOURCE DEVELOPMENT**

1. LAP I was supposed to provide a comprehensive HRD plan, however this did not materialize
2. Limited amounts of degree awarding programs will be allowed
3. Need to revamp the Survey school to play a major role in training
   - Status of the direction
• Strategic direction
• Strategic Business plan
• Ministry to make its position known on the school

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

COMMUNICATION AND PUBLIC OUTREACH
1. Immediately circulate the communication strategy to other identifiable bodies including civil society organization

LEGAL REFORMS
1. Get a consultant to start working on the LI’s for LC/OASL-Prepare TOR’s
2. Get a team or a firm to carry on with the preparation of the Land Bill-TOR for the recruitment of firm/specialist
3. Have the legal team to be on board
4. Need to review what has been done in house with technical team for extensive discussions
5. Have a wider consultation on what has been done so far
6. Identify the mischief that needs to be cured
7. Identify the selected teams to handle specific issues
8. Sequencing of other activities like LI’s for the Lands Commission Act and the OASL Act
9. Identify the process and contributions towards reviewing Land Laws
   - Have a list of issues from the technical people, guided by the in-house lawyers within the Agencies
   - Submit it to the drafting team for putting into the legal language
   - Then at a point cross-check this with what have been done
   - TTL to provide a sample of this record system to DPD

**COLLABORATION WITH THE JUDICIARY**
1. Request from the judiciary
2. PCU reviews and approves request
3. Sequencing of activities
4. Need to share their plan/activities with PCU
5. Training of the Judges in collaboration with the training school
6. Program roll-out
7. Extent of automation to be carried out
8. Possibility of having the rules of court reviewed/develop new rules of court for the Land courts (80% cases are land related)
9. Evidence from studies and commentaries point in the direction of revision of rules of court
10. Proposals to look more at the district and lower courts in terms of refurbishment
11. Scanning a major component to be looked at towards improvement in records keeping
12. ADR to be incorporated into structure after a review of an earlier work
13. Publishing of cases to be catered for under this sub-component

**PAD**
1. MOFEP was mistakenly left out on the steering committee on page 29 of the PAD document
2. Ministry of Water Resources Works and Housing should be corrected on page 29 of PAD

**CONCLUSIONS**
1. Revised PIM sent by the end of the month May 2011 to TTL for review within a week
2. Recruitment of key personnel advertised today 6th May-closing 27th May
3. Develop a plan/road map for:
   - Shortlisting for no-objections (min. of 3- max. of 6)
   - Interviews and finalization of contracts
   - Identification of panel upfront
• Inform panel upfront

4. Complete all these by mid-June 2011 to declare effectiveness
5. Financial training manual to be completed by Monday 9th May
6. Cabinet approval by middle of May, 2011
7. Parliamentary approval-first week in June, 2011
8. Legal opinion from AG’s Department
9. Signing of the agreement before end of June, 2011