

## **FULL PAPER**

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### **Slow, stealthy and steady – capacity development to address land tenure issues in development programmes: experiences of the IFAD/GLTN TSLI-ESA Project**

**Authors:** Solomon Mkumbwa, Harold Liversage and Oumar Sylla

#### **Abstract**

Land and natural resource tenure security is a central yet often neglected area for economic development and poverty reduction in the developing world. Land is fundamental to the lives of poor rural people. It is a source of food, shelter, income and social identity. Secure access to land reduces vulnerability to hunger and poverty. There are some 1.3 billion extremely poor people in the world, struggling to survive on less than US\$1.25 a day, and close to a billion continue to suffer from chronic under-nourishment. About 70 per cent of these people live in the rural areas of developing countries. In most rural societies, the poorest people often have weak or unprotected tenure rights. This condition undermines them from using their land resource effectively. They also risk losing land they depend on to more powerful groups including private investors.

Women and youth are particularly vulnerable because their land rights may be obtained through kinship relationships with men or families. If those links are severed, women and youth can lose their rights. When insufficient attention is paid to secure access by small-scale producers and to land tenure issues, development projects can become part of the problem. Most development programmes continue to eschew land tenure issues because they are sticky and difficult issues to be addressed, at least, in the timeframe of a classic project. As such, the tenure issues

linger around and affect the outcome of the projects. While many other issues are attributed to their failures, again, land tenure issues are swept under the carpet.

This paper presents the experiences of implementing capacity development for strengthening tenure security in IFAD supported projects and programmes in Eastern and Southern Africa. Most of the data was gathered during project missions and many interactions with communities and staff of the about 20 IFAD supported projects and programmes that TSLI-ESA worked with.

In all projects tenure issues were present, albeit to varying extents – be it those projects and programmes promoting sustainable natural resources management, agricultural productivity, agricultural value chain development, and rural finance. Tenure issues were analysed during design missions in all projects and programmes, and if they were predicted to have significant impacts, appropriate interventions were designed and integrated in the project plan documents. The tenure interventions were, however, not the primary objectives of the projects hence, the scope, budget and detail of implementation tended to be less emphasized relative to the other ‘core’ interventions of the projects or programmes.

Furthermore, in some cases, potentially salient tenure issues were not very apparent at the design stage. In such cases land tenure interventions were not explicitly integrated into the project design, mainly because their impacts on the outputs of the project were, at least initially, calculated to be insignificant. Such issues were addressed retrospectively during the project implementation following a programme re-design, an exercise that makes sure the projects/programme bounce back on track.

Key lessons, there is need to exhaustively consider implications of potential land tenure issues from the start including their anticipated consequences, and where possible include them in the project/programme plan. Secondly, there is need to integrate tenure issues in project and programme monitoring and evaluation system to keep track of tenure issues and their potential impact on project delivery. There is need to provide evidence-based report to local and national authorities responsible for administration, management and policy for land and natural resources of any salient tenure security issues that are beyond the scope of, but

have significant impact on, the project or programme being implemented. We recommend for establishment of centralized tenure desk at national or local level to attend to tenure issues from the various projects and programmes, both public and private.

**Key Words:**

*Women, Youth, Poverty, Land tenure, Capacity Development, Government*

**Co-authors:**

**1. Name:** Solomon Mkumbwa  
**Institutional affiliation:** Land and GLTN- UN Habitat  
**Email:** solomon.mkumbwa@unhabitat.org  
**Mailing address:** P.O Box 30030, Nairobi 00100, Kenya  
**Phone number:** +254207625251  
**Mobile number:** +254704853484

**2. Name:** Harold Liversage  
**Institutional affiliation:** International Fund for Agricultural Development, Italy  
**Email:** h.liversage@ifad.org

**3. Name:** Oumar Sylla  
**Institutional affiliation:** Land and GLTN- UN Habitat  
**Email:** oumar.sylla@unhabitat.org  
**Mailing address:** P.O Box 30030, Nairobi 00100, Kenya

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## **Slow, stealthy and steady – capacity development to address land tenure issues in development programmes: experiences of the IFAD/GLTN TSLI-ESA Project**

### **Introduction**

Land and natural resource tenure security is a central yet often neglected area for economic development and poverty reduction in the developing world. The level of secure tenure rights influences social stability and shapes social relations as well as people's willingness to invest in sustainable land management and improved agricultural productivity. Population growth, urbanization, climate change and environmental degradation and increased commercialization of agriculture, including by smallholder farmers have all contributed to increasing competition over land and natural resources, often at the expense of poorer and more vulnerable rural people, especially women, youth and other marginalized groups (eg: pastoralists and indigenous peoples). Of the almost 800 million people who suffer from chronic hunger in the world today, 75 per cent live and work in rural areas. Many rural people face on-going hunger because they are landless, they do not hold secure tenure, or their land sizes are so small that they cannot grow enough to feed themselves.

### **Implications of land and natural resources tenure issues in development programmes**

Many development projects and programmes that promote rural development and food security often have land tenure implications. The key source of the land tenure issues in most countries of ESA region is the fact that land is predominantly held under customary tenure, and that this land is, in most cases, not sufficiently protected in national legislations. A key threat to security of tenure for most of this customary land is the unfettered exercise of the presidential or ministerial power to dispose of customary land. Perception of losing access and ownership is a key disincentive on long-term land

*Land tenure risk is significant in developing countries. In recent years, sectors like mining, energy and agriculture have seen substantial increase in disputes with local populations over land and natural resource rights, which threaten the viability of development projects. Conflicts over land can delay development projects for years and may result in project cancellation. Governments and development partners need to better account for and effectively prevent and/or manage land tenure related risks. Managing tenure risk requires careful risk analysis and deployment of better tools to address the challenge.*

improvements, and ability to use land as collateral to access credit by the farmers. Furthermore, weakness of institutions for administration of customary land exposes it to encroachment, grabbing, degradation and conflicts.

