

GLTN Partner's meeting

Enriching Partnership and Increasing Activities for Land Reform

November 4 and 5, 2009 – Nairobi Kenya



GLTN Partners' Meeting report

Enriching Partnership and Increasing Activities for Land Reform

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United Nations Human Settlements Programme (UN-HABITAT)

P.O. Box 30030, Nairobi 00100, Kenya

Tel: +254 20 762 3120

Fax: +254 20 762 3477

www.unhabitat.org

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Author: GLTN Secretariat

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Abbreviations

AGRA	Alliance for Green Revolution in Africa
AfDB	African Development Bank
AU	African Union
CASLE	Commonwealth Association of Surveying and Land Economy
ECA	European Commission for Africa
FAO	United Nations Food and Agriculture Organization
FGF	Federation des Geometres Francophones
FIDA	International Federation of Women Lawyers
FIG	International Federation of Surveyors
GC	Governing Council
GLTN	Global Land Tool Network
GRET	Group d'Exchange et de Recherche Technologiques
GTZ	German Technical Cooperation
HC	Huairou Commission
IAB	International Advisory Board
IHS	Institute for Housing and Urban Development Studies
IIUM	International Islamic University Malaysia
ITC	International Institute for Geo-Information Science and Earth Observation
LVT	Land Value Taxation
MCC	Millennium Challenge Cooperation
MDG	Millennium Development Goals
MTSIP	Medium Term Strategic and Institutional Plan
RDI	Rural Development Institute
RICS	Royal Institute of Chartered Surveyors
SC	Steering Committee
SDI	Slum/Shack Dwellers International
SDTM	Social Tenure Domain Model
Sida	Swedish International Development Cooperation Agency
TUM	Technical University Munich
UEL	University of East London
UN	United Nations
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
UNON	United Nations Offices Nairobi
UWI	University of West Indies

Background and purpose

In 2006, UN-HABITAT facilitated the establishment of the Global Land Tool Network (GLTN). GLTN is a global partnership of key global actors (now at least 40) consisting of professionals, development partners, research and training institutions, technical and civil society groups, to address land tenure and land reform issues, amongst others. GLTN was launched in June 2006 at the World Urban Forum in Vancouver.

The Network's objective is to contribute to the attainment of the Millennium Declaration and the Millennium Development Goals particularly on poverty alleviation, through land reform, improved land management and security of tenure.

Specifically, GLTN aims to:

- Establish a continuum of rights rather than just focus on individual land titling;
- Improvement and development of pro-poor land management as well as land tenure tools;
- Unblock existing initiatives in the land sector;
- Assist in strengthening existing land networks;
- Improve global coordination on land;
- Assist in the development of gendered land tools which are affordable and useful to the grassroots; and
- Improve the general dissemination of knowledge about how to implement security of tenure.

The coalition of partners within GLTN are defined by **six common characteristics**: the general acceptance and agreement on the core values of GLTN, the need for development of pro-poor land tools at scale, contribution through funding and/or knowledge inputs, representation of regional and international institutions or networks and joining the Network for non-commercial purposes.

The **core values** of GLTN include pro-poor, governance, equity, subsidiarity, affordability, systematic large scale approach and gender sensitiveness. The partners also identified the development of eighteen tools that will assist in the implementation of pro-poor land policies at scale. The tools are classified under five thematic areas:

1. Land rights, records and registration,
2. Land use planning,
3. Land management, administration and information,
4. Land law and enforcement and
5. Land value capture.

Moreover, tool development needs to be developed within a socio-

political framework, and there are cross-cutting themes that guide tool documentation and development which include land governance, tenure security indicators, capacity building, Islamic mechanism, post conflict/disaster, environment and gender mechanism.

The operation of the GLTN includes an International Advisory Board (IAB) composed of representatives from key segments of land stakeholders such as:- professional groups, multilateral organisations, bilateral organizations, training and research institutions, academia, civil society and grassroots organizations. The Board meets twice a year to provide advice and strategic direction to the Network.

Since its launch the Network has evolved, and continues evolving towards a more systematic, committed and strong coalition of partners supporting a common agenda. However, it is evident that this agenda is so large that it will take many years and much more work and resources to go to scale globally. As long as the Network partners are working in unison for systemic change in the land sector, the challenges ahead are not insurmountable.

Since 2006 the Network has expanded tremendously and today a full-scale three-year programme (2008-2011) is currently being supported by the Governments of Norway and Sweden. Even though the GLTN partners are continuously engaged with each other and with the GLTN Secretariat through the website, global events/forums, communications through Partner websites and emails, bilateral discussions/meetings, joint activities and through IAB meetings, there was an expressed need to convene a Partners' meeting, after three years, to further enrich the partnerships and identify more activities to achieve the agenda. This was the reason behind the Partners meeting held on the 4th -5th of November 2009.

II. Opening the GLTN Partners' meeting

The Global Land Tool Network (GLTN) Partners' Meeting "Enriching Partnership and Increasing Activities for Land Reform" was held at the headquarters of the United Nations Human Settlements Programme (UN-HABITAT) in Nairobi. One day ahead of the main Partners' Meeting, on 03rd November, a Side Event on Selected GLTN Activities and Outputs took place in the same venue (see section XI). Prior to this, on 2nd and 3rd November 2009, a workshop on "Putting the Grassroots Mechanisms into practice" was convened, at Holiday Inn, Nairobi, Kenya.

The main Partners' Meeting was opened by Mrs. Clarissa Augustinus, Chief, Land Tenure and Property Administration Section. Opening remarks were made by Mrs. Inga Bjork-Klevby, UN-HABITAT Deputy Executive Director and Ambassador Agnes Kalibbala, Chair of the GLTN International Advisory Board.

Mrs. Bjork-Klevby stressed that urbanization has been recognized as an irreversible phenomena and that the international community has to work towards sustainable urbanization. Many urban issues, she said, are related to land, such as unequal access to land, unsustainable land use, insecurity of tenure and many others. The growing interest in the Global Land Tool Network and its pro-poor land tools affirms that GLTN is addressing the right issues. By highlighting the six specific measures¹ that both UN-HABITAT and the GLTN promotes, she took the opportunity to introduce several case studies implemented by UN-HABITAT. In closing, she highlighted the importance of UN-HABITAT's commitment to a sustainable agenda and the GLTN objectives.

Mrs. Kalibbala thanked the people in charge for organizing the meeting. She summarized the GLTN background, starting with the first meeting in early 2004 to analyse the land sector on a global level in order to learn how to address the challenges systematically. The analysis showed that conventional land tools are not suitable for poor people and pro-poor land tools were identified. Thanks to the donor support of Norway and Sweden, the Network was launched in 2006 at the World Urban Forum in Vancouver. At his time the Network consisted of 15 partners. Today more than 40 partners support the GLTN core values, the 18 pro-poor land tools as well as the eight cross-cutting themes. In closing, she stated that she highly appreciates this coming together to enrich the partnership and to identify more activities.

¹ These are: Recognition of a range of land rights, making land markets work for all members of societies, women's right to land, promoting a more holistic view of urban and rural areas, promotion of more effective coordination on land sector and developing innovative land administration.

III. Attendance

The meeting was attended by representatives of the following four clusters: Rural/urban international civil societies, international training/research institutions, international professional bodies, bilateral organizations and multilateral organizations.

The cluster of Rural/urban international civil societies was represented by the following: Alliance for Green Revolution Africa (AGRA), International Federation of Women Lawyers (FIDA), Group d'Exchange et de Recherche Technologiques (GRET), Hakijami Trust (Economic and Social Right Centre), Huairou Commission (HC), International Land Coalition and Slum/Shack Dwellers International (SDI).

Representing the cluster of the international training/research institutions were the following: Institute for Housing and Urban Development Studies (IHS), International Islamic University Malaysia (IIUM), International Institute for Geo-Information Science and Earth Observation (ITC), Terra Institute, Technical University Munich (TUM), Rural Development Institute (RDI), University of East London (UEL) and the University of West Indies (UWI).

International professional bodies were represented by the following GLTN partners: Commonwealth Association of Surveying and Land Economy (CASLE), Federation des Geometres Francophones (FGF), International Federation of Surveyors (FIG), Lantmateriat (National Land Survey of Sweden), Royal Institute of Chartered Surveyors (RICS) and Statens kartverk (Norwegian Mapping Authority, Cadastre and Land Registry).

The members of the bilateral organisations cluster present were: Gates Foundation, German Technical Cooperation (GTZ), Millennium Challenge Cooperation (MCC), Norwegian Ministry of Foreign Affairs and the Swedish International Development Cooperation Agency (SIDA).

Multilateral organisations were represented by the following: Cities Alliance, United Nations Food and Agricultural Organisation (FAO), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-HABITAT) and the World Bank.

For a full list of participants see [Annex 1](#).

IV. Connecting – Partners and their expectations

The design of the meeting encouraged an active exchange. Several break-out sessions allowed the participants to interact through group discussion and to exchange experiences and ideas.

After the opening session in which the facilitator welcomed all partner organisations by calling their names, participants were urged to discuss their hopes and concerns about the meeting in five randomly formed groups. Participants introduced their organizations within their small groups. The guide for the workshop on “Hopes and Concerns” appears in [Annex 2](#). The groups were given 40 minutes to work on their expectations. After this session each group presented the outcomes.

The first group expected to establish meaningful connections, to learn more on how GLTN operates (especially the new partners), to address topics on an appropriate level, as well as to develop an action plan. The group expressed concerns on the effectiveness of the connections among partners since the network consists of very diverse actors.

Hopes expressed by the second group were mainly related to the GLTN agenda. The members of the discussion group voiced their appreciation of the GLTN global agenda. Their hope is that bringing the agenda forward will change from a UN-HABITAT-driven approach towards a member-driven approach. A second wish they presented is to gain a common understanding of interaction between grassroots and professionals, since this synergy is regarded as the only way forward.

Developing a learning network, where all the partners gain from each other through the exchange of experiences and ideas is another wish expressed by group members. The concern mentioned by this group was about the GLTN Secretariat’s focus on the work within clusters (of similar organizations) instead of promoting cross cluster exchange.

Introducing the hopes of the next group started with the aspiration of new partners to explore and learn more about the GLTN agenda. Grassroots members were stating that they have their own tools and mechanisms for e.g. cultural aspects, but that they hope to share ideas on GLTN tools and identify opportunities for up-scaling. A challenge put forward is how to bridge the gap between theory and practice. The concern of overusing academic language was raised as a concern as well as the fear of replicating existing networks without making a difference.

