



# Technical Assistance Report

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Project Number: 40544  
September 2007

## Nepal: Strengthening Land Administration Services

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 14 September 2007)

Currency Unit	–	Nepalese rupee/s (NRe/NRs)
NRe1.00	=	\$0.015449
\$1.00	=	NRs64.73

## ABBREVIATIONS

ADB	–	Asian Development Bank
DOLIA	–	Department of Land Information and Archive
DOLRM	–	Department of Land Reform and Management
DOS	–	Department of Survey
IT	–	information technology
LIS	–	land information system
MLRM	–	Ministry of Land Reform and Management
MOAC	–	Ministry of Agriculture and Cooperatives
MOF	–	Ministry of Finance
NPC	–	National Planning Commission
TA	–	technical assistance
TOR	–	terms of reference

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	Targeted intervention
<b>Sector</b>	–	Agriculture and natural resources
<b>Subsector</b>	–	Agriculture sector development
<b>Themes</b>	–	Sustainable economic growth, governance and capacity development
<b>Subthemes</b>	–	Promoting economic efficiency and enabling markets, public governance, institutional development

## NOTE

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. The Government of Nepal requested Asian Development Bank (ADB) assistance to support land administration and management in the agriculture and natural resources sector as part of its Three-Year Interim Plan 2007–2010,<sup>1</sup> which follows the Tenth Plan 2003–2007. The Government's long-term policy in the Tenth Plan was to (i) strive for an efficient, service-oriented, and informative land administration system based on modern technology; and (ii) increase access of agricultural laborers to farmland, thereby contributing to poverty reduction in and rehabilitation of the target group. Under the Interim Plan, efforts are under way to develop a comprehensive land management strategy as basis for a national land policy. In this context, the Government initiated the modernization of the land administration system, to be followed by the development of a comprehensive national land policy. Technical assistance (TA) in this regard was included in ADB's current Results-Based Country Strategy 2002–2007 and ADB's Nepal Country Operations Business Plan 2007–2009.<sup>2</sup> A Mission was fielded in June 2007 to consult with the Ministry of Land Reform and Management (MLRM), Ministry of Agriculture and Cooperatives (MOAC), National Planning Commission (NPC), Ministry of Finance (MOF), and other relevant agencies. Following subsequent field observations and meetings, an Aide-Memoire was issued setting out the goals, purpose, scope, implementation arrangements, cost, financing arrangements, and terms of reference of the TA. The TA framework is in Appendix 1.

## II. ISSUES

2. Nepal is undergoing dramatic political changes as the decade-long conflict is coming to an end, and a new political agenda including a new constitution and an elected, inclusive Government is being formed. The people's movement removed the executive power of the monarchy and reinstalled the political parties (including the Maoists) in April 2006. The recent political breakthroughs could yield significant dividends for the economy and increase the space for political inclusiveness and economic growth. However, new conflicts are emerging as marginalized indigenous and ethnic groups demand representation and autonomy in the process of state restructuring. The purpose of restructuring, according to the preamble of the Interim Constitution, is to resolve the "existing class, caste, regional and gender problems of the country" and set the path of the nation toward participatory democracy and shared rule. Democratization of political power, cultural identity, and rights over land ownership and tenure are the basic driving force of the social movement in the terai (lowland belt of India). The Government recognizes that failure to respond to popular expectations and deliver tangible development results could jeopardize recent gains and undermine the peace process. Therefore, in the Interim Plan the Government is focusing on quick development impacts while at the same time noting that complex reforms, especially major institutional restructuring and legislative actions, will be difficult to undertake.

3. The political developments have improved the prospects for sustained growth and economic development. The gross domestic product is estimated at around 3.8% in 2007.<sup>3</sup> The country's macroeconomic fundamentals remain generally sound. Both the budget and balance of payments are in surplus, although the former results in part from underspending on development activities due to difficulties in absorbing capital expenditures at the local level, given the absence of people's representatives at district and village levels. The situation is expected to improve with political stabilization and the improved security situation in the country.