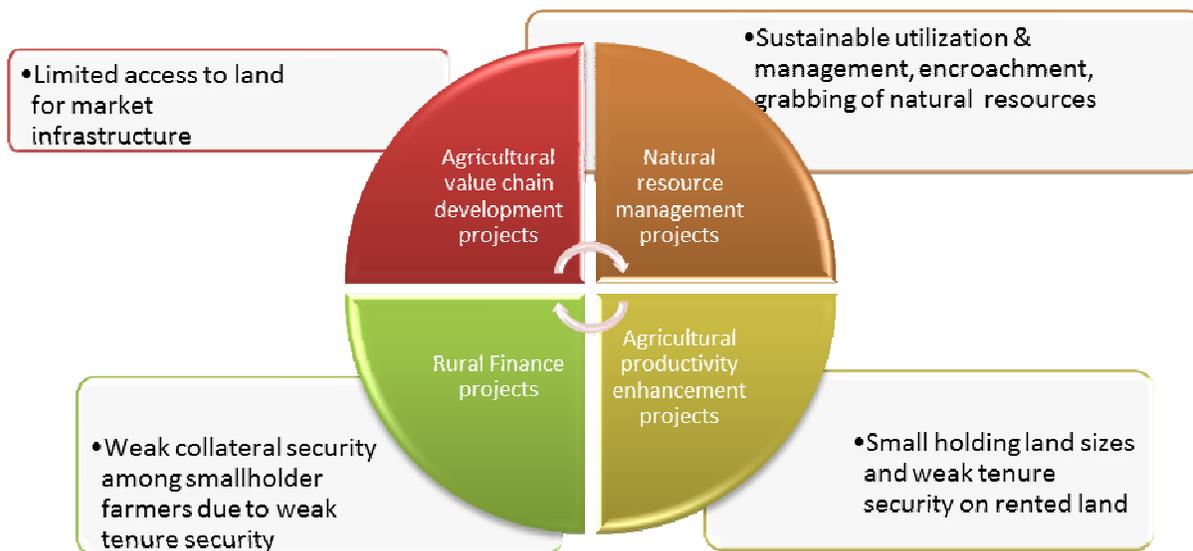
In some cases, the design of such projects and programmes include land tenure interventions such as improvements to land tenure arrangements in order to support the development goals of the project.

In most cases, however, potentially salient tenure issues may not always be apparent at the design stage. In such cases, land tenure interventions are not explicitly integrated in the project design, mostly because their impacts on the delivery of the outputs of the project are, initially, perceived and/or calculated to be insignificant. The failure to exhaustively consider implications of potential land tenure issues from the start may result in unanticipated consequences. The neglect and/or failure to address tenure issues have often rendered some development projects anti-poor, where the benefits of such projects are captured by the non-poor.

**IFAD approach to addressing land tenure**

IFAD recognizes that secure land and natural resource rights is key for poverty eradication and the empowerment of rural communities and it has supported various measures for strengthening tenure security measures, including: measures for ensuring equitable access to land; capacity building for community and decentralized land governance institutions; addressing competing land and natural resource rights in landscape/territorial planning processes; supporting accessible and affordable land registration and conflict/dispute resolution procedures; advocacy, civic education and community mobilization in policy engagement; and strengthening national government capacity in policy formulation and implementation. Often this support comprises a relatively small percentage of the overall investment in a project; nevertheless IFAD has found that even a relatively modest investment can have a significant positive impact on project outcomes. Conversely, the Fund has often found that not paying adequate attention to tenure security issues can impact negatively on project outcomes (Figure 1).

Figure 1: Some of land and natural resources tenure security challenges in selected IFAD supported projects



IFAD has also learnt that the integration of tenure security measures into broader agriculture / rural development projects or programmes presents opportunities for demonstrating the benefits of improved land and natural resource governance for poverty eradication and inclusive development. This is particularly relevant in demonstrating the importance of tenure security for achieving the Sustainable Development Goals. In many instances, the measures being supported by IFAD are innovative, often strategically targeting challenging areas of land and natural governance and often have good potential for replication and scaling up in government programmes but may need extra support addressing systemic obstacles in policy, legislative and institutional frameworks or in sharing good practice, supporting policy engagement and in strengthening implementation capacities. IFAD's support has often also created more opportunities for strengthening the engagement in land policy processes of government ministries and agencies that may have a substantial interest in good land and natural resource governance, in particular ministries dealing with agriculture, natural resource management and environment, finance and local government. Further, IFAD has often played an important role in creating space for CSO engagement in land and natural resource governance policy formulation and implementation.

### **Land and Natural Resources Tenure Security Learning Initiative for Eastern and Southern Africa (TSLI-ESA)**

To strengthen security of tenure on land and natural resources tenure in IFAD supported projects in Eastern and Southern Africa, IFAD entered into a partnership with the Global Land Tool Network (GLTN) through UN-HABITAT in 2011, to implement a Land and Natural Resources Learning Initiative for Eastern and Southern Africa (TSLI-ESA). The objectives of the programme are: a) to raise awareness, document and share tenure issues and tools used to address them; b) to develop capacity of IFAD staff and partners to address tenure issues; and c) support selected IFAD supported investment projects implement the tools to address tenure security issues.

#### **The TSLI-ESA theory of change and interventions**

Theory of change and impact pathway for TSLI-ESA (Figure 2) is that awareness raising, learning and understanding of the range of tenure risks that the project beneficiaries are exposed to, the effects of these risks on the project outcomes, and the knowledge about the tools and approaches available to address the tenure risks, will motivate staff and partners of IFAD-supported projects to acquire skills to use the available tools. They can do this through participation in the various capacity building training programmes organized by GLTN at regional and country levels. Equipped with both tools and skills, IFAD staff and partners will develop the confidence and interest to select, adapt and implement the tenure tools to address the tenure risks in their respective projects. Effective tool implementation will address the tenure risks, thereby enhancing security of rights and equity of access to land and natural resources which will, in turn, reduce conflicts and promote investment. Increased and secure investment will improve productivity, income and food security. Equitable and secure rights will direct some

significant appropriate benefits of investments (income) to the poor, thereby reducing poverty. Best practices and experiences on the implementation of the land tenure tools are documented and shared at various platforms at national, regional and global levels so that they feed into the worldviews, narratives, discourses, policies and practices on land (Figure 3).