Group 4 wished to learn more about GLTN in general, on the tools GLTN promotes and their implementation. Learning more about the process of generating and consolidating information within the network is one hope, another was working on proposals in order to

Box 1. Partners' hopes and concerns

Hopes

- Pushing forward the GLTN agenda.
- Strengthen partnerships in order to benefit from the network.
- Learn (especially the many new partners) about GLTN in general and to get in-depth knowledge on how GLTN works and what outputs are expected.
- Establish a forward-looking action plan for GLTN.
- Change from a UN-HABITAT/ Secretariat driven approach to a partner driven approach.
- Emphasise cooperation between grassroots organizations and professional bodies.
- Stronger focus on exchanging ideas in order to make it a learning network.
- Clarify how to implement GLTN tools.
- Clarify GLTN's role in supporting proposal writing.
- Develop realistic objectives in order to ensure feasibility of implementation.
- Learn more about how to get engaged in GLTN activities/on how to become a partner.

Concerns

- Diversity of partners seen as a strength, and also a concern since it is not easy to ensure effective connections between diverse partners. Will such diversity allow a common set of interests?
- Being unable to reach decision makers and stakeholders.
- Secretariat focuses too much on working within clusters.
- The network should not focus only on theory, a balance between theory and practice should be found, and ways to bridge the gap between theory and practice.
- GLTN should not replicate existing networks working on land issues, needs to be innovative.
- Too many tools, how best to harmonize them?

capture the 'voice' of communities. A related worry is to what extent the GLTN would provide support in proposal writing. Concerns expressed by this group were mainly output related. Members wonder if the network is really able to develop something new and innovative and whether it would be possible to find common interests since the partners are diverse, reaching from grassroots to state level.

The last group to present results on their discussion hoped that GLTN retains the focus on the grassroots. They also expect a stronger partnership after having met the different partners face to face. As expressed earlier, a common concern was how best to bridge the gap between theory and practice. Additionally, group members were concerned about the large number of tools and felt that they should be harmonized.



Partners prepare and present their expectations



V. GLTN progress and constraints

Learning about GLTN performance so far is a very important process to inform future planning and decision making. A mid-term assessment has been drafted by George Collet, an independent consultant, and presented in the meeting (see [Annex 3](#)). The assessment shows preliminary findings and the report is not finalized. Participants were offered the chance to comment on the draft assessment.

Objectives and methodology

The objectives of the review are to assess the GLTN's achievements in influencing a paradigm shift towards pro-poor land policies, the use of tools by global partners and the sustainability of the network. The consultant also reviewed the effectiveness of current institutional and management arrangements of the GLTN. The methodology for reviewing GLTN success relied mainly on interviews with both UN-HABITAT staff and partners. The interviews of UN-HABITAT staff were held in Nairobi and via telephone and email for GLTN partners (10 partners were interviewed by phone, 10 by email).

Findings

The findings were subdivided into relevance and appropriateness of the Network and the key progress and achievements to date. A main finding regarding GLTN relevance and appropriateness showed a clear need for the GLTN's work. A survey of the websites of major players working on land issues found that GLTN plays a key role as an advocate for pro-poor, gender and appropriate land governance. The Network is on the cutting edge regarding the diversity of partners and has a strong emphasis on partner cooperation and donor coordination.

The second finding deals with the key progress and achievements. Several outcomes were assessed including improved global knowledge to support the realization of equitable land rights, increased awareness of and commitment to equitable land rights or strengthened capacity to enhance quality of land governance, management and administration through pro-poor gendered land tools and training activities. These are described in detail in Annex 3.

The Social Tenure Domain Model (STDM) appeared in the consultant's presentation to demonstrate quality of outputs and processes, as it is currently being tested in Ethiopia. FIG has been contracted to review the STDM development.



Presentation of the Mid-term assessment

Several GLTN/UN-HABITAT publications serve as further evidence of the quality of outputs and processes. Examples included *How to develop a pro-poor land policy*, *How to establish an effective land sector* and *Towards improved land governance*. In the fields of post-conflict and post-disaster a variety of practical and relevant publications have been developed using a systematic and consultative approach. Emphasis on gender as one of the GLTN focus points led to a development of gender evaluation criteria in order to have a strategy to evaluate and adapt land tools/initiatives to address gender and create new tools to fill gaps.

Addressing another GLTN focus, a GLTN Grassroots Mechanism Workshop yielded an interim report, published under the title *Not about us without us: working with grassroots organizations in the land field*. GLTN recognizes that effective grassroots participation in tool development is essential to ensure that the tool is practical and useful and delivers the benefits expected.

The review does not address content only, but also assesses the management structure. Given the fact that the GLTN agenda covers so many tools, countries and partners, it has been found that the staff number is too small. While the number of staff increased significantly since 2006, the number of GLTN activities to plan, manage and monitor also increased. The GLTN Secretariat, hosted by UN-HABITAT, handles the administrative, management, coordination and supervisory functions in addition to important technical roles in tool development, research and advocacy.

Besides supporting the Secretariat, the Steering Committee is involved in managing the Network. The Steering Committee oversees the projects, makes final decisions on programmes, and is accountable to core donors. The Steering Committee allows the IAB and the partners to take an advisory role. The IAB, as a third management

component, is an effective Board with very good dialogue and motivated, knowledgeable representatives.

The next step reviewed was summarised as management, monitoring and evaluation. The findings here are that administrative procedures include many steps and authorizations. The Secretariat must cope with multiple reporting requirements and maintaining separate databases and information systems. The log-frame indicators are mainly quantitative and therefore difficult to collect (goals and outcomes). Also the numeric targets remain unchanged each year.

Achievements

The assessment reviewed the extent to which the four outcomes and impacts have been achieved or are likely to be achieved. Outputs 1 and 2 are summarized as “Improved global knowledge and awareness”. Here, GLTN is effective in communicating technical and policy issues to different audiences (e.g. continuum of rights; need for affordable, pro-poor, gender appropriate approaches).

The outcomes for the third area, “Strengthened capacity” stresses that several very significant tools have already been developed and that an increasing number include training materials.

The fourth outcome area, dealing with the Network of members and partners, noted that the establishment of the Network and its constant expansion are achievements in themselves. The Secretariat has been the driving force behind the Network in its early stages which raises the question of how to provide more opportunities for partner participation to encourage a stronger and more sustainable Network.

Looking at the project and financial management, the review found that the Network management capacity has improved substantially since 2006, as the result of an expanded Secretariat staff and development of its management systems and databases.

The long-term sustainability of the Network lies with the strength of the Network to support the partners in taking a more active role. The short and medium-term sustainability is dependent on the capacity of the Secretariat and both the level of UN-HABITAT and donor support. The capacity issues addressed earlier are a key risk to sustainability now, with the growing need to test tools at the country level to build GLTN reputation further.

Other donors have expressed interest, but additional donors with new priorities and different project focus may pose problems for the small Secretariat.

Preliminary conclusion

In the three years since founding of the Network, some very important successes have been registered with a small Secretariat staff, a limited

Box 2. Notable achievements and main weaknesses

Notable achievements in advocacy, research and tool development are:

- GLTN success due to its ability to scale up by the use of its partners; with partner capacities and contributions, GLTN small funds go a long way. The partners have shown their commitment to the vision and values of the network.
- Secretariats staff are motivated, skilled and committed.
- UN-HABITAT has been an enthusiastic supporter of GLTN and sees benefits for its own programmes and profile.

The major weaknesses affecting GLTN performance are:

- Secretariat's limited administrative capacity relative to the number of activities it is undertaking.
- Complex administrative procedures and lack of flexibility to meet emerging requirements (e.g. multiple partners working together).

budget and administrative constraints.

Recommendations

After assessing the situation preliminary recommendations can be made. On the strategic level a suggestion is to develop strategies for priority countries, to do situation and needs analysis, an analysis of opportunities (institutions, civil society, policy/political economy), have tools to test, evaluate partners' capacities and gaps, as well as the resources and funding. Additionally, a strategy for how the Network supports activities at the country level should be developed. GLTN could review the institutional capacity of all land agencies against the scale of global land need in order to highlight the mismatch. Supporting the capacity of partners to build knowledge for sustaining innovation and new thinking is recommended. The training strategy could be improved, including how to train on using tools.

Another recommendation on how to improve GLTN performance is to review the effectiveness of communication and revise the communication strategy. In order to reduce the Secretariat's burden, the Steering Committee should take a larger role in resolving administrative bottlenecks and inefficiencies constraining the GLTN. Developing a better knowledge on linkages between tools (the body of tools) and to test or demonstrate the value of multiple tools (not silos) would add value to the GLTN tool focus.

Plenary session receiving the Mid-term assessment presentation



Next steps

As mentioned earlier, the outcomes presented are being circulated in draft version. The final report is expected to be completed in early 2010. At the end of the meeting an evaluation form for the meeting was circulated along with additional questions for the Mid-term assessment to provide the opportunity to collect further perceptions and recommendations. A final option for commenting on the report is via email (gcollett@bigpond.com) up to the end of December 2009.

A plenary discussion followed for clarifying questions, comments and feedback. One partner appreciated the draft report, especially as an external objective analysis. Nevertheless, the participant wondered how the GLTN agenda was specifically linked to the MDGs and noted that environmental aspects were missing.

Another participant commented that the bureaucratic burden as a general UN problem that needs to be solved within UN-HABITAT and UNON. It was proposed that the critique should be forwarded to the Governing Council² and the United Nations Office Nairobi³ (UNON).

In regards to the recommendations, another partner asked if there were more urgent recommendations that the consultant preparing the report himself would prioritise and implement first. He responded that there are many immediate recommendations, including several small things that need to be accomplished right away. It was pointed out that the presentation focused on strategic recommendations, but that the final report will include a section on immediate recommendations.

One partner asked if the GLTN itself or the Mid-term assessment looks at specific geographical regions, to see where land problems are intense since this could be an important factor for donors. The consultant stated that the country-level activities are in an early stage and that five priority countries have been selected so far. He referred to the final report in which the priority countries and their current activities will be covered.

Several partners asked for a focus on how to implement the tools since this is the reason for their interest in GLTN. Another partner asked if the idea had been considered that it might be challenging to give incentives, especially for governments, to implement the tools.

² Every two years, UN-HABITAT's work and relations with partners are examined in detail by a Governing Council composed of 58 United Nations member countries. It is a high-level forum of governments at the ministerial level that sets UN-HABITAT's policy and approves the agency's work programme and budget for the next two years (UN-Habitat 2008a, w.p.).