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<sup>1</sup> Government of Nepal. 2007. *Approach Paper to the Three Year Interim Plan*. Kathmandu: NPC. (June).

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* on 5 July 2007.

<sup>3</sup> Nepal Resident Mission, ADB. 2007. *Quarterly Economic Update Nepal*. Kathmandu, April 2007.

4. Although most Nepalese depend partly on agriculture for their livelihood, a significant proportion of the rural population either are landless or farm plots that are too small to generate adequate incomes. A large part of the population engage in agricultural activities either as sharecroppers or tenants, or must find work in rural nonfarm activities (which may include migration) to supplement farm income. Nepal's land tenure system is based on owner-cultivated land, land leased out to tenants by landowners, and informal tenancy.<sup>4</sup> In the case of owner-cultivated land, particularly where there are no reliable irrigation facilities, landowners do not invest in land development and agricultural inputs because of the uncertainty of returns. In the case of dual ownership (tenants having tenancy rights) and informal tenancy, landowners do not invest and tenants, who are mostly poor, cannot invest. Tenants grow only one crop, leaving the land fallow during the rest of the year. Over the years, the number of formally registered tenants has declined substantially while the number of informal tenants may have increased, with tenants reaching a personal understanding with landlords not to claim any tenancy rights. Generally, landlords have been reluctant to involve tenants because they fear that the latter may claim tenancy rights. There are no records on how much land is under informal tenancy in the country. These reasons have contributed to the low productivity of the land.<sup>5</sup>

5. Security of tenure is an important foundation for economic development, not only because it helps increase productivity, but also because fees and taxes on land are significant sources of government revenue. In addition, land is one of the main sources of collateral for obtaining credit from established financial institutions such as banks as well as from informal providers of credit. Securing land rights is relevant to vulnerable groups such as tillers, women, and indigenous groups. Therefore, distribution of land and land-related resources and the definition of rights and responsibilities over them are important to Nepal's development. In balancing the needs of competing demands, e.g., agriculture, industry, and forestry, efforts are under way under the Interim Plan to develop a comprehensive land management framework and the appropriate legislation.

6. Nepal's land administration system, which keeps the information on land and its owners, including tenants, is largely traditional. Information is acquired, stored, updated, collated, and retrieved manually in rudimentary fashion in paper form, with a low level of precision and high risk of distortion and duplication. Consequently, land records are not reliable, land disputes are common, land registries are overwhelmed with associated problems, and integrated reliable land information is almost impossible to obtain. Land administrative services are costly for both the government and the people. Moreover, the people are rarely satisfied with the quality of the services.

7. Because they are in paper form, the major land records are deteriorating due to storage under unsuitable conditions and constant handling. In addition, there is no provision for recovering many of these records in the event of disasters such as the destruction of land offices during an insurgency. There is no overall strategy for managing land records. While a survey map serves the purpose of a graphic index, lack of accuracy and geo-referencing could inhibit its future role in the spatial data infrastructure.

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<sup>4</sup> Formal tenancy is official registration of a tenant in the land records or the "moth", whereas informal tenancy refers to tenants without registration. Tenancy registration provides the tenant with some security in his right to occupy and cultivate land.

<sup>5</sup> Yadav, Ram Prakash. 2005. Land Tenure Situation in Nepal. Policy Outlook Series No. 7. Winrock International. Kathmandu.

8. During the last decade, MLRM has undertaken efforts and initiatives to modernize land administration and develop institutional transformation. The focus is to computerize the alphanumeric data of the cadastral parcels, managed by district land revenue offices. The integrated land information system (LIS) aims to integrate the spatial aspects of land administration data managed by district survey offices. In 2000, the Department of Land Information and Archive (DOLIA) was established with the objective to manage all aspects of LIS.