Figure 2: Theory of change and impact pathway of the TSLI-ESA Phase 2

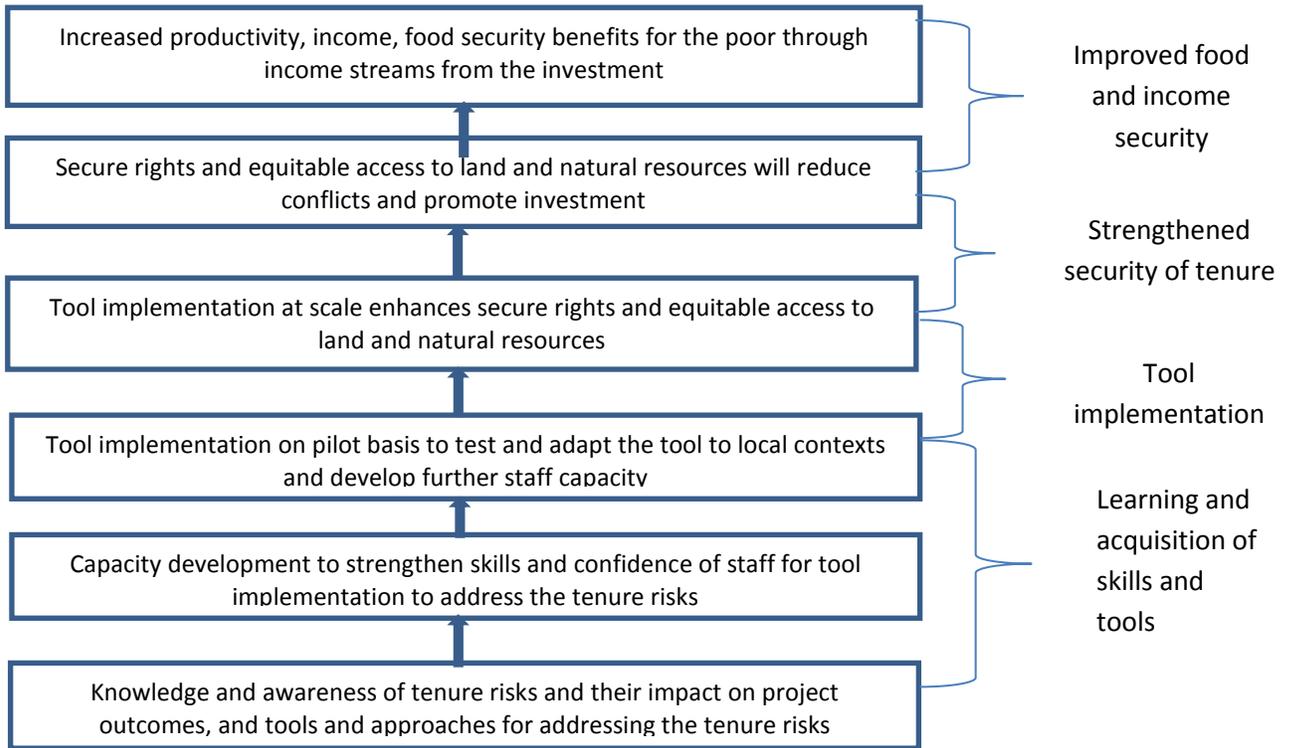
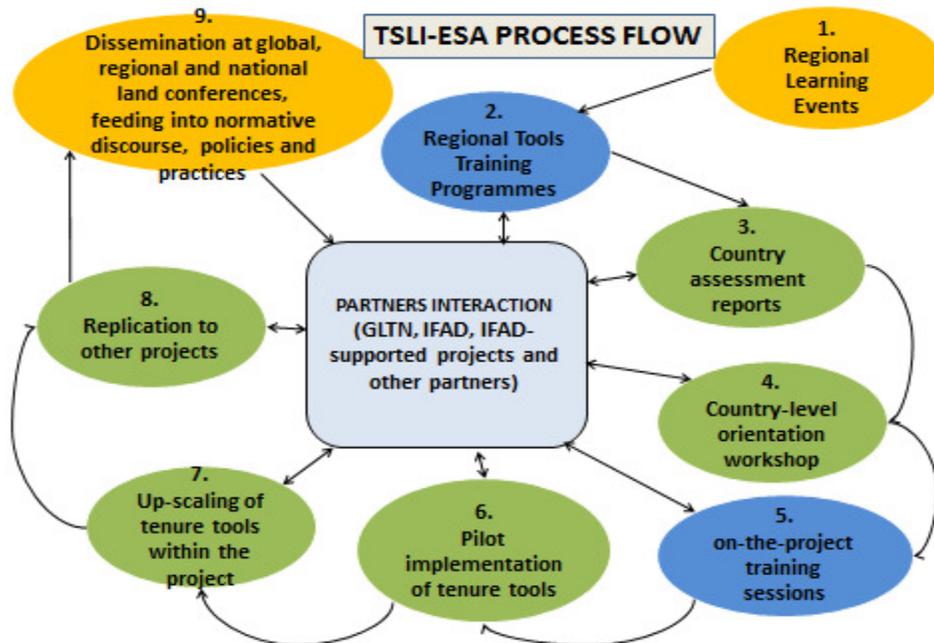


Figure 3: The TSLI-ESA framework for land tenure capacity development in IFAD-supported investment projects



Key: Yellow = Knowledge management; Blue = Capacity development; Green = Tool implementation