³ UNON acts as the key administrative centre of the headquarters of UNEP and UN-HABITAT, providing them with comprehensive budget and financial management support, informed human resources and procurement services, and vital safety and security coordination.

Box 3. GLTN partners achievements in brief

Achievements at Network level

- Setting up a unique global Network, including a variety of partners from grassroots level to state level.
- Development of GLTN tools.
- Setting up a global agenda on land related issues.
- GLTN tools have been successfully used on a local level, as in the case of Mozambique, where land registration has benefited many; or the Philippines, where 3,500 families living at risk along the railway moved to houses in a more secure environment.
- UN-HABITAT's continuous engagement.
- "Marriage" of training and research institutions.
- Being a research driven network.
- Knowledge exchange (especially on Islamic and gender issues).

Achievements at the organization level

- Establishment of Women Land Link Africa, a strong network working on land activities – grew from 6 to 16 participating countries.
- Fruitful joint meetings between UN-HABITAT and partners, for example International Federation of Surveyors.

VI. Looking back on partners' experiences

The intention of this session was to look at the last three years to learn about experiences on both the organizational and the Network level. The design for this break-out session was intended to be in clusters since most of the participants are new Network partners and interested in listening to what thematically related partners are engaged in.

The participants mainly agreed on the idea that discussing the past might be most appropriate in clusters. Again, the groups were provided with guidelines to ensure efficient discussions (see [Annex 2](#)). In particular the guideline focused on the successes, challenges and lessons learned in the last three years, for each organization and the Network. After successfully discussing in the cluster groups, each group prepared a five minute presentation or sharing in the plenary.

Rural/urban international civil society

Starting with the achievements the Rural/urban civil society cluster mentioned the establishment of the "Women Land Link Africa" which grew from six to sixteen participating countries. The cluster was pleased to report that many partners belonging to their cluster have successfully implemented GLTN tools and that new partners were looking forward to do so. The statement was underlined by best practices like a land registration success in Mozambique and a resettlement programme in the Philippines where 3,500 families living along a railway had been resettled to a safer environment through the support of GLTN tools.

Opportunities for advocacy are gained from platforms like the World Urban Forum, where small organizations even have the chance to share their views and be heard. The group expressed appreciation for the space that GLTN provides for dialogue and activities among stakeholders.

The group is concerned about the lack of political will from governments and see a challenge in turning the Network from a UN-HABITAT-driven approach into a member-driven one.

International training/research institutions

The second cluster kicked off by outlining the usefulness of GLTN for universities. A major achievement from the groups' point of view is the variety of trainings that GLTN has developed, like "Transparency in Land Administration" which they wish/plan to include in their university curricula. Another achievement from their experience is the research and demand-driven nature of the Network in general. The Network is not scared of addressing complex and challenging issues like gender and Islam in relation to land. They expressed the desire to share research beyond partners. An opportunity is seen in

the association among universities within the Network making an ongoing dialogue possible.

International professional bodies

A major achievement expressed by the cluster of professional bodies is the establishment of a global agenda for land governance. The involvement of UN-HABITAT as Secretariat was given as another success since UN-HABITAT has been continuously dedicated to the success of the Network.

In general, the establishment of the Network itself with all its diverse partners, reaching from grassroots organizations to the state level is an achievement in itself. FIG representatives highlighted the development of land tools as an achievement since they are important in the field of land governance. However, successful use of GLTN tools has not been seen in Eastern Europe, where informal settlements need to be addressed by fighting the inefficiency of procedures and regulations.

Bilateral and multilateral organizations

One of the major achievements according to this cluster is that the GLTN leverages finances to realize land administration processes. Through the Network, GLTN partners highlight the successes and bring them to scale. Having many dedicated organizations in the Network makes it possible to know what other organizations engaged in the same field are doing and gives the opportunity to do things together.

Opportunities are seen in the fact that so many diverse organizations have agreed on bringing the GLTN agenda forward. GLTN can be used to highlight important issues through the Internet, newsletters, or collaborative relationships with several other institutions, inside as well as outside the network.

Even though communication offers an opportunity it is also seen as a challenge since there is need for improving the current modes of communication. The bilateral and multilateral organizations see another challenge in staying focused in order to keep up the good work. Since the Network consists of very diverse partners, concerns have been raised on whether it is possible to find a common set of interests.

In the subsequent discussion, several partners emphasised that the most successful issue is the creation of the Network itself. Having all the partners in one place offers the rare opportunity to exchange ideas with such a diverse set of key players.

Partners agreed that GLTN provides the opportunity for interaction and that each and every partner can learn from the other one. Grassroots organizations for example can learn from professional bodies and vice versa. The important thing now is to find the right 'way to go' since everybody in the Network is comfortable with the direction it is moving.

Box 4. GLTN opportunities, challenges and lessons

Opportunities

- World Urban Forums and other platforms present opportunity to raise issues and be heard.
- GLTN provides space for dialogue and activities among stakeholders.
- Feed contents of Network activities/topics into curricula of universities, for example "Transparency in Land Administration."
- Strengthen the Network of universities through ongoing dialogue between partners of the International training/research institutions cluster.
- Learn about engagement of partner organizations and to strengthen collaboration.
- Communication between partners within the Network through website, newsletter, etc.
- Allocate funds to grassroots organizations.
- Turning theory on how to implement land agenda into reality.
- Network can grow and involve even more categories of partners.

Challenges

- Governments lack political will to implement plans / reform policy.
- Move from a UN-HABITAT-driven to a partner-driven Network.
- Staying focused, future activities need to be concrete, nobody can do everything at one time.
- Communication/Mediation between grassroots organization and governments.

Lessons learned

- Multi-stakeholder group enriches knowledge of a Network.
- Grassroots involvement as important components to reach sustainability of projects.

VII. Looking forward

This session focused on the Network's way forward. Discussions took place in small groups made up by the cluster affiliation. Two hour discussions were planned. The concern had been raised that inter-cluster discussion might be less fruitful, so it was agreed to discuss first as inter-cluster groups and hold a second discussion on the same topic in cross-cluster groups. The inter-cluster workshop took place at the end of the first day; the discussion continued in cross-cluster groups the next morning. The cross-cluster groups were organized according to the 5 GLTN thematic areas:

1. Land rights, records and registration
2. Land use planning
3. Land management, administration and information
4. Land law and enforcement
5. Land value capture

Participants were free to join their preferred group and discuss the way forward in that group. Partners were encouraged to move from group to group if they had several areas of interest. The objective was to encourage networking and provide an opportunity to find joint partners for developing proposals.



Participants during group discussion

Within the cross-cluster framework, it was hoped that partners engaged in the same field would find each other and establish collaboration.

Every group was urged to prepare a 5 minute presentation for the plenary.

The Secretariat reminded partners about the call for proposals [about the November 10th deadline for proposals] [open up to 10th of November]. Partners were also asked to list the priority countries in which they are currently working or intend to work. This idea to collect this information came from the mid-term assessment and from partners during the plenary discussion. A list of priority countries by organization and the frequency of priority countries listed by partners are in Annexes 4 and 5.

Presentations on future activities

The presentations were structured according to the 5 above-mentioned themes.

Land rights, records and registration

The land rights group presented a variety of activities that are planned or underway.

Planned activities included: learning more about land grabbing and anti-eviction tools; knowing the basic principles that have to be in place to protect small holder rights; and generating knowledge on what communities could do to enforce their rights.

Another future activity will be assessing the impacts of joint titling. The interest here, especially expressed by RDI and Terra Institute, focuses on women rights, violence against women and inheritance structures. Balancing action and research will be a core issue.

Learning more about governance of tenure is an FAO-led activity that is underway. Guidelines are being developed to better understand this issue, with a goal of finding agreement across regions that is communicated to the country level.

In addition to these activities, preparation of a draft concept on children's right to land and property is underway. The main question here is how children are affected by land rights.

The Huairou Commission is developing trainings for preparing proposals in Peru regarding legal rights that are recognized but not yet implemented. The aim is to find out how grassroots activities on this issue can be improved.

Land use planning

The working title for this group was "Inclusive land use planning". The focus was on community planning rather than national or municipal planning. The importance of a continuum of land rights, from formal to informal and community rights was stressed. This continuum is related to tenure, regularization processes and planning. The group recognized that formal systems are well documented and supported

by the law. Informal tenure systems are also well documented. The group stated that the fault line is between the formal and the informal, at the point where they meet. This point involves negotiation and discussion and needs a bridge to merge traditional, formal and informal systems. It was agreed that the focus of future activities should be not on informal system, but on the gap where informal and formal meet. The questions guiding future activities will focus on knowledge generation about this area, which is not well defined. Best practices in this field should be reviewed and/or documented and a framework of comparative studies set up. From there, lessons learned can be distilled in order to develop tools to fill the gap between the formal and the informal systems.

Land management, administration and information

Future activities in this field lie in modernization of land administration services and efficient service delivery at affordable prices. A proposal for an activity in this field is underway.

Land law and enforcement

Future activities in this field should focus on influencing policies and practice through awareness creation and dialogue among implementers. Since eviction is an indicator that housing systems cannot provide affordable housing at scale, this area should be considered a focus for activities as well. Another area of activity identified is simplifying laws. Land laws are often too complex and create confusion rather than support.

Advocacy campaigns on fighting corruption in the land law sector are planned. The intention is to prepare a cost analysis showing how corruption in this sector affects costs negatively.

Another planned activity deals with social systems in countries where most of the land is government owned. Work on compensation for land claimed by the state needs to be improved. In general, balance of power relations is needed so that land law can work for all and protect all.

Land value capture

The intention is to increase the impact of land value taxation. The modality is to make better-serviced parts of urban communities pay higher taxes than lesser-serviced areas, with the collected revenue going to promote urban management. The GLTN has started work in this area already and activities are underway. Future activities should develop tools to help specify what is being taxed. It should not be the land itself, but the improvements made to the land. Different countries have different methods of determining tax values; a tool needs to be found to assess which method works best in which context.

New mechanisms should be found to assess multiple properties simultaneously to make the system more cost effective.

Representatives of this group would like to continue training to gain a significant impact on urban management.

The grassroots organizations, mentioned in the chapter “Background and Purpose” that had been meeting for 2 days to discuss “Putting the Grassroots Mechanisms into Practice” were invited to share their results with the plenary. They reported that during their 2 day meeting they had worked on proposal development, selected a committee to review the grassroots proposals and developed a roadmap on how to work efficiently.