9. Currently, DOLIA is pilot-testing the computerized LIS in four districts with varying degrees of success; however, progress has been slow. There is a serious lack of trained staff to work on the development and maintenance of the computerized system. In addition, funding shortages have delayed the engagement of contractors to carry out data collection work. The computerized system is still in a basic form and should be further developed to handle the volume of work and also to add more functions. Currently, it is only an information system running as an adjunct to the manual system. It needs to be developed into a transaction processing system to aid all aspects of the work flow. In addition, the official procedures for land administration, which were developed to suit manual processing, have to be reviewed, simplified, and standardized to suit computer processing.

10. The computerization effort to date has been ad hoc and seriously lacks structured planning and clear strategies. There is a serious lack of an overall strategy for information technology (IT) in land administration. There should be an extensive review of the way the department has been managing the resources to build and operate LIS. In addition to lack of clarity in overall goals, cadastral and land information standards (data, process, and technology) are nonexistent and must be defined before further data development. Other matters requiring clearer definition are overall management responsibility for spatial and attribute data, policies for land information access and sharing between stakeholders, land information fees, data custodianship, and privacy.

11. The value and credibility of the computerized system currently being developed is being put at risk by the lack of attention to the ongoing maintenance of the system. There is no point in developing the system unless there is a serious commitment to keep it continuously up-to-date. In addition, proper procedures for backup of the data have not been established. This situation is due in part to the lack of proper coordination between the agencies of MLRM involved in developing, operating, and maintaining the system. The current organizational structure has contributed to these difficulties as it has resulted in overlapping and unclear responsibilities of the departments concerned with the development and implementation of LIS.

12. The current organizational structure is also not ideal from the service delivery point of view. In most districts, the survey office is not situated in the same building as the revenue office. The physical distance between the buildings isolates the two offices geographically, creating a barrier to communication between them and making delivery of service to the public more cumbersome and difficult.

13. Effective land administration and management are also hampered by the fact that references to the legislation governing land administration are scattered among many laws and are outdated. Proper compliance with and enforcement of the laws are therefore difficult. The laws need to be reviewed to consolidate and update them.

14. Summing it up, an efficient land policy and a system of land administration have to be based on clear, equitable, and consistent policies and laws supported by an appropriate institutional structure, and coherent business and IT processes. All those will ensure a cost-effective, fair, and sustainable national land titling and registration system, and the associated institutional framework for land administration. Consequently, there is a need for strategies for institutional strengthening, and consolidating and adjusting the legal framework; and a systematic approach toward land use, land administration, and land policy. Given the transitional nature of current Nepalese politics, a complex reform agenda especially involving major institutional restructuring will take time to materialize and to be implemented.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Impact, Outcome, and Outputs**

15. The overall impact of the TA is its contribution to improved social justice and poverty reduction through the development of an effective land management system. The TA outcome will be a more reliable, fair, and sustainable land administration and management process made possible by modernizing and improving business processes and developing a road map for a national comprehensive land policy. This outcome is expected to increase the effectiveness of the land administration system and, in the long term, improve social justice and the rights of the poor. The key outputs from the TA will be (i) a revised business process; (ii) a strategy for the future with the use of technology in land administration; (iii) accessible, secure, and upgraded land records; (iv) an action plan and costings to implement the strategy; (v) pilot testing of the strategy in selected areas within districts; and (vi) a road map toward a comprehensive national land policy framework.

#### **B. Methodology and Key Activities**

16. ADB support is proposed for key areas where quick results can be achieved within a relatively short time, but nevertheless supporting the longer term goals of the Government. The TA will concentrate the resources in two areas: (i) support the Government on how to move forward with a comprehensive national land policy framework that provides sound institutional strategies for clarifying and documenting rights to land, and managing land resources for sustainable economic and social benefit; and (ii) using the basic LIS, in place, upgrade the system to improve business processes and work flows to introduce coherent standards, and to link business processes for achieving synergetic results to share the benefits of an improved system with the service recipients, such as financial institutions, and municipalities for better tax collection and urban planning purposes.

17. The TA will be provided in a collaborative manner between the different departments of MLRM to maximize capacity development within the Department of Land Reform and Management (DOLRM), Department of Survey (DOS), and DOLIA. The key activities of the TA are the following.