### Knowledge management, capacity development and tool implementation in TSLI-ESA

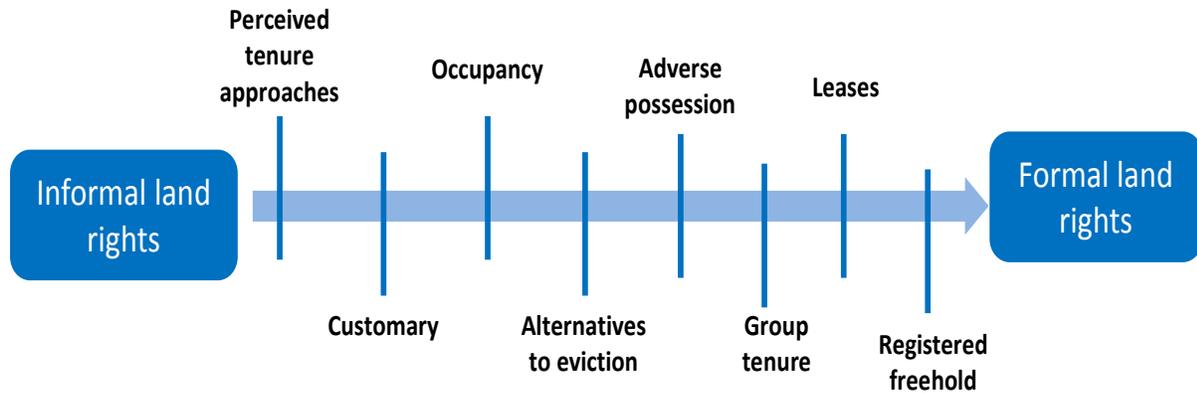
The key normative assumption that underpinned the design framework of the TSLI-ESA Phase 2 is that if knowledge gaps are plugged, awareness created and land tenure tools are available, the targeted IFAD-supported projects and programmes will adopt and implement the land tenure tools and approaches advocated under the initiative to address the various tenure security issues in their respective projects and programmes. Knowledge management of TSLI-ESA involved the iterative processes of identifying, capturing, analyzing, distributing and effectively using knowledge (resources, documents and people skills) to address tenure security issues.

Capacity development within TSLI-ESA project has been the process through which individuals, projects and communities from IFAD-supported projects and programmes can obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.

Tool implementation is the carrying out, execution of a plan, a method, or any design, idea, model, specification, standard or policy for doing something. Depending on the needs of the specific project, several GLTN tools were used. First, the tool implementation process was framed in the lens of Continuum of Land Tenure Rights, that is, recognition and respect of all

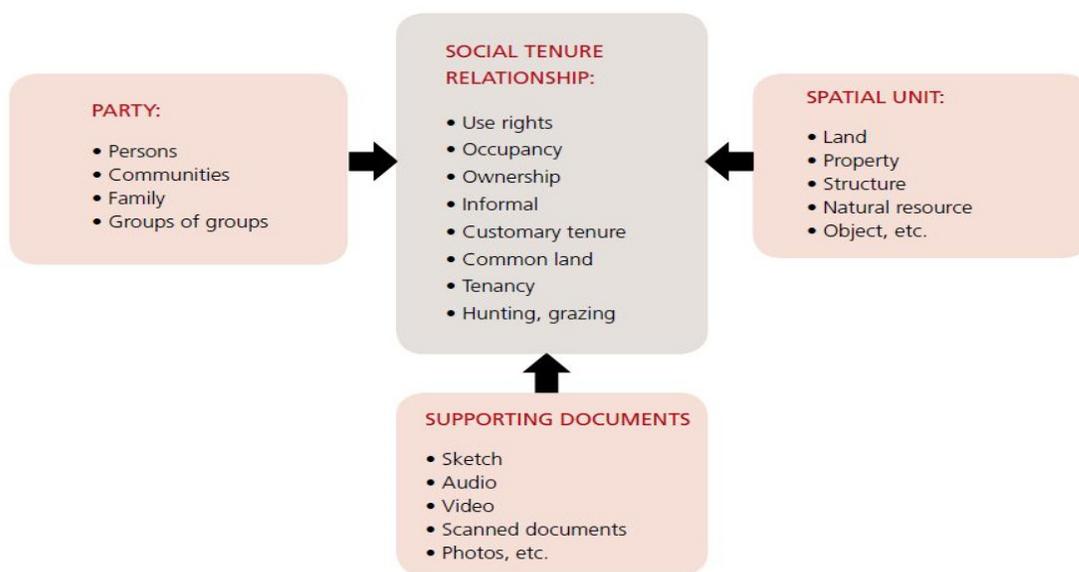
forms of tenure rights or claims which in some instances may overlap on a piece of land (Figure 4).

Figure 4: The Continuum of Land Tenure Rights



Second informed by the Continuum of Land Tenure Rights, the Participatory Enumerations were carried out to elicit, document and record all tenure rights and claims including the all people associated to those tenure rights and claims, bring them to community forum for scrutiny and validation. Thereafter, using the STDM to map (getting coordinates of the parcel of land) and record both the people and the parcel in a QGIS-based database. The database also contains information on tenure rights holder’s household demographics and socio-economics, and the land use, productivity of the land parcel (Figure 5).

Figure 5: Conceptual Framework of the Social Tenure Domain Model

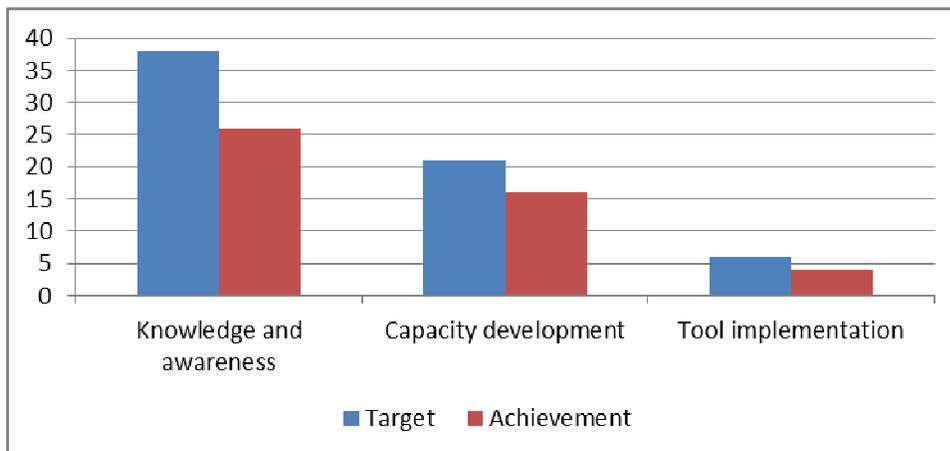


### Results of the TSLI-ESA Interventions

TSLI-ESA Phase I (2011-12) and Phase II (2013-17) worked with 39 IFAD supported investment projects from 16 countries in ESA region and 5 countries in WCA region all of which have a total of 4,940,279 beneficiary households.