Participants of the Grassroots Workshop

VIII. International Advisory Board

In response to critics of the Mid-term assessment, an agenda point was devoted to the International Advisory Board (IAB). This included an overview on the structure, after which participants discussed ways to strengthen representation on the IAB.

Danilo Antonio of the Land, Tenure and Property Administration Section of UN-HABITAT presented an overview of the IAB's role and functions (see Annex 6).

The GLTN is organized in 5 segments. These are the Secretariat, the Steering Committee, the members, the partners or global stakeholders, and the International Advisory Board. The Secretariat, facilitated by UN-HABITAT, is the focal point of the Network. The Secretariat provides administrative and technical support to the Network, supports the SC and the IAB and functions as overall coordinator for the Network. The four other segments are in continuous communication and exchange with the Secretariat.

The Steering Committee (SC) consists of representatives from different UN-HABITAT units and constitutes the decision making body. The SC approves policies and work programmes; it is advised by the IAB and supported by the Secretariat.

Members are individuals registered as GLTN members at www.glt.net. The partners or global stakeholders' are those who contribute with substantial knowledge or financial resources.

The International Advisory Board (IAB) consists of seven members



The IAB representatives during a video call conference.

who represent the clusters/segments of stakeholders. The IAB provides strategic advice to the GLTN specifically on:

- Better understanding of land issues and how to address them,
- Development of policies, priorities and operational strategies,
- Promoting the GLTN agenda.

IAB members represent the interests of clusters

IAB members must agree with the values of the GLTN, be partners of the GLTN and represent an organisation that is a key stakeholder in the international land sector. The IAB is composed of representatives of each cluster. The GLTN donors are automatically members of the IAB. Members of the board have to fund themselves (alternatively GLTN funds could be used) and work on a voluntary basis. The IAB meets every two years.

At the outset, the Secretariat/UN-HABITAT selected the most active partners to sit on the IAB. On 6th November 2008, after IAB members called for a more constituency-based representation, the IAB agreed on membership rotation as follows:

- Each segment selects its IAB representative based on partners' requests, level of GLTN engagement and capability to contribute either financially and/or substantially.
- Current members may continue their mandates. Also, the mandate period ought to be extended from two to four years.

Strengthening IAB Representation

After hearing about the role and functions of the IAB, cluster groups discussed ways to strengthen representation on the IAB. Discussion guidelines suggested that cluster groups talk about the preferred modality for selecting cluster representatives to the IAB and the role and functions of the IAB, among other topics. The workshop guide appears in Annex 2. The groups were allowed 40 minutes to work on IAB related issues, after which they presented their reports in plenary.

Rural/Urban International Civil Society

The preferred modality presented was that the cluster elect IAB members every two years. The cluster should have one representative and one alternate, with the alternate playing a passive observer role. The IAB member representing the cluster must come from an active and engaged organization.

The role and functions of the IAB were seen as advancing the GLTN agenda, ensuring diversity and gender balance on the board, and both consulting the cluster prior to IAB meetings and reporting back after meetings. A suggestion was made to have an additional representative for grassroots organizations on the board.

Box 5. General agreements on IAB representation

- All clusters agreed on maintaining the status quo.
- Each cluster will nominate its most active partners and the Secretariat must approve the nomination.
- Sweden and Norway will have permanent seats; all other members will represent their clusters for a 2-year period and will have an alternate.
- Suggestions were made on providing financial support for core functions such as attendance at meetings.
- It was suggested there be an additional IAB representative from the group of grassroots organizations.
- It was suggested that a nomination and election process start in 2011, if possible at a second Partners' meeting
- The role and function of IAB should be to:
 - > Ensure ongoing dialogue
 - > Coordinate clusters
 - > Be in touch with cluster members on a constant basis
 - > Share and exchange ideas
 - > Represent clusters' views on the IAB
 - > Be a bridge between the different clusters
 - > Inform cluster members prior to meetings and report back after meetings
 - > Advance the GLTN's agenda

International Training/Research Institutions

The preferred modality presented by the second cluster was that the most active cluster member be nominated to represent the cluster on the IAB. One member and one alternate would be nominated; both should attend the meetings, but only one would actually represent the cluster. After 2 years, the representing member would step down and his place taken by the alternate. The term of representation should be two years.

The role and function of IAB members should be to coordinate the cluster, maintaining contact with cluster members on a constant basis, sharing and exchanging ideas, representing clusters' view on the IAB and bridging the gap between the different clusters. The cluster suggested that some resources be provided (by the Secretariat) to cover costs for cluster coordination and meeting attendance.

International Professional Bodies

The International Professional Bodies acknowledged that the World Bank should be a permanent member of the IAB because it is a key donor. The cluster would nominate IAB members and the nominations would be approved by the Secretariat. Members nominated to the board must fulfill certain criteria such as, having a global approach on land related issues, being actively engaged in GLTN activities and adherence to GLTN values. Members should serve for two years and elections held every two years. For the time being, the cluster accepted the International Federation of Surveyors (FIG) as their representative on the advisory board.

The role and function of the IAB should be to ensure that interests of the cluster be brought forward and to seek information from cluster partners prior to IAB meetings and report back after the meeting. The IAB members should make sure there is ongoing dialogue and advancement of the GLTN agenda.

Bilateral and Multilateral Organizations

The Bi- and Multilateral organizations accepted the status quo of having the World Bank representing their cluster on the IAB. Suggestions were made to the GLTN Secretariat to provide funding for core activities. It was also felt that the maximum number of donor members of the IAB should be 4. If this number goes beyond 4, the cluster should come together to agree on a new modality.

In the plenary discussion that followed, several participants raised concerns about the appropriateness of having alternates attend meetings as observers.

Several participants said they wanted to not only nominate their representatives, but to elect them as well. The Secretariat stated that every request has to be approved and all decisions are with the Secretariat, but that it is not the intention of the Secretariat to decide against the wishes of the partners.

Most of the partners expressed the strong wish to have Partners' meetings every 2 years. The Secretariat will include this request in its plan for future activities addressed to donors.

IX. Moving forward

The final break-out session focused on the way forward and key arrangements. Partners were asked to discuss the way forward in randomly mixed groups. The groups were to focus their discussion on the 3 most important achievements of the meeting as well as gaps and the way forward. Recorders were provided by the Secretariat with the intention of summarizing the key outcomes for presentation by the Secretariat at the plenary. The summary is as follows:

Most important achievements

- Partners perceive themselves as “owners” of the Network
- Creation of a significant momentum around shared achievements
- Learn from midterm assessment
- Getting to know the partners/networking
- Participation of grassroots!
- Working in cross cluster groups
- Better understanding of what the GLTN is all about

Gaps

- Not enough information beforehand (especially for new partners)
- Not enough time (for example for plenary discussions, proposals, etc.)
- No session on work plan; partners could have been involved in draft
- GLTN's focus and way forward is not clear enough
- Lack of clear understanding on tools
- Partners who were left out or not present in discussions
- IAB could have presented a report on what it has done

Next steps

- Partners have to promote the GLTN agenda at the country and institution levels
- Exchange experiences about tool implementation
- Work out how to follow up on items discussed/decisions made during meeting
- Keep the clusters working with help from Secretariat
- Establish improved and targeted communication mechanisms (newsletter, telephone conferences, networks such as Facebook, Twitter)
- GLTN Secretariat and partners should seek more donors
- UN-HABITAT should have a focal person for every cluster to ensure communication and effectiveness across the clusters
- Find way to fund grassroots by GLTN partners under the GLTN umbrella
- Assess GLTN's position in community development

X. Closing

Closing remarks were made by Mohamed El-Soufi, Head, Shelter Branch, UN-HABITAT. He stressed that the meeting was extraordinary and important because the partners had never before met in such large number. Bringing all partners together to exchange ideas and experiences, he said, can only further strengthen the Network.

In closing, he thanked everybody for attending and expressed his appreciation for the fruitful discussions, which will help achieve GLTN objectives and the Millennium Development Goals and contribute to poverty alleviation.

XI. Side Event summary

One day prior to the main Partners' Meeting, on 03rd November 2009, a Side Event on selected GLTN activities and outputs was held at the UN-HABITAT headquarters in Nairobi/Kenya.

Introduction

The GLTN Secretariat took the opportunity presented by the partners' meeting to introduce its activities, achievements and outputs.

Partners have for the most part relied on periodic reports, meetings, newsletters and web communications to receive information on what GLTN and especially the Secretariat was doing. These have contributed a great deal. Apart from the periodic meetings, these modes of communication are impersonal. The half-day side event involving Secretariat staff provided a closer view and deeper understanding of activities, achievements and outputs. The hope was to inspire and lead to better engagement.

GLTN has ongoing and upcoming training activities. These training activities have specific target groups, durations and outcomes. The outcomes include post-training activities that trainees are expected to accomplish upon their return to their home countries/institutions. Most of these training programs are available as packages, tool kits and trainers' guides that contain both content and delivery methods. As such, they can be used as self-instruction resources. The half-day event was used to share information and sensitize partners on GLTN's training activities. Sensitization on training activities and resources can help disseminate these resources and thereby further promote the training agenda. The following training initiatives lend themselves to this type of exposition:

- Transparency in land administration training.
- Islamic land training.
- 3G training (now tentatively titled as *Improving gender equity and grassroots participation in land matters through good land governance*).

GLTN produced several publications over the last 2 years. Electronic copies of almost all publications are on the web. Those with internet access and interest download and use them. In much of the developing world, however, poor internet connections restrict dissemination through the web. Given these shortcomings, the need for alternative routes of dissemination is obvious. The side event was a chance to spread information and publications.

Attendance

Representatives of the following organizations and institutions attended the meeting:

Huairou Commission, Slum Dweller International (SDI), Lantmateriati, Federation of Francophone Surveyors, Urban Poor Consortium (UPC), Hanoi University of Sciences, Technical University Munich, Nairobi People Settlements, Social Development Foundation, UN-HABITAT, Estrategia, Mujeres Unidas Para Un Pueblo Mejor, Terra Institute, University of West Indies, University of East London, International Islamic University of Malaysia, World Bank, Gates Foundation, GRET, ILC; FAO, SDI, Cities Alliance. A full participants list can be found in Annex 7.

Opening

The opening remarks were made by Mohamed El-Soufi, Head of the Shelter Branch of UN-HABITAT. He said the objective of the meeting was to introduce selected outputs, promote the wider use of these outputs, and start a dialogue among partners to pave the way for the upcoming Partner's meeting. The participants introduced themselves, stating their name and the organization they represent.