- (i) Review existing work flows, processes, and forms in revenue offices and survey offices, and suggest improvements to assist the efficient processing of the work of these offices in both manual and computerized form.
- (ii) Work with MLRM to develop a strategy that includes a vision of the use of IT in MLRM and set out a path for achieving the objective.
- (iii) Review current IT developments and assess their suitability for achieving the objective of the IT strategy.
- (iv) Work with MLRM to develop a records management strategy to establish good practices for storing and preserving land records.

- (v) Review the existing cadastral maps and assess their suitability for meeting the current needs of MLRM in providing land administration services and also the future need for infrastructure for national spatial data.
- (vi) In close cooperation with all departments of MLRM, develop an action plan based on strategies developed, including an overall financing plan.
- (vii) Develop pilot systems based on the strategies developed and test them in selected areas within districts.
- (viii) Analyze the consistency and effectiveness of existing legislation governing land. References to such legislation are scattered among many laws and will be reviewed for consolidation and updating. Recommend steps on how to develop a comprehensive and consensual national land policy.

### **C. Cost and Financing**

18. The total cost of the TA is estimated at \$400,000 equivalent, of which ADB will provide \$350,000 to finance consulting services, purchase of equipment, pilot testing, and miscellaneous administration and support costs. The TA will be financed on a grant basis by ADB's TA funding program. The Government's contribution, estimated at \$50,000 equivalent, will be in kind and will include office facilities, counterpart staff, and services. ADB will cover remuneration and per diem, international and local travel, reports and communication, contract administration services, office equipment such as computers and software, and reporting costs. The budget is attached as Appendix 2.

### **D. Implementation Arrangements**

19. International and national consultants and staff of MLRM will implement the TA.<sup>6</sup> ADB will recruit the consultants in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). Terms of reference for consultant engagement are attached as Appendix 3. MLRM will be the Executing Agency for the TA. MLRM will nominate a core group of counterpart staff in DOLRM, DOS, and DOLIA to work directly with the consultants. A steering committee will be formed to oversee TA implementation. The active participation of NPC, MOAC, and MOF in the committee will be essential as the TA will address a broad spectrum of issues that cut across many disciplines.

20. The TA will be implemented over a period of 12 months with a total of 28 person-months of consultant inputs and is expected to be completed by December 2008. An inception report will be prepared within 2 weeks of the start of the TA, and a summary progress report at midterm. A draft final report including an assessment of achievement for key outputs will be submitted 1 month before TA completion. Tripartite meetings between representatives of the Government and ADB will review the consultants' inception report, progress report, and draft final report.

## **IV. THE PRESIDENT'S DECISION**

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$350,000 on a grant basis to the Government of Nepal for Strengthening Land Administration Services, and hereby reports this action to the Board.