With reference to Figure 6, at the start of the TSLI-ESA I there were 37 active IFAD-supported projects and programmes in 17 countries of Eastern and Southern Africa. Out these, 22 projects and programmes were identified by IFAD to have significant land and natural resources tenure security components. All 22 projects were involved in one or more of the TSLI-ESA I&II regional training and learning events. Two TSLI-ESA regional learning workshops on land and natural resources tenure security were held in Nairobi, Kenya, in May 2012 and July 2015.

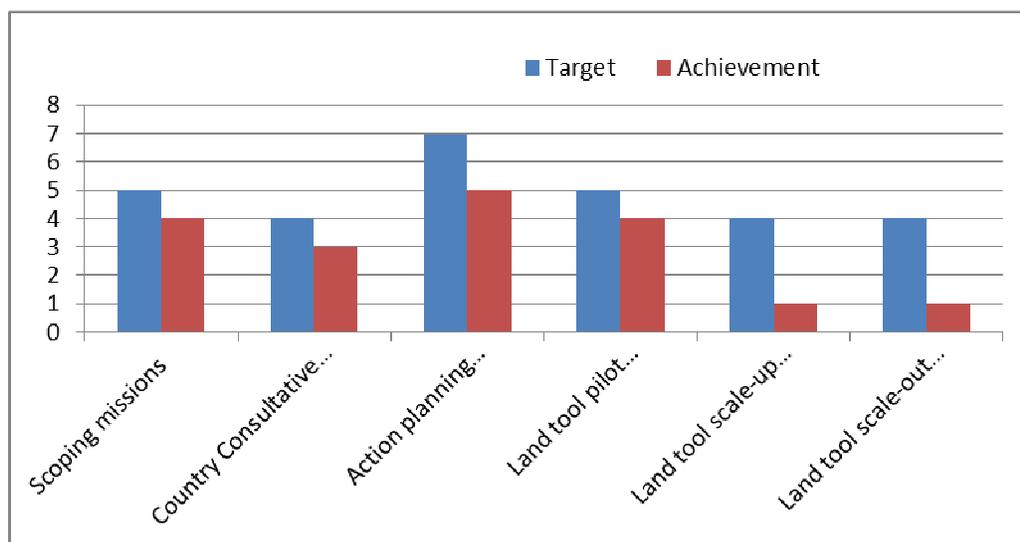
Figure 6: Level of achievement by component of the TSLI-ESA Phase 2



All 22 projects also participated in the TSLI-ESA three regional training workshops on application of geospatial technologies held in 2014, 2015 and 2016, and co-facilitated by GLTN and RCMRD in Nairobi. With further discussion and negotiation, seven projects expressed interest in piloting the GLTN land tenure tools, and four implemented the tools.

The targeted four projects and programmes have moved ahead, albeit at different paces, to implement the tools, and they are at different stages of land tenure-tool integration in the IFAD-supported projects and programmes (Figure 7)

Figure 7: Level of achievement by stage of land tool implementation process



### Knowledge management:

Knowledge management was a key component of TSLI-ESA I & II projects, and below are some of the highlights of the outputs:

- About 217 participants from 39 IFAD-supported programmes in 21 countries benefitted in 3 regional leaning programmes organized in 2013, 2015 and 2017.
- Fifteen country tenure analysis reports are being compiled including for Kenya, Uganda, Tanzania, Ethiopia, Rwanda, Burundi, Zambia, Malawi, Mozambique, Zimbabwe, Lesotho, Botswana, Angola, Swaziland and Madagascar. These are artefacts of knowledge of tenure security to help in the design of current and future agricultural development projects.
- Best practices and key lessons learnt on tenure challenges and innovative tools and approaches have been systematically documented and shared widely among IFAD supported investment projects in ESA region in form of learning notes and fact sheets (12 pieces) on five thematic areas: women’s access to land; land and water rights;

strengthening group rights; inclusive business models; and use and application of geo-spatial technologies.

- Key innovations and knowledge generated from the TSLI-ESA intervention in IFAD supported investment projects have been widely disseminated to contribute to global land tenure worldviews, national land policies, programmes and practices, including 15 conference papers were produced and presented by 12 staff of IFAD-supported projects at three biennial TSLI-ESA Regional Learning Programmes and at annual World Bank conferences (2013 to 2017).

## **Capacity development**

TSLI-ESA II capacity development activities included:

- Three two-week annual residential training programmes were delivered in 2014, 2015 and 2016 to 65 (49 men, 16 women) staff of 13 IFAD-supported projects and programmes from 11 countries on GLTN tools, gender and grassroots participation in good land governance by Regional Center for Mapping Resources for Development (RCMRD), Nairobi, Kenya.
- Three GLTN country level orientation training workshops on GLTN tools for staff and partners of IFAD-supported projects were conducted in Mombasa, Kenya, in 2014 (48 men, 17 women); Kampala, Uganda, in 2014 (29 men, 15 women), and Maputo, Mozambique, in 2015 (25 men, 8 women).
- Ten project level training workshops were delivered by GLTN to 456 staff and communities in Vegetable Oil Development Project (VODP) in Kalangala and Mbale in Uganda; Smallholder Dairy Commercialization Project (SDCP) in Bomet and Upper Tana Natural Resources Management Project (UTaNRMP) in Embu, Meru and Kirinyaga, Kenya; and Smallholder Agricultural Production Programme (SAPP) in Lilongwe, Malawi.
- Four staff of IFAD supported projects and programmes participated in the Workshop on tools for strengthening women's land rights co-organized by GLTN and GROOTS Kenya.

## **Tool implementation**

Four IFAD supported projects are using GLTN tools to strengthen security of tenure for project in their target communities:

- Uganda - VODPII is using GLTN tools to implement tenure regularization of squatter farmers (target is 1,200 households), VODPII has progressed to stage 6 – where STDM-based Farmer Driven Enumerations (FDE), initially used in KOPGT are being adapted

the for use in the oil seeds component of VODPII in central and northern Uganda, and to a new programme, the Palm Oil Development Programme, in Buvuma.