An Overview of GLTN/TCBB Training Activities

Mr. Solomon Haile, TCBB/GLTN, UN-HABITAT, gave a presentation (Annex 8) on the ongoing training activities. He said that building capacity is about developing skills, knowledge and attitude of individuals, and that this has become a huge business. Introducing ongoing trainings, he gave examples of UN-HABITAT staff training on land markets, training for UN-HABITAT programme managers, and training on transparency in land administration in African universities. Other examples were trainings on improving gender equality and grassroots participation through improved land governance, land and property rights issues in Islamic contexts, human capacity building needs assessment, and program development including scoping methodology and land value taxation (LVT) online training.

Prof. Seth Asiana, KNUST, Kumasi, gave a more in-depth introduction on a selected module: "Land Governance: Building Trust, Transparency in Land Administration" (Annex 3). He defined land administration, land governance, transparency and corruption. He discussed the effects of weak and good governance and highlighted the costs of land corruption. He introduced the principles of good land governance: transparency, accountability, civic engagement, effectiveness and efficiency, rule of law, equity, security and subsidiary.

In the ensuing discussion, a participant asked why Kenya serves as case study in most presentations. The response was that UN-HABITAT knows most about Kenya because it is headquartered there. This does not mean that UN-HABITAT could not be approached to conduct

trainings in other countries.

Another participant asked how the trainings are financed. The Secretariat explained that Norway and Sweden have financed most activities. The trainings are free of charge for participants. The training materials are provided on the website and almost all of these are free.

Another participant was concerned that most of the information given in presentations cannot reach people in the slums and asked how the Secretariat intends to strengthen grassroots movements to ensure a bottom up approach. The Secretariat's response was that regional trainings are conducted with local grassroots organisations, so that they can spread the knowledge among their communities.

An overview of GLTN Major Outputs/Publications

Remy Sietchiping, Land Tenure and Property Administration Section/ GLTN, UN-HABITAT, informed the audience on publications and key outputs (see Annex 8). The main areas covered in publications are: research, development of policy guides, land tools, the Social Tenure Domain Model, advocacy and grassroots participation. He introduced forthcoming publications on themes such as training tool kits and trainers' guides, land tools to mitigate climate change, enumeration and post-disaster guidelines. In closing he appealed to partners to share their case studies with the Secretariat.

One participant encouraged the Secretariat to translate GLTN publications into all UN languages. The response from the Secretariat was that this is a demand-driven process and that publications dealing with Islamic issues, for example, are translated into Arabic.

Another participant said that having the publications was not enough and asked that they be evaluated. The Secretariat responded that feedback on evaluating publications had been sought among the partners, but that the responses were too few to develop a representative evaluation.

Gender evaluation framework

The next session introduced the Gender Evaluation Criteria. Janice Peterson, Huairou Commission (HC), made an introductory statement (see Annex 8). She began by introducing her organization, a global coalition of women's networks, institutions and individual professionals. HC links grassroots women's community development organizations to partners. It also connects development professionals to on-the-ground practice. HC has been working with GLTN since its inception and is a key partner on the Gender and Grassroots Mechanism. As a global coalition of women's networks and organizations, HC brings a unique benefit to the GLTN, with strong member groups who have gender and grassroots driven practices as well as experience on land issues. In October 2008, a series of Gender

Evaluation Criteria on Large Scale Land Tools was developed through the use of an E-Forum and was made public by GLTN during the World Urban Forum IV. The Gender Evaluation Criteria were test piloted with Huairou Commission members LUMANTI, Espaco Feminista and Ghana Sisterhood Foundation.

Building on the introductory presentation, Mary Gachocho, Land Tenure and Property Administration Section/UN-HABITAT, gave a substantive presentation on the work of the Global Land Tool Network on gender evaluation criteria (Annex 8). She explained what gender evaluation criteria are, why they are important and what they are addressing. She provided a deeper understanding of the criteria by introducing the 7 main areas of questioning (equal participation; capacity building; organization and empowerment; legal and institutional considerations; social and cultural considerations; economic considerations; scale; coordination and sustainability).

After the two presentations, participants were encouraged to give comments and feedback or ask questions. One participant wondered what the relationship is between grassroots women implementing gender criteria on land issues and the media. Janice Peterson answered that the relationship has been difficult, but that the interest of the media is increasing. The suggestion was made that HC have their own media and use it to promote the work of women's grassroots organizations. The response was that HC has a very good website and newsletter, which receive good feedback and are attracting increasing interest. A participant expressed appreciation for the presentation because it showed the success of empowerment in advancing a more democratic process.

Another participant said that the questions in the criteria were very useful. At the same time, a question came up about how the information reaches local women. The programme can be successful only when information reaches the ones who should benefit. The response was that there are several ways of informing beneficiaries; one example is a land academy, taking place once a year, bringing together 60 groups from Africa to spread the information gained at the academy.

Closing remarks

Gulelat Kebede, Chief, Training and Capacity Building Branch, gave the closing remarks. Mr. Kebede summarized the GLTN-funded training packages mentioned during the day and outlined their importance and impact. He said that the partnership between the Training Branch and the GLTN is a very positive initiative. In closing he shared ideas about the ongoing activities such as a scoping study on land value capture, assessment of human capacity development, and development of a training program to assist the implementation of the new land policy in Kenya. He appreciated the opportunity to share ideas as well as the continuous engagement.

Annexes

Annex 1. List of participants "Partners' Meeting", 04-05 November 2009

No	Name	Organization	Email
1	Alauddin, Bahardeen	IIUM	info@indoarabforum.com
2	Andrea Fitriano	Hakijamii Trust	upc@urbanpoor.or.id
3	Antonio, Danilo	UN-HABITAT	danilo.antonio@unhabitat.org
4	Arial, Anni	FAO	Anni.Arial@fao.org
5	Asiama, Seth	KNUST, Kumasi	soasiama@yahoo.com
6	Augustinus, Clarrissa	UN-HABITAT	clarissa.augustinus@unhabitat.org
7	Bending, Tim	ILC	t.bending@googlemail.com
8	Cobbett, Louise	SDI	louise@sdinet.org
9	Dosio, Brenda	Grassroots (Kenya)	womenandproperty@groots.org
10	El-Sioufi, Moahmed	UN-HABITAT	Mohamed.El-Sioufi@unhabitat.org
11	Enemark, Stig	FIG	enemark@land.aau.dk
12	Espinoza, Jorge	TUM	espinoza@landentwicklung-muenchen.de
13	Gaudet, Alain	FGF	fgf@geometre-expert.fr
14	Gaynor, Richard	MCC	gaynorr@mcc.gov
15	Gitari, Bernadette	Royal Institution of Chartered Surveyors	bernadette.gitari@ke.knightfrank.com
16	Gruszczynski, Diana M.	Gates Foundation	Diana.Gruszczynski@gatesfoundation.org
17	Hosken, Adele	Cities Alliance	ahosken@worldbank.org
18	Humphrey Otieno	Hakijamii Trust	otieno.humphrey@gmail.com
19	Hurtado, Luz Maria Sanchez	Huairou Commission	marilush_2308@yahoo.com
20	Jarilla, Armando Decano	ILC	tfmnational@yahoo.com
21	Kagwanja, Joan	AGRA	JKagwanja@agra-alliance.org
22	Kapila, Surinder	FIDA	fidalawyers@yahoo.com
23	Khayacha Shivutse, Vioolet	Huairou Commission	
24	Khoury, Rafic	FGF	r.khoury@geometre-expert.fr
25	Knox, Anna	RDI	annak@rdiland.org
26	Kunz, Yvonne	UN-HABITAT	Ykunz@gmx.net
27	Laize, Esupat Ngulup	Huairou Commission	Esupat_3@yahoo.com
28	Langford, Malcolm	Hakijamii Trust	malcolm@hakijamii.org
29	Leena, Dabiru	ILC	dabiru.leena@gmail.com
30	López, Castorina Villegas	Huairou Commission	Casto_1967_05@yahoo.com
31	Mancitshana, Blessing	SDI	blessing@courc.co.za
32	Mansion, Aurore	GRET	lavignedelville@gret.org
33	Mohammed, Asad	UWI	Asad.Mohammed@sta.uwi.edu
34	Muhia, John	Hakijamii Trust	Johnm.karanja@yahoo.com
35	Mwangi, Winrose	Grassroots (Kenya)	winrosenyaguthi@yahoo.com
36	Napier, Mark	Urban Land Mark	mark@urbanlandmark.org.za

37	Ndiritu, John	SIDA	john.ndiritu@foreign.ministry.se
38	Nordskog, Morten	Norwegian Ministry of Foreign Affairs	erik.berg@mfa.no
39	Onsrud, Helge	Statens kartverk	helge.onsrud@statkart.no
40	Opiyo, Romanus	University of Nairobi	ropiyo@uonbi.co.ke
41	Osterberg, Tommy	Lantmateriat	tommy.osterberg@lm.se
42	Paresi, Chris	ITC	paresi@itc.nl
43	Peterson, Jan	Huairou Commission	
44	Ramaroson, Mino Harivelo	ILC	hardi@moov.mg
45	Rashid, Khalid	IIUM	skrashid@hotmail.com
46	Ribeiro, Calisto	ILC	calisto@tdm.co.mz
47	Ribeiro, Calisto	ORAM	calisto@tdm.co.mz
48	Rolo , Mark Anthony	Terra Institute	rolo@wisc.edu
49	Ruijsink, Saskia	IHS	saskia.ruijsink@unhabitat.org
50	Sait, Siraj	UEL	s.sait@uel.ac.uk
51	Salamanca-Neyra, Emelita	Huairou Commission	lees_prince@yahoo.com
52	Seelaf, Antii	GTZ	Antti.Seelaff@gtz.de
53	Shair, Mohd Akram	IIUM	jagdeen@yahoo.com
54	Silayo, Eugene	CASLE	silayo@aru.ac.tz
55	Stanfield, David	Terra Institute	jdstanfi@wisc.edu
56	Stickler, Mercedes	World Bank	mstickler@worldbank.org
57	Taylor, Michael	ILC	m.taylor@landcoalition.org
58	Van Tuan, Tran	Vietnam National University	tuandhkhtn@yahoo.com.vn
59	Wanjiru, Ann	Grassroots (Kenya)	Ann_wanjiru@yahoo.com
60	Yahya, Saad	Royal Institution of Chartered Surveyors	sya@nbi.ispkenya.com

Annex 2. Workshop guide

Expectations discussion

In your groups,

1. Take about a minute each for self introductions (name, organization, one thing that you would like the group members to know about you or your organization).
2. Discuss the following questions
 - a. List 2 to 3 hopes that you expect will happen during this meeting. (what do you hope to have happened in the two-day meeting)?
 - b. List 2 to 3 concerns you have about this meeting. (what are you concerned about that might not work as you would have liked it to)?
3. Write down the consensus of the group on a flip chart paper and prepare a two-minute presentation for the plenary.
4. Suggestion: Agree on the following roles: Facilitator, Recorder, Rapporteur

Time allowed: 40 minutes

- a. Guide for workshop – Looking back on partners experiences

In your cluster group,

1. Discuss the following questions
 - a. Reflecting back, what are the top three successes (if any) that happened in the last three years (i) at the global level as a network, and (ii) at the organization level (i.e. for each organization represented in the group) that you are proud of?
 - b. What opportunities were tapped that helped in achieving the successes?
 - c. What challenges were overcome?
 - d. What lessons could be drawn from these experiences for future activities both at the network and organizational level?
2. Suggestion: Individually take about 15 minutes and jot down your response to the above questions and then share to your group members.
3. At the group level, agree on the successes (especially the ones at the global level), opportunities, challenges, and the lessons to be drawn.
4. Prepare a 5 minutes presentation to the plenary reflecting the major achievements/successes, opportunities, challenges, and lessons to be drawn.
5. Suggestion: Agree on the following roles: Facilitator, Recorder, Rapporteur

Time allowed: 1 hour

Guidelines workshop – Looking forward: What? How?