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<sup>6</sup> An international consulting firm, together with national consultants and MLRM staff, will implement the TA. Submission of short technical proposals under the quality- and cost-based selection method is expected.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<b>Impact</b> Improved social justice and poverty reduction through the development of an effective land management system	Access of excluded and relatively poor groups to the benefits of a land management system, thereby improving their economic and social well-being	PRSP evaluation CAPE	
<b>Outcome</b> Improved processes of national land administration and a management system that is reliable, fair and sustainable	A comprehensive land policy framework developed  An upgraded land administration system developed	TA completion report  Country-level reporting Results-oriented CPS	<b>Assumptions</b> <ul style="list-style-type: none"> <li>Political stability</li> <li>Government's commitment to policy reform</li> </ul> <b>Risk</b> <ul style="list-style-type: none"> <li>Resumption of violent conflict and bandhs (strikes)</li> </ul>
<b>Outputs</b> <ol style="list-style-type: none"> <li>Revised business process (revenue office and survey office)</li> <li>Strategy for the future use of technology in land administration</li> <li>Accessible, secure, and upgraded land records (in pilot district)</li> <li>An action plan and costings to implement the strategies</li> <li>Pilot testing in selected areas within districts</li> <li>Road map toward a comprehensive national land policy</li> </ol>	Designs for new work flows, processes, and forms completed within 6 months of TA commencement Strategy developed within 6 months  Record management strategy developed within 6 months  Action plan formulated within 7 months of TA commencement  Pilot-testing the system developed and implemented in selected areas within 12 months  A road map outlining steps toward development of a comprehensive national land policy within 6 months	TA progress reports  ADB review missions	<b>Assumptions</b> <ul style="list-style-type: none"> <li>Sustained Government commitment to policy reform</li> <li>Effective TA implementation</li> <li>Timely recruitment of consultants</li> </ul> <b>Risk</b> <ul style="list-style-type: none"> <li>Bandhs hampering smooth project implementation</li> </ul>
<b>Activities with Milestones</b> <ol style="list-style-type: none"> <li>Review existing work flows, processes, and forms in revenue offices and survey offices, and suggest improvements that would assist the efficient processing of the work of these offices in both manual and computerized forms.</li> <li>Work with MLRM to develop a strategy that includes a future vision of the use of IT in MLRM and sets out a path for achieving the objective. <ol style="list-style-type: none"> <li>Review current IT developments and assess their suitability for achieving the objective of the IT strategy.</li> </ol> </li> <li>Work with MLRM to develop a records management strategy to establish good practices for storing and preserving the land records of the Ministry.</li> </ol>			<b>Inputs</b> ADB: \$350,000 <ul style="list-style-type: none"> <li>12 person-months of international consulting services and 16 person-months of national consulting services (\$296,000)</li> <li>Equipment, computers, software (\$23,000)</li> <li>Budget for seminars, workshops, and training</li> </ul>

<p><b>Activities with Milestones</b></p> <p>3.2 Review the existing cadastral maps and assess their suitability for meeting the current needs of MLRM in providing land administration services and also the future needs for infrastructure for national spatial data.</p> <p>4.0 Develop an action plan in close cooperation with all departments of MLRM based on strategies developed including an overall financing plan.</p> <p>5.0 Pilot-test the system based on the strategies developed and tested in selected areas within districts.</p> <p>6.0 Analyze issues impacting on land administration and management and the effectiveness of the existing policy and legal framework, and recommend appropriate steps to develop a comprehensive national land policy.</p>	<p>(\$6,000)</p> <ul style="list-style-type: none"> <li>• Contingencies (\$25,000)</li> </ul> <p>Government in-kind contribution: \$50,000</p>
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ADB = Asian Development Bank, CAPE = country assistance program evaluation, CPS = country partnership strategy, IT = information technology, MLRM = Ministry of Land Reform and Management, PRSP = poverty reduction strategy paper, and TA = technical assistance.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

<b>Item</b>	<b>Total Cost</b>
<b>A. Asian Development Bank (ADB) Financing<sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	220.0
ii. National Consultants	40.0
b. International and Local Travel	31.0
c. Reports and Communications	5.0
2. Equipment: Computers	5.0
3. Pilot Testing	
a. Data Entry	7.0
b. Software	6.0
c. Computers	5.0
4. Miscellaneous Administration and Support Costs	6.0
5. Contingencies	25.0
<b>Subtotal (A)</b>	<b>350.0</b>
<b>B. Government of Nepal Financing</b>	
1. Office Accommodation and Transport	30.0
2. Staff and Office Support	17.0
3. Translation Services	3.0
<b>Subtotal (B)</b>	<b>50.0</b>
<b>Total</b>	<b>400.0</b>

<sup>a</sup> Financed by ADB's technical assistance funding program.  
Source: ADB estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The land administration system in Nepal has two broad aspects: (i) information on land, including its geometric characteristics, i.e., cadastral maps; and (ii) information on landowners, including other socioeconomic characteristics, i.e., land registers called “moth”. Two offices within the Ministry of Land Reform and Management (MLRM) are involved in handling the two types of information as soon as the initial surveying work is done. The Department of Survey maintains the spatial part of the system while the Department of Land Reform and Management handles the land ownership records.