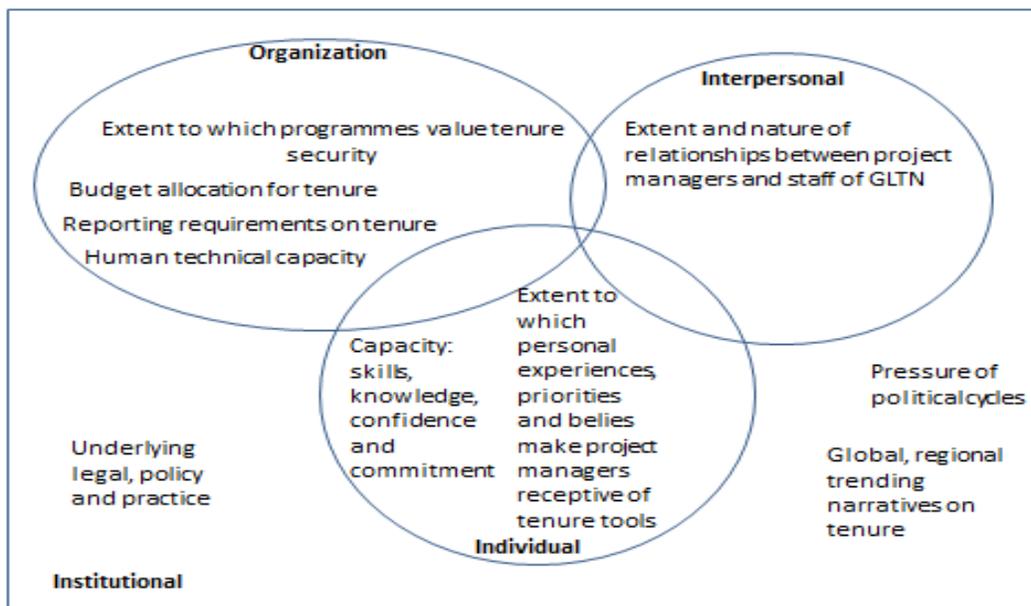
- Kenya – SDCP is using GLTN tools to map and record communal grazing land resources (target is 998 households), and UTaNRMP is using GLTN tools to secure irrigation water rights (target is 495 households),
- Other countries: Malawi – Smallholder Agricultural Production Project (SAPP) is using GLTN tools for integration of tenure indicators in monitoring and evaluation, and Pro-poor Value Chain Development Project (PROSUL) in Mozambique is using GLTN tools on pilot basis for issuance of Direito do Uso e Aproveitamento da Terra Rurale (RDUAT).

### **3.0 Key Lessons learnt**

#### **Lesson 1: It is important to understand the key enablers and barriers to tenure tool implementation and impact**

At the heart of our GLTN's capacity development theory is the idea that capacity is about more than 'technical skills'. Instead, the GLTN Capacity Development Strategy document conceptualizes capacity as emerging from different factors, processes and changes working together and reinforcing each other at different levels. At individual level, capacity change involves individuals' knowledge, skills, attitudes and commitment to change. At interpersonal level, capacity change is about the relationships and networks between people and groups that affect values and commitment to change. At organizational level, capacity change is about the systems, processes and guidelines within or across the organizations that reflect salience security of tenure and necessity of interventions to promote security of tenure. Finally, institutional change is about the wider enabling environment for security of tenure, including the underlying legal, policy and practice of land governance, and the role and influence of both domestic and external actors, events and crises (Figure 8).

#### **Figure 8: Overview of enablers and barriers that affect both implementation and impact of tenure tools in IFAD supported projects and programmes**



The analysis revealed the need to first examine the underlying legal, policy and institutional framework governing land tenure in the targeted countries to understand how these contribute to and address the land tenure issues, and to identify the entry points for effective capacity development interventions to address the tenure security issues. Understanding these structural factors is necessary because these factors have strong potential to either enable or block longer-term change as a result of capacity development initiatives.

In addition to the institutional factors, this analysis vindicates a range of other factors that can either create opportunities or act as barriers for implementation of tenure interventions at project level, depending on the circumstances. These are summarized as organizational, interpersonal and individual, in Figure 5.

At organizational level (project or programme), one critical factor emerged from the analysis of barriers and enablers is the extent to which the programme values tenure, that is, whether or not land tenure security is explicitly integrated in the project design. If land tenure interventions are not mentioned, they are seen as ‘non-work’, and not hence prioritized and not included in the annual work plan and budgets. Without organizational support, bolstering technical abilities and commitment of the individual project team members to implement the tenure, does not lead to implementation of land tenure tools in projects and programmes. This was among the key challenges, why most projects did not implement the tools.

In addition, the underlying structural contexts such as a lack of supportive legal or policy framework (de facto) or weak protection of legally recognized customary rights (de jure) tend to

limit the impact of land tenure tools implemented. Absence or weakness of these foundational factors renders the innovative pro-poor land tools less likely to be scale up and out of the initial pilot implementation. The issue of missing foundations seems particularly acute in fragile contexts.

In order to navigate through the deep mist skies of institutional factors, in Kenya, GLTN sought collaboration of some key organizations that have deep knowledge of the domestic legal, policy and practice of land and natural resources tenure in the country. The implementation of participatory enumerations, community mapping and land recordation using STDM in Smallholder Dairy Commercialization Programme (SDCP) and in Upper Tana Natural Resources Management Programme (UTaNRMP) were a success because of close cooperation of the Resource Conflict Institute (RECONCILE), the Regional Center for Mapping Resources for Development (RCMRD), Technical University of Kenya (TUK), and Pamoja Trust.