In your cluster group,

1. As you look forward into 2010 and beyond, discuss the following questions
 - a. What are the top priority activities in your plan that promote the GLTN agenda? List the planned activity, the objective, where it would take place, and the time frame.
 - b. What specific activities do you have for GLTN co-funding for 2010 (and beyond)? Please use the template provided.

- c. What are the strategies envisaged to implement these activities? (partnerships, collaborations, networks, funding, other implementation modalities?)
2. Suggestion: Individually (or in pairs or trios if there are more than one participant from same organization) take about 30 minutes and develop your response to the above questions.
3. After you have done your preparations (within the time allotted) share your plans to your group members.
4. Suggestion: During the group discussions
 - a. Help each other clarify the plans through asking questions.
 - b. Share experiences if you have done similar activities/projects before.
 - c. Share information (related to resources, contacts, etc.) that will help refine the plan or enhance implementation.
 - d. Identify common areas of interest for potential collaboration and agree on how to move towards a collaborative engagement.
5. Prepare a 5 minutes presentation to the plenary reflecting the major planned activities, agreements for collaboration (if any), and strategies for implementation.
6. Suggestion: Agree on the following roles: Facilitator, Recorder, Rapporteur.

Guide workshop – Strengthening IAB

In your cluster group, discuss the following questions,

1. What is the preferred modality in selecting cluster representatives to the IAB? Consider the following options.
 - a. Maintain the status quo for now and decide on modalities for change in the future.
 - b. Nominate the most active and most strategic partners for IAB.
 - c. Give authority and the criteria for selection to the secretariat to nominate IAB members and get agreement from cluster groups.
 - d. Have permanent seats for strategic partners/donors and alternate seats to be changed periodically at an agreed time.
 - e. Any other option suggested by participants in the plenary prior to this group discussion (if any).
2. When and how to operationalise the preferred process/option?
3. What needs to be the role and function of the IAB member? For example, information dissemination, etc.

Time allowed: 40 minutes

Annex 3. GLTN Mid-term assessment – preliminary findings for validation and discussion

GLTN Mid-Term Assessment

Preliminary Findings – for Discussion and Validation

Findings: Key Progress & Achievements

Outcome 2: Increased awareness of and commitment to equitable land rights

- Commission for Sustainable Development (advocacy on impacts of urbanization, continuum of land rights, land rights & gender, and land policy options)
- Published *Secure land rights for all*
- Supported partners to produce :
 - FAO/GLTN Working Paper: *Towards improved land governance*
 - AU/ECA/AFDB: *Framework & guidelines on land policy in Africa*.
 - Other documents by WB, Huairou Commission, FIG, ITC, UEL etc
- Organized or participated in a variety of forums & e-forums
- Mainstreaming in UN-HABITAT including HPM training

Objectives of the review:

- Inform planning and decision-making
- Emphasis on:
 - Achievement in influencing a paradigm shift towards pro-poor land policies and tools;
 - Engagement of global partners and sustaining the network;
 - Effectiveness of current institutional and management arrangements of GLTN;

Approach:

- Two person team
- Followed DAC guidelines
- Interviews, document review, questionnaires

Findings: Key Progress & Achievements

Outcome 3: Strengthened capacity to enhance quality of land governance, management and administration through pro-poor gendered land tools and training activities

- Activities in most of GLTN's priority land tools & cross-cutting issues. Tools/activities cut across more than one topic/issue
- Progress at the country level is gathering momentum (the approach varies; at early stage)
- Support to donor coordination at country level made important contributions in Kenya - constrained in other countries - lack of presence but working through partners
- Valuable training activities conducted (4 courses Transparency in Land Administration, Land Markets, land modules of Urban Management Training, HPM training)
- Training materials have been drafted awaiting testing/implementation (including: Islamic, gender/governance, post conflict/disaster).

Findings – Relevance & Appropriateness

- Clear need for GLTN work
 - key role as an advocate for pro-poor, gender appropriate land governance
 - breath of different network partners
 - emphasis on cooperation among partners and donor coordination
 - support for innovation and new thinking
- Logframe could be clearer on extent of on-country activity or training/capacity building
- Goal, objectives consistent with MDG including Habitat Agenda & MTSIP

Findings: Key Progress & Achievements

Outcome 4: Strengthened GLTN institutional capacity to carry out equitable land rights.

- Expanding members and partners: partners grown to 42 (not all active), registered members: 254 in 2006, 435 in 2007, 824 in 2008, and 1101 at 31st July 2009. What does 'membership' mean.
- Inefficient/complex project and financial management procedures.
- Developed and testing administrative innovations to overcome constraints (in-house agreements, collaboration with HABITAT Training and Capacity Building Branch to manage training, pre-qualified roster of consultants)
- Quality control mechanism designed but not yet fully implemented.
- Project Management System designed but not yet operational
- Website with increasing number documents and download traffic.

Findings: Key Progress & Achievements

Outcome 1: Improved global knowledge to support the realization of equitable land rights

- Documented the Tribal Land Integrated Management System in Botswana
- Collected lessons from up-scaling of pro-poor community-based land tools
- Evaluation of Ethiopian experience in issuing rural land certificates and associated gender impacts
- Research into social & economic impacts of titling in Senegal & South Africa
- Other valuable research planned/underway

Progress/Achievement: Country level

Kenya:

- UN-HABITAT chairing Development Partners Group on Land
- Coordinating donor dialogue in the National Land Policy Formulation Process
- DPGL supported formulation of Land Reform Support Program & development of Land Information Management System (LIMS)
- UN-HABITAT/GLTN brings international experience and good practices; exposing both local donors and government.
- Supported the entry of civil society (CS) into the process with the Land Sector Non-State Coalition. Helped LSNCS develop a strategy and access donor support.
- Learned from the Kenyan experience; two guides: *How to establish and effective land sector and How to develop a pro-poor land policy*.
- SIDA supporting 2 staff : one for administration and one for technical support including LIMS.

Progress/Achievement: Country level

Ethiopia:

- Socio-economic impact research on mass land certification program through World Bank and the Norwegian University of Life Sciences. Published *Land Registration in Ethiopia: Early Impacts on Women*.
- Supported development of strategic framework and vision for land administration in Ethiopia.
- WB and ITC assisting Ethiopian Government to pilot STDM. GLTN funding a manual for this work.

Findings: Quality of outputs and processes

Post conflict/Post disaster

- Systematic and consultative approach, developed with partners (FAO, UN-HABITAT other UN: >30 organisations); practical and fulfill an obvious need. The materials developed in draft include:
 - *Guidelines on addressing land issues after natural disasters* – 7 country case studies - reviewed at expert group meeting - peer reviewed by different experts - *Quick guide to post-disaster land* planned - training material underway – now needs testing
 - *Land and Natural Resource Tenure in a Conflict Context* - background and analysis of the land issues around armed conflicts - not a guide – needs further analysis on rights of women, the landless or vulnerable groups.
 - *Quick guide to post conflict land* developed through wide consultation – user needs identified through questionnaire
 - *Post-conflict land guidelines* drafted and training materials planned – testing will be required.

Progress/Achievement: Country level

- Liberia
- Supported inclusion of land governance in PRSPs
- Concept paper and work program → US\$ 750,000 from the UN Peace Building Fund for establishment of a Land Commission.
- Helped attract WB and MCC involvement (MCC \$13m planning land project, and World Bank a \$3m grant).
- Land HAC in early stages. GLTN has started and other partners and donors are coming in.
- Cooperation with UN-HABITAT's Regional and Technical Cooperation Division (RTCD). RTCD to continue this work.

Findings: Quality of outputs and processes

Gender mechanism

- Strategy to evaluate and adapt land tools/initiatives to address gender and create new tools to fill gaps.
- Published:
 - *Mechanism for gendering land tools: a frameworks for delivery of women's security of tenure.*
 - *Policy makers guide to women's land, property and housing rights across the world*
- *Gender Evaluation Criteria* - workshops with grassroots organizations/NGOs and professional bodies - e-forum built on the workshop - slow process but encapsulates GLTN participatory processes, grassroots involvement, and broad Network ownership - pilot testing in Brazil, Nepal and Ghana managed by the Huairou Commission with national NGOs.
- *Gender Evaluation Criteria* recognizes that these evaluation questions, and particularly the suggested indicators will need to be adapted depending on the tool being evaluated and the specific local context. It can be expected that the results of pilot testing of the criteria will result in some useful revisions of the matrix and of the tools tested.

Findings: Quality of outputs and processes

Social Tenure Domain Model (STDM)

- ITC developed and is testing the STDM in real world situations - recently tested in Ethiopia
- FIG contracted to review the STDM development.
- Ethiopian Government to pilot STDM under Government's Land Information Management System and certification processes (WB leading).
- Considerable capacity is required to use the tool – needs to be customized to fit institutional and social settings.
- Ongoing support will be required for software maintenance, managing the open source community and ongoing improvement of the package. A strategy is required.