2. The proposed overall goal of the project is to assist MLRM to develop an efficient, service-oriented, and informative land administration system based on modern technology. The specific objectives are to improve the effectiveness and efficiency of the land registration and mapping services, and to develop a road map for a national land policy framework. The national land policy itself is a long-term endeavor and is beyond the scope of this technical assistance (TA). Such a policy shall be closely linked to sectoral objectives and overall socioeconomic and governance goals. It shall provide a sound institutional framework for clarifying and documenting rights to land, and managing land resources for sustainable economic and social benefit. Such a comprehensive policy requires broad agreement to make it a consensual undertaking, which has the support of people from all walks of life, the ethnic communities and the poor, and the less visible members of society. To achieve this consensus necessary for trust building and confidence among all stakeholders, the TA will come up with clearly defined steps toward consensual land policy planning, and how to develop a comprehensive national land policy framework guided by the principles of (i) broad-based consultation across government agencies, the private sector, and civil society groups; (ii) guidance and synthesis from a high-level advisory group; and (iii) cooperation with international partners who are providing financial and technical resources for developing and implementing the land policy.

3. The consultants will work closely with MLRM and the associated departments. It is expected that a national steering committee will be formed upon the start of the Project, with MLRM as head and with participation from the National Planning Commission, Ministry of Agriculture and Cooperatives, and Ministry of Finance. MLRM will identify counterpart staff to work directly with the consultants.

4. The terms of reference (TOR) are outlined for five short-term international consultants. National consultants are also expected to be engaged on a short-term basis in the key specialist areas outlined below, to be determined by the team leader upon TA inception. For key specialist areas (i) to (iv), 4 person-months is provided for in the budget. Key specialist area (v) on land policy road map development, with 12 person-months as the input, might require a wider range of consultant expertise in land law, institutional reform, and consensus building. Other expertise may be required in a key specialist area such as land database management and system architecture, and an international consultant for 1 person-month has been allocated for such input. The exact technical inputs will be decided based on the assessed needs at the TA inception report stage. The team leader will provide the detailed TOR in the inception report.

5. The consultants will need to cover five interrelated topics contributing to the development and implementation of a modernization strategy for land administration within MLRM and a road map toward a national land policy: (i) developing a comprehensive strategy for the use of information technology, (ii) reengineering office work flow and processes, (iii) developing a land records management strategy, (iv) reviewing cadastral mapping, and (v) developing a road map for a comprehensive and consensual land policy framework. The costs of developing and implementing the modernization strategy will also be identified. Aspects of the strategy will be tested in a selected pilot area in Kathmandu (most probably Chabahil) to be determined at inception.

**A. Land Information Systems Specialist-Team Leader** (international, 4 person-months)

6. The specialist-team leader will be tasked with (i) developing a comprehensive strategy for the use of information technology, and (ii) pilot-testing the strategy in a selected area.

7. The consultant will undertake the following specific tasks.

- (i) In consultation with all stakeholders and in conjunction with process reengineering, records management, and cadastral mapping studies (outlined below), review and define strategic goals for MLRM in terms of facilities, products, and customer service initiatives.
- (ii) Review and analyze current technology infrastructure and standards, and determine technology goals and standards that support the needs of the current processes, as well as the infrastructure requirements for any new initiatives.
- (iii) Prepare TOR for international and national consulting inputs for land database management, system architecture, and a road map for the land policy framework, for inclusion in the TA inception report;
- (iv) Oversee and coordinate with the land policy specialist the strategies to be developed and steps to be taken for developing a comprehensive national land policy.
- (v) Pilot-test new systems in a selected area within a district in Kathmandu municipality. As the land records have already been collected and digitization is taking place, Chabahil district would be the most appropriate location for a pilot;
- (vi) In preparation for the pilot testing, analyze if fraudulent land claims are an issue and how the land administration system and the proposed modernization strategy can best safeguard against such fraud,
- (vii) Output: On the basis of the above findings, develop a list of technology and application projects to be summed up in a comprehensive modernization strategy. In addition, define any other steps necessary for the continued maintenance and evolution of the existing technology infrastructure of the business. Also define land information data standards, and develop implementation timelines and costings.