## **Lesson 2: Capacity development requires multi-level strategies**

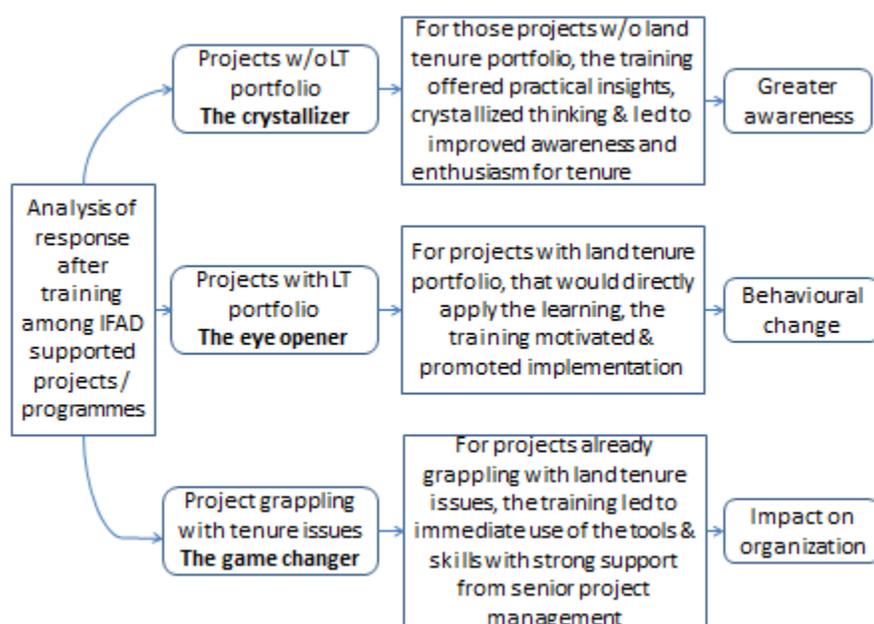
The analysis also indicates that effective capacity development for tool implementation needs to go beyond building technical skills at an individual level. Evidence suggests that outcomes at one level can create conditions for change at another level. For example, feedback on the 2015 Land and Natural Resources Tenure Security Regional Learning Workshop was that programmes and projects where technical staff and project coordinator were both invited as participants, they immediately started to engage in discussion on how to tackle the land tenure issues at project/programme level as well as how to engage their respective national authorities on policy dialogues to address the foundational issues.

## **Lesson 3: Programme / project design matters for adoption tenure tools**

The exposure to new knowledge about the value that tenure interventions can bring, and opportunities to practically apply some of the land tenure tools, was a ‘game changer’ in some projects, while no change in others. The variations in land tenure tool implementation across the projects and programmes can be explained (as mentioned in Lesson 1) in terms of their respective designs, that is, whether they have a land tenure component or not. For all training participants, the land tenure tool training led to ‘aha moments’ in which individuals recognize the relevance of tenure tools to their work (improved awareness). However, this awareness led to different sorts of outcomes in different projects and programmes. For those participants from projects with an explicit land tenure component, the learning was seen as immediately applicable for the implementation of their project annual work plan (eye opener), and related expenditure and reporting requirements. This was even more so for those projects that were at the time grappling with tenure issues. In the latter case, the participants to the training of trainers (ToTs)

stated that the land tenure tools were a ‘game changer’ and that implementation in their respective projects and programmes, enjoyed support of their senior managers, in the form of provision of budget and motivation to implement the tenure tools (Figure 7).

**Figure 9: Theoretical model of impact of GLTN capacity development for IFAD supported projects/prgrammes**



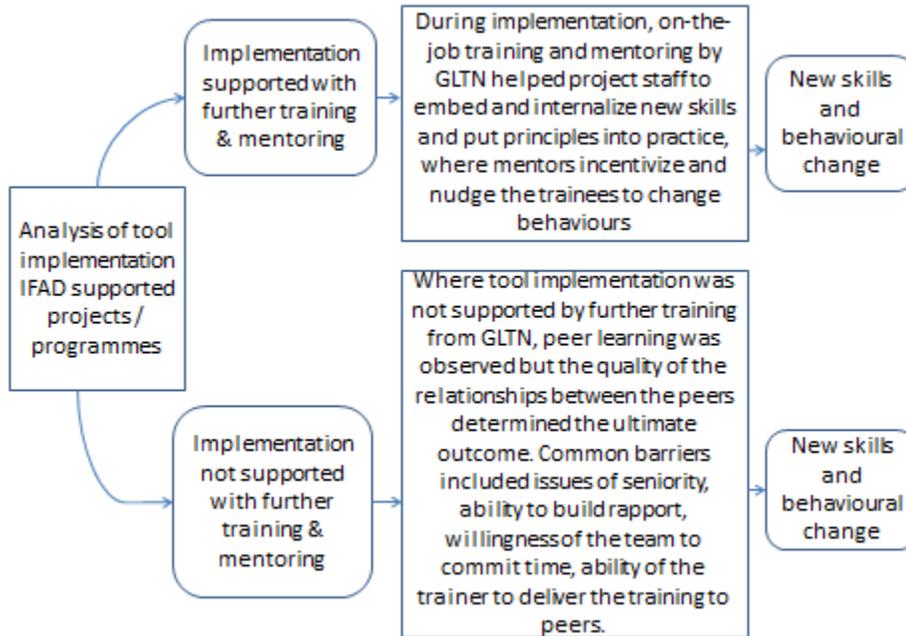
#### **Lesson 4: Mentoring support enhances tool implementation**

The analysis further suggests that when tool implementation is supported with on-the-job training and mentoring by GLTN experts, participants were able to embed and internalize the new skills and could easily put principles into practice (Figure 9). This is because the GLTN experts were able to help address technical issues, incentivize and nudge staff to change behaviours. On the other hand, where tool implementation was not mentored, some ToTs, though were able to spark peer learning and lead to new knowledge and changes in practice in their respective projects, faced challenges at some stage in the process. Key factor was the ability of the ToT to train his or her colleagues (peers) that was to a greater extent dependent on the quality of the relationship between the ToT and his or her peers. Common enabling or blocking factors included:

- A match in seniority between ToT and his or her peers (although in some cases it is sufficient for the peers to appreciate the ToT has relevant expertise);
- Ability of the ToT to build rapport with his or her peers;

- Willingness among both parties (ToT and peers) to commit time for the training and implementation;
- Favourable organizational factors such as availability of budget in the current annual workplan and budget;
- Support from senior management.