Findings: Quality of outputs and processes

Grassroots mechanism

- GLTN Grassroots Mechanism Workshop - drafting of an interim report - published *Not about us without us: working with grassroots organizations in the land field*.
- Key partner organizations with grassroots expertise contributed to this tool - meeting to get buy in from other partners not yet involved – will seek proposals for a project to up-scale based on the criteria.
- Recognizes that effective grassroots participation in tool development is essential to ensure the tool can deliver the benefits expected and be practical and useful.
- Includes criteria to evaluate existing land tools to ensure effective grassroots participation - criteria are rigorous – existing GLTN tools may need to be adapted to meet them – useful when piloting tools at the country level

Findings: Quality of outputs and processes

Land governance

- *How to develop a pro-poor land policy* - practical and user-friendly.
- *How to establish an effective land sector* - a general guide for multiple audiences - difficult as a stepwise guide given the variety of different roles to be considered (government, donor, and civil society).
- Training package on land governance drafted emphasis on gender equality and grassroots participation.
- Joint FAO/GLTN Working Paper *Towards improved land governance* - advances pro-poor and gender appropriate principles - will engage with grassroots in regional workshops in preparation for FAO *Voluntary guidelines*.
- Supported AU/ECA/AfDB develop *Framework and guidelines on land policy in Africa* - will support curriculum and training, and track how governments are implementing their policies. GLTN will assess how to develop the Framework into a tool for policy makers.

Findings: Management structures:

Secretariat:

- Small no. staff - each cover variety of tools, partners, country programs.
- No. staff increased since 2006 but also no. GLTN activities to plan, manage and monitor.
- Functions: admin, management, coordination and supervisory functions but also important technical roles in tool development, research and advocacy.
- Limited staff and complex admin processes are a constraint to starting new tools/country activities and disbursing funds.
- Review identified options to:
 - Increase staffing levels
 - Reduce the administrative and management burden on staff at the Secretariat

Findings: Management structures:

Steering Committee:

- Internal UN-HABITAT role to oversee project, make final decisions on programs, and be accountable to core donors.
- Allows IAB/partners to take advisory role.
- SC were still unable to assist effectively with admin constraints, and has provided limited feedback to other branches/sections

Findings: Outcomes and impacts achieved or likely to be achieved

Improved global knowledge and awareness (Outcomes 1 and 2)

- GLTN effective in communicating technical and policy issues to different audiences: continuum of rights; need for affordable, pro-poor, gender appropriate approaches.
- High level partners - therefore more able to be heard (influential).
- Difficult to reach governments at the national level, and those designing land projects.
- Sharing of knowledge among partners - technical experts greater understanding of social issues, grassroots organizations greater understanding of technical issues.
- Sharing of understanding has strengthened GLTN advocacy efforts, its tools, and the Network itself.
- GLTN under UN-HABITAT has great acceptability - seen as impartial and independent.
- Website could be strengthened (clearer structure more partner documents)

Findings: Management structures:

IAB:

- IAB effective - very good discussions, motivated and knowledgeable representatives
- IAB members don't yet represent their segment.
 - Few preparations prior to IAB meetings and limited reporting back.
 - Little reporting back to segment partners
- IAB legitimization through representation not yet working as planned
- Options to improve partner representation proposed by partners:
 - 2 year cycle of IAB representation (with elections or rotation)
 - Newsletter by segment representatives to their segment
 - Sub-group or working group meetings or e-groups to feed into IAB as required
 - Regular partners meetings (annual or every 2 years) – but cost considerations
- Note agenda of this current partners meeting

Outcomes and impacts - continued

Strengthened capacity (Outcome 3)

- A number of very significant tools have been developed and an increasing number with training materials.
- Tools tested in-country - STDM, city-wide spatial planning, gender criteria
- Development of generic tools OK at global level, but adaptation & adoption needed at country level at early stages.
- Donor coordination at the country level has made important contributions in Kenya; supporting donor coordination in Ethiopia (led by the World Bank) and Liberia (with UN-HABITAT support).
- Immediate training outcomes with Transparency in Land Administration: echo training, incorporation in professional development training and codes of conduct
- Training strategy should be strengthened – how training materials to be used, how much support for training, role of other institutions, target countries/agencies/participants.

Findings: Management structures:

Regular partners meetings:

- Possible roles:
 - Review of GLTN performance against workplans and strategy
 - Review of draft tools, evaluations, research etc in relevant segment groups (including next steps and/or tool/activity exit strategies)
 - Identification and analysis of emerging issues in the land sector (priority knowledge gaps and research needs, capacity building priorities and options, priority tools, advocacy opportunities etc)
 - Identification of priority activities for GLTN in the coming period (and the roles of partners in these)
 - GLTN strategy and contribute to a medium-term plan
- Is GLTN membership and partnership strategy needed?

Outcomes and impacts - continued

Network of members and partners (Outcome 4):

- Has established a Network with a continuously expanding members and partners.
- Secretariat is the driving force behind the Network in its early stages. How to provide more opportunity for partner participation to encourage a stronger and sustainable network?
- Under UN system is easy to disburse funds with UN agencies and the World Bank. New, smaller partners are undertaking smaller activities - progressive engagement.
- Involving partners in GLTN activities provides much of the 'glue' of the Network – gets partners working together as part of GLTN.

Findings: Management, monitoring and evaluation

- Administrative procedures with many steps and authorizations
- Multiple reporting requirements and various separate databases and information systems
- Logframe indicators mainly quantitative and difficult to collect (goal and outcome), issues of attribution
- The numeric targets remain unchanged each year.

Outcomes and impacts achieved or likely to be achieved

Project and financial management etc (Outcome 4):

- GLTN management capacity has improved substantially since 2006, as the result of expanded Secretariat staffing and development of its management systems and databases.
- Developed GLTN Project Document and Logframe, & contributed to UN-HABITAT MTSIP.
- Completing design of GLTN Project Management System and a Quality Control System (should improve efficiency and quality of planning, processes, outputs).
- Innovations to overcome administrative constraints - in-house agreements also adopted by UN-HABITAT, model cooperation with the TCBB for 'outsourcing' training, streamlined procurement of consultants with UNON (could pave way for other reforms to benefit both GLTN and UN-HABITAT).

Sustainability

- Long-term future and sustainability of GLTN lies with the strength of the Network (partners taking active role).
- Short and medium-term sustainability dependent on capacity of Secretariat and level of UN-HABITAT and donor support.
- Capacity issues are a key risk to sustainability – now need to test tools at country level to build GLTN reputation further. Secretariat limited capacity for in-country work - must find mechanisms and means to support this (role of partners and in-country donors?).
- With small number of Secretariat staff turnover can have big impact.
- Donor support - existing donors take a long-term perspective - level of funding is small – and other donors have expressed interest
- Additional donors with new priorities and project-by-project focus may pose problems for the small Secretariat

Preliminary recommendations – strategic level

- Commence consideration of longer-term strategy & role for GLTN – will tools still be the priority? What new, emerging priorities? HACs with targeted technical assistance?
- Review the effectiveness of communication and revise communication strategy – emphasis on other donors, land projects, consultants, university curricula, continuing professional development
- Steering Committee to take a larger role in resolving administrative bottlenecks and inefficiencies constraining GLTN
- Develop knowledge on linkages between tools (the body of tools) and test/demonstrate value of multiple tools (not silos)

Preliminary conclusions

- In 3 years some very important successes with small Secretariat staff, limited budget and admin constraints. Network established that includes many of the most important actors in the land sector, it has a 'brand' and credibility in the international land arena. It has a clear focus. Notable achievements in advocacy, research & tools
 - GLTN's success due to its ability to scale up by the use of its partners; with partner capacities and contributions, GLTN's small funds go a long way. Partners have shown their commitment to the vision and values of the Network.
 - Secretariat staff are also motivated, skilled and committed.
 - UN-HABITAT has been an enthusiastic supporter of GLTN and sees the benefits for its own programs and profile.
- The major weaknesses affecting performance:
- Secretariat's administrative capacity relative to the number of activities it is undertaking.
 - Complex admin procedures and lack of flexibility to meet emerging requirements (eg multiple partners working together)

Next steps

- First draft of report completed – collecting further information from partners meeting and IAB
- Opportunity to collect further perceptions and recommendations, corrections/additions
- Available until Nov 11th for discussion/feedback
- Or email me at gcollett@bigpond.com

Thank you!

Preliminary conclusions

- Challenges ahead:
- Building a sufficient body of tools and evidence to change global practice.
 - Gaining wider recognition of GLTN agenda among other donors, land projects, government agencies, and consultants.
 - More efficient contracting and overcoming the constraints to procurement.
 - Expanding Secretariat staff resources.
 - Resourcing and managing expansion into country-level activities.
 - Improving IAB representation and progressively strengthening partners' role in GLTN.
 - Full implementation of the quality control and project management systems.
- Emerging opportunities:
- Increasing number of requests for GLTN support, and new donors' interest
 - Potential and demand for post conflict/post disaster support and training.
 - Partnering with international, regional and national training institutions (training on Islamic, gender, grassroots, post conflict/disaster tools).
 - Expanding the successful country role played by GLTN in Kenya to other countries particular its roles in donor coordination and subsequent matching of technical requirements for land governance reform with donor support and partner expertise.