**B. Land Registration and Cadastral Specialist** (international, 2 person-months)

8. The specialist will be tasked with reengineering the processes in the land revenue and survey offices.

9. The specific tasks are the following.

- (i) Review office processes, work flows, and registration forms in both the land revenue and survey district offices.

- (ii) Examine those processes and work flows closely to identify opportunities to rationalize and improve them in the present manual system, the existing computer system, and in any further developments of the computer system such as systems for administration and security, automated support for performing processes and tasks, and reporting applications.
- (iii) Prepare a study report that is not limited to office procedures but also identifies and specifies potential changes to office layouts. Overall consideration should be on improving efficiency and, where appropriate, the level of service delivery to clients in conformity with the future vision of the organization.
- (iv) Output: A report on reengineering the Land Revenue Office and Survey Office including process and work flow descriptions, design statements of any new function or feature required for a district land information system (DLIS), technical specification of any requirement for new items of office equipment, and a costing covering all activities involved in introducing revised office procedures.

**C. Land Records Management Specialist** (international, 1.5 person-months)

- 10. The specialist will be tasked with developing a land records management strategy.
- 11. The specific tasks are the following.
  - (i) Review the land records held by the departments of MLRM and the various methods of indexing and storing such records.
  - (ii) Review the needs for both preserving and giving access to key land records and, where appropriate, the use of new technology for those purposes.
  - (iii) Improve efficiency and, where appropriate, the level of service delivery to clients in conformity with the future vision of the organization.
  - (iv) Output: A report on a strategy for managing land records that outline a future strategy to establish good practices for storing, retrieving, and preserving land records; design statements of any new function or feature required for DLIS; technical specification of any requirement for new items of office equipment; and a costing covering all activities involved in introducing revised procedures.

**D. Cadastral Survey and Management Specialist** (international, 1.5 person-months)

- 12. The specialist will be tasked with reviewing existing and future cadastral mapping requirements.
- 13. The specific tasks are the following.
  - (i) Review the existing cadastral maps in use in the survey offices and assess their suitability for meeting the current needs of MLRM in providing land administration services.
  - (ii) In addition, assess their suitability for meeting future needs for national spatial data infrastructure and, if necessary, recommend the most appropriate and cost-effective means of upgrading the maps.
  - (iii) Output: A report on upgrading cadastral mapping containing an assessment of the suitability of the maps for meeting existing and future spatial information needs and, if necessary, a recommendation of the most appropriate and cost-effective means of upgrading the maps to meet the needs. The costs associated with any upgrading should be identified.

**E. Land Policy Specialist** (international, 2 person-months)

14. The specialist will be tasked with developing a road map (necessary steps) toward the design of a national land policy framework.

15. The specific tasks are the following.

- (i) Analyze issues impacting on land administration and management, and the consistency and effectiveness of the existing legislation governing land. References to such legislation are scattered among many laws and will be examined to see if there is a need for consolidation and updating.
- (ii) Assess the technical and administrative capacity of existing government institutions involved in land policy and administration to carry out their functions. Include an assessment of their training and institutional development needs.
- (iii) Under the direction of MLRM and the steering committee, suggest modalities for cooperation and communication between the government institutions involved in land policy and administration, and suggest setting up a high-level parliamentary group (or council) to supervise the process of land policy development and a task force for its design.
- (iv) Suggest steps for a consultative process for policy development, to be initiated by MLRM and carried forward by a high-level council.
- (v) Recommend appropriate actions on how to move forward the agenda of a comprehensive national land policy in the future and propose a national workshop on land policy formulation to provide a broad outline of land policy directions for the country. The costs associated with developing a national land policy framework should also be identified;
- (vi) Output: A road map toward a national land policy framework.