**Figure 10: Support to tenure tool implementation at project level**



### **Lesson 5: Collaborative peer-to-peer learning and networking enhances tenure tool implementation**

The TSLI-ESA tenure training and learning sessions for the staff and partners of IFAD supported investment programmes and projects have catalyzed opportunities for collaborative learning and networks among the participants and beyond. These networking opportunities have facilitated staff and partners of IFAD supported projects and programmes to learn from and be influenced by each other. There are now stronger relationships that have sparked further collaborations in other technical areas beyond land tenure and IFAD geographical impact areas, which have a positive effect at the organizational level. For example, in Kenya, when the Mwea Irrigation Scheme Manager was himself invited and participated in one of the TSLI-ESA learning events at the offices of the Upper Tana Natural Resources Management Programme (UTaNRMP) in Embu, the Manager himself was convinced of the importance of tenure tools (individual change), and he became a ‘champion’ for the land tenure tools in his scheme. He provided peer support to help others pilot the tools in his scheme (interpersonal change). Furthermore, he pursued is

arranging a discussion between GLTN and the management of the National Irrigation Board (NIB) to convince them to adopt participatory enumerations, mapping and land recordation using the Social Tenure Domain Model (STDM) and to potentially scale up within Mwea Scheme and to other irrigation schemes under NIB (organizational change).

### **Lesson 6: Leadership plays an important role in supporting organizational learning and change**

Further, the analysis indicates that when senior members of staff with influence and authority, either IFAD country office staff or project/programme coordinators, have the buy-in of the tenure tools, they were able to motivate and stimulate high level commitment to implementation of the land tenure tools. For example, in Malawi the SAPP coordinator who attended a GLTN/TSLI-ESA side event at the 2015 IFAD Regional Implementation Workshop in Antananarivo Madagascar, he requested for GLTN support to support SAPP integrate land tenure data in their M&E system. SAPP sponsored its two staff, the GIS expert and the M&E Officer, to the April 2016 Regional Training of Trainers on Integration of Land Tenure Monitoring in Programmes Monitoring and Evaluation System in Nairobi Kenya, that was co-facilitated by GLTN and the Regional Center for Mapping Resources for Development (RCMRD). Again, in Mozambique the PROSUL Coordinator is negotiating with local authorities for possibility to pilot establishment of RDUAT using STDM-based database in one of the district in the Maputo and Limpopo corridors.

In addition, some individual staff of the IFAD supported projects and programmes have played an important role to ‘champion’ some of the GLTN land tenure tools within their networks. A distinct set of champions – staff embedded within the project/programmes who may not have decision making power, but capacity support have galvanized to promote tenure tool among peers and through their day to day work, has emerged and promotes change from both above and below. This appears more likely to happen among project staff with an existing strong team, and who have good interpersonal skills. For example, building on the experience with the Farmer Driven Enumerations and Mapping in Kalangala District, the Vegetable Oil Development Programme (VODP) in Uganda has advocated within the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to integrate land tenure upcoming projects and programmes, and as such, the ministry sponsored 14 project officers responsible for monitoring and evaluation and statisticians to the GLTN facilitated training on Geospatial Database Management and Data Analysis using STDM that was held in Kalangala District in October 2016.

### **4.0 Conclusion**

This brief concludes with two clear recommendations for designers and implementers of strategies to build capacity for tenure security in development programmes:

1. *Develop an understanding of the enablers and barriers dynamic system* – ensuring that contextual factors, such as power, politics and institutional history, and the barriers and enabling conditions that they create for progressive tenure security, have been fully identified. This contextual analysis should help how best to design and implement the strategy and tools for promotion of tenure security among targeted communities in the project/programme areas.
2. *Design multi-level strategies to influence change at individual, interpersonal, organizational, and institutional levels* – ensuring that they build on each other and respond to the context. For example, at the individual level, consider including training on ‘soft skills’ alongside technical land tenure tool skills to support these individuals to feel confident to deliver training to their peers and enable them to garner support of their senior managers. At an organizational level, consider opportunities to engage senior leaders by demonstrating the ways that tenure security can enhance the delivery of their projects. And always keep all parties well informed the IFAD country team, project managers, staff and community leaders who will themselves become champions for implementation of land tenure tools within their countries and programmes areas.

Appendices:

Some TSLI-ESA knowledge products disseminated to IFAD-supported projects and programmes

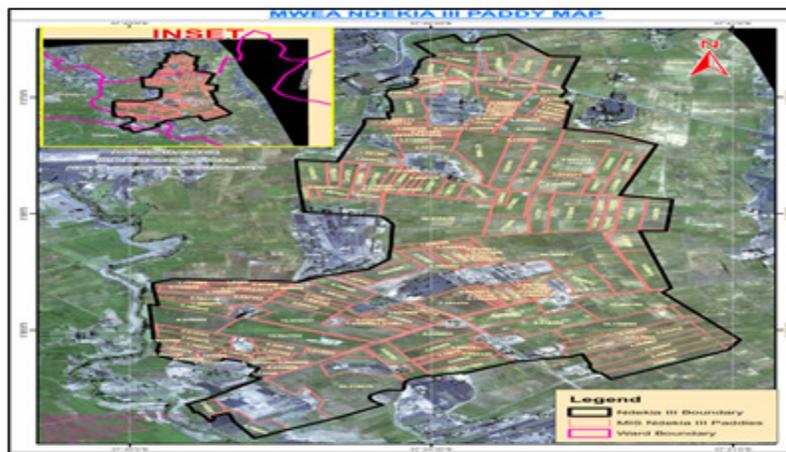


Some TSLI-ESA learning events for IFAD-supported projects and programmes



Participatory mapping in Ndekia III, Kirinyaga, Kenya

## Map of Out-grower areas



## Mwea Irrigation Scheme, Kenya



Poverty Reduction Through Sustainable AEM



169 'juakali' (unregistered) rice farmers of Ndekia sub-county of Kirinyaga were enumerated using STDM for water use management