Preliminary recommendations – strategic level

- Develop strategies for priority countries – situation and needs analysis, analysis of opportunities (institutions, CS, policy/political economy), tools to test, partners' capacities/gaps, resources/funding
- Develop strategy for how the Network is to support activities at country level – roles of partners, UN-HABITAT, Secretariat etc
- Review institutional capacity of all land agencies against the scale of global land needs, highlighting the mismatch
- Support capacity of partners to build knowledge for sustaining innovation and new thinking
- Develop/revise training and capacity building strategy – including how to train on tools, country level capacity building, roles of partners and other training institutions

Annex 4. List of priority countries by organization


Organization	Priority Countries
CASLE	Operates in Commonwealth countries with local surveying and building societies that are members with CASLE.
Cities Alliance	Ethiopia, Uganda, Malawi, Benin, India, Brazil
FAO	Global work on land tenure issues. Africa, South East Asia, South Asia, East Asia, Central Asia, Eastern Europe, Latin America
FGF	Niger, Burundi, Burkina Faso, Togo, Algeria
GRET	Mali, Senegal, Burkina Faso, Burundi, RDC, Rwanda, Mauretania
IIUM	Malaysia, Indonesia, India, Bangladesh, Pakistan, Nigeria, Singapore, USA, China, Thailand
ILC	Africa: Madagascar, Tanzania, Kenya, Benin, Niger, Zambia, South Africa Latin America: Peru, Guatemala, Bolivia, Honduras, Nicaragua Asia: Philippines, Indonesia, India, Bangladesh, Cambodia
ITC	Works all over the world, developing a network of Academic Partners in Land Administration: Eastern Africa: Ardhi Uni., Dar, Tanzania Southern Africa: Polytechnic of Namibia, Windhoek, Namibia Western Africa: KNUST, Kumasi, Ghana Indochina: Hanoi Uni. of Science, Hanoi, Vietnam China: Chang'an Uni., Xian, China South Asia: Kathmandu Uni., Nepal South East Asia: Gadjad Madha Uni., Yogyakarta, Indonesia Europe: TUM, Munich, Germany Royal Institute of Tech., Stockholm, Sweden Uni. of Western Hungary, Budapest, Hungary
Lantmateriat	Africa: Namibia, Botswana, Zambia, Kenya, Ghana Asia: Vietnam, Indonesia, China, Pakistan Europe: Macedonia, Serbia, Armenia Latin America: Bolivia, Colombia
MCC	Benin, Ghana, Lesotho, Mozambique, Burkina Faso, Mali, Senegal, Madagascar, Mongolia,
RDI	Currently working in : India, China, Angola, Rwanda Planning to work in: Uganda, Kenya, Mozambique Joint titling proposal funded, potentially: Nicaragua, Ethiopia, Peru, Vietnam, Laos
Statens Kartverk, Norway	Kosovo, Serbia, Moldova, Armenia, Azerbaijan, Bosnia Herzegovina, Macedonia
Task Force Unapalad	Philippines
Terra Institute	Mozambique, USA, Afghanistan, Georgia, India, Peru, Malaysia, Sri Lanka
TUM	Cambodia, Palestine, Mongolia, China, Philippines, Ghana, Germany, Rwanda, Netherlands
Urban Poor Consortium Indonesia	Indonesia
Vietnam National University	cooperation with Japan and ITC (Netherlands)
World Bank	Mozambique, India, Benin, Mexico, Liberia

Annex 5. Frequency of priority countries listed by partners

Afghanistan	1	Mexico	1
Algeria	1	Moldova	1
Angola	1	Mongolia	2
Armenia	2	Mozambique	4
Azerbaijan	1	Namibia	1
Bangladesh	2	Netherlands	1
Benin	4	Nicaragua	2
Bolivia	2	Niger	2
Bosnia Herzegovina	1	Nigeria	1
Botswana	1	Pakistan	2
Brazil	1	Palestine	1
Burkina Faso	3	Peru	3
Burundi	2	Philippines	3
Cambodia	3	RDC	1
China	4	Rwanda	3
Ethiopia	1	Senegal	2
Ethiopia	1	Serbia	2
Georgia	1	Singapore	1
Germany	1	South Africa	1
Ghana	3	Sri Lanka	1
Guatemala	1	Tanzania	1
Honduras	1	Thailand	1
India	6	Togo	1
Indonesia	4	Uganda	2
Japan	1	USA	2
Kenya	3	Vietnam	2
Kosovo	1	Zambia	2
Laos	1		
Lesotho	1		
Liberia	1		
Macedonia	2		
Madagascar	2		
Malawi	1		
Malaysia	2		
Mali	2		
Mauretania	1		

Annex 6. IAB – Role and function. An overview

IAB Role and Functions – An Overview
 GLTN Partners' Meeting
 04-05 November 2009
 Nairobi



GLOBAL LAND TOOL NETWORK

GLTN Secretariat, facilitated by **UN-HABITAT**
 PO Box 30030, Nairobi 00100, Kenya
 Tel: +254 20 762 51 19
 Email: gltln@unhabitat.org


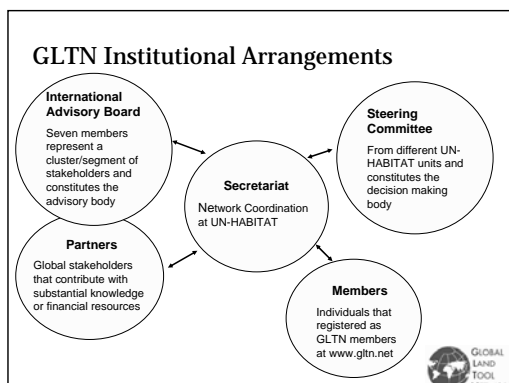
International Advisory Board

Role and Functions:

- Established as the advisory body
- Provide strategic advice to GLTN; specifically on:
 - Better understanding of land issues and how to address them
 - Development of policies, priorities, operational strategies,
 - Promoting the GLTN agenda
- Consider the interests of the segment/cluster

Requirements to be an IAB Member

- Agree with the values of GLTN
- Be a partner of GLTN
- Represent an organisation as a key stakeholder in the international land sector





International Advisory Board

Composition:
 Representatives of one of the following segments:

- Rural International Civil Societies
- Urban International Civil Societies
- International Professional Bodies
- International Research Institutions or Networks
- International Training Institutions
- Multilateral Organisations
- Bilateral Organisations

Note : GLTN Donors are automatically members of the IAB




Steering Committee

Role and Functions:

- Established as the decision making body
- Approve policies and work programme
- SC is advised by IAB and supported by Secretariat

Composition:

- Chairperson – Director, Global Division
- Members – Shelter Branch, LTPAS, Regional Office (Technical Cooperation) and Implementing Section (Disaster Management Programme)




International Advisory Board

Funding:

- Members to fund themselves
- Alternatively, GLTN funds can be used
- IAB members work on a voluntary basis

Frequency of Meetings:

- **Twice a year**




The Secretariat

Role and Functions:

- Over-all coordination of the Network
- Provide administrative and technical support to the Network
- Support SC and IAB
- Hosted by UN-HABITAT

Composition:


- Team from LTPAS and TCBB (both funded by GLTN and UN-HABITAT)



Selection Process

- As a start, UN-HABITAT/Secretariat selected the most active partners to sit in the IAB
- Current IAB members call for a more constituency-based representation to the IAB
- On 06 November 2008, IAB agreed on membership rotation as follows:

- Each segment selects its IAB representative based on partners' request, level of GLTN engagement and capability to contribute either financially and/or substantially.
- Current members may continue their mandates. Also, the mandate period ought to be extended from two to four years.



Annex 7. List of Side Event participants, 3 November 2009

No	Name	Organisation
1	Jan Peterson	Huairou Commission (HC)
2	Lousie Cobbett	Slum/Shack Dweller International
3	Tommy Österberg	Lantmateriat
4	Rafic Khouri	Federation des Geometres Francophone
5	Andrea Fitrianto	Urban poor Consortium Indonesia
6	S.A. Asiama	KNUST, Kumasi
7	Tram Van Twam	Hanoi University
8	Jorge Espinoza	Technical University Munich
9	Emelita Salamanca-Negra	Huairou Commission (HC)
10	Violet Shivutse	Huairou Commission (HC)
11	Humphrey Otiero	Nairobi Peoples Settlement Network
12	D. Leena	Social Development Foundation (India)
13	Yvonne Kunz	UN-HABITAT
14	Luz Maria Sanchez Hurtado	NGO, Estrategia
15	Castorina Viuegas Lopez	Mujeres Para Un Pueblo Mejor
16	Mark Anthony Rolo	Terra Institute
17	David Stanfield	Terra Institute
18	Asad Mohammed	CNLUM/University of West Indies
19	M. Siraj Sait	University of East London
20	Syed Kahdid Rashid	International Islamic University Malaysia
21	Mohd Akram Shair Mohammad	International Islamic University Malaysia
22	Bahardeen Alauddin	International Islamic University Malaysia
23	Mercedes Stickler	World Bank
24	Gulelat Kebede	UN-HABITAT
25	Diana Gruszynski	Gates Foundation
26	Mary Gachocho	UN-HABITAT
27	Saskia Ruijsnik	UN-HABITAT
28	Aurore Mansion	GRET
29	Armando Decano Jarilla	ILC
30	Anni Arial	FAO
31	Hemayet Hossain	UN-HABITAT
32	Blessing Wancitshana	CORC, SDI
33	Adele Hosken	Cities Alliance
34	Calislo Ribeiro	ORAM
35	Esupat Ngulupa	MWEDO
36	Remy Sietchiping	UN-HABITAT
37	Clarissa Augustinus	UN-HABITAT

Annex 8. Presentations Side Event

Please find the pdf-version of the following presentations as separate attachment.

- An overview of GLTN/TCBB training activities.
- Transparency in Land Administration: presentation on a selected module.
- An overview of GLTN Major Outputs/Publications.
- Piloting the Gender Evaluation Criteria on Large Scale Land Tools.
- Global Land Tool Network (GLTN) work on gender evaluation criteria.
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The Global Land Tool Network

The main objective of the Global Land Tool Network (GLTN) is to contribute to poverty alleviation and the Millennium Development Goals through land reform, improved land management and security of tenure.

The Network has developed a global land partnership. Its members include international civil society organizations, international finance institutions, international research and training institutions, donors and professional bodies. It aims to take a more holistic approach to land issues and improve global land coordination in various ways. These include the establishment of a continuum of land rights, rather than a narrow focus on individual land titling, the improvement and development of pro-poor land management, as well as land tenure tools. The new approach also entails unblocking existing initiatives, helping strengthen existing land networks, assisting in the development of affordable gendered land tools useful to poverty-stricken communities, and spreading knowledge on how to implement security of tenure.

The GLTN partners, in their quest to attain the goals of poverty alleviation, better land management and security of tenure through land reform, have identified and agreed on 18 key land tools to deal with poverty and land issues at the country level across all regions. The Network partners argue that the existing lack of these tools, as well as land governance problems, are the main cause of failed implementation at scale of land policies world wide.

The GLTN is a demand driven network where many individuals and groups have come together to address this global problem. For further information, and registration, visit the GLTN web site at www.glttn.net.

Key Achievements

- Partners perceive themselves as “owners” of the Network
- Creation of a significant momentum around shared achievements
- Learn from midterm assessment
- Getting to know the partners/networking
- Participation of grassroots!
- Working in cross cluster groups
- Better understanding of what the GLTN is all about

Feedback from Partners

UN HABITAT

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

Shelter and Sustainable Human Settlements Development Division

Shelter Branch (UN-HABITAT)

P. O. Box 30030, Nairobi 00100, Kenya

Tel: +254 207623120; Fax: +254 207624266 Website: www.unhabitat.org



**GLOBAL
LAND
TOOL
NETWORK**

GLTN contributes to the implementation of
pro-poor land policies to achieve
secure land rights for all
www.gltn.net