

# 2009 Annual Progress and Financial Report

## GLOBAL LAND TOOL NETWORK



NAIROBI, MARCH 2010

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## **Acronyms/Abbreviations**

|       |   |
|-------|---|
| AfDB  | African Development Bank  |
| AGRA  | Alliance for Green Revolution in Africa                                   |
| AU    | African Union   |
| BMGF  | Bill and Melinda Gates Foundation   |
| CASLE | Commonwealth Association of Surveying and Land Economy                    |
| CIM   | Cadastral Index Mapping   |
| CODI  | Community Organisations Development Institute (Thailand)                  |
| CWGER | Cluster Working Group on Early Recovery                                   |
| DPCS  | Disaster and Post Conflict Section (UN-HABITAT)                           |
| DPGL  | Development Partners Group in Land (Kenya)                                |
| EA    | Expected Accomplishment (MTSIP)   |
| ENOF  | Enhanced Normative and Operational Framework (UN-HABITAT)                 |
| FA    | Focus Area (MTSIP)  |
| FAO   | Food and Agricultural Organisation of United Nations                      |
| FIDA  | Federation of Women Lawyers   |
| FIG   | International Federation of Surveyors                                     |
| GRET  | Groupe d'Echange et de Recherche Technologiques                           |
| GTZ   | German Technical Cooperation  |
| GUO   | Global Urban Observatory (UN-HABITAT)                                     |
| HAC   | Harmonisation, Alignment and Coordination (Paris Declaration)             |
| HC    | Huairou Commission  |
| HLP   | Housing, Land and Property  |
| HPM   | Habitat Programme Manager   |
| HPS   | Housing Policy Section  |
| HRMS  | Human Resource Management Section (UNON)                                  |
| HSAA  | Hindu Succession Act Amendment  |
| IAB   | International Advisory Board  |
| IHA   | In-House Agreement (UN-HABITAT)   |
| IIUM  | International Islamic University of Malaysia                              |
| IIRR  | International Institute for Rural Reconstruction                          |
| ILC   | International Land Coalition  |
| ITC   | International Institute for Geo-Information Science and Earth Observation |
| JPO   | Junior Professional Officer   |
| LAP   | Land Administration Program   |
| LFA   | Logical Framework   |
| LGAF  | Land Governance Administration Framework (World Bank)                     |
| LIMS  | Land Information Management System  |
| MDGs  | Millennium Development Goals  |
| MCC   | Millennium Challenge Corporation  |
| MTSIP | Medium Term Strategic and Institutional Plan (UN-HABITAT)                 |
| NLP   | National Land Policy  |
| NSA   | Non-State Actors (Kenya)  |
| PMO   | Programme Management Officer  |
| PMS   | Project Management System (GLTN)  |

**Attachment 3 - 2009 Annual Progress and Financial Report**  
IAB Meeting, 27 March 2010

|            |   |
|------------|---|
| PSD        | Programme Support Division (UN-HABITAT)                 |
| ROAP       | Regional Office for Asia and Pacific (UN-HABITAT)       |
| ROAAS      | Regional Office for Africa and Arab States (UN-HABITAT) |
| RTCD       | Regional Technical Cooperation Division                 |
| SC         | Steering Committee                                      |
| SDI        | Slum/Shack Dwellers International                       |
| SIDA       | Swedish International Development Cooperation Agency    |
| STDM       | Social Tenure Domain Model                              |
| TCBB       | Training and Capacity Building Branch (UN-HABITAT)      |
| TUM        | Technical University of Munich                          |
| UEL        | University of East London                               |
| UN-HABITAT | United Nations Human Settlements Programme              |
| UNECA      | United Nations Economic Commission for Africa           |
| UNON       | United Nations Office at Nairobi                        |
| UNOPS      | United Nations Office for Project Services              |
| WB         | World Bank  |
| WEP        | Women Environmental Programme (Nigeria)                 |
| WUF        | World Urban Forum                                       |

## **1. Introduction**

Many countries globally have introduced new land policies, especially in Africa. Often it is not possible for these countries to implement pro-poor gender sensitive land policies, because the underlying tools and practices do not exist, or have not been sufficiently documented and disseminated. Emerging from the 1990s some organizations and individuals have been trying to address this issue, but have struggled with the scale of the challenge geographically and conceptually. In essence, most developing countries use conventional land administration systems which cover less than 30 percent of the country, leaving up to 70 percent of citizens looking to informal and/or customary approaches for their tenure security.

An extensive gap analysis was conducted which drew several important conclusions. **First**, while there are many examples of good land policies, few policies have been fully implemented due to lack of pro poor, large-scale land tools. **Second**, a conclusion was that conventional land titling approaches have largely failed to deliver their expected results: existing technical solutions are too expensive, inappropriate for the range of tenure found in developing countries, unsustainable financially or in terms of available capacity. Promoting a range of tenure option instead is considered more appropriate. **Third**, an agreement was that land sector work in country cannot be done at scale successfully in many countries without better donor coordination in the sector.

On this note that the Global Land Tool Network (GLTN) was launched in June 2006 to meet these challenges and is composed of a network of international and regional partners who have recognized that a joint effort is required to address the issues comprehensively. They are working together to be able to identify and develop appropriate large scale land tools, within a land governance framework, with a particular emphasis on the grassroots and gender issues.

The GLTN project goal is that: **Urban and rural poor have better access to land and security of tenure.** Specifically, GLTN aims to achieve the following:

- Establishment of 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;
- Unblocking of existing initiatives in the land sector;
- Assisting in the strengthening of existing land networks;
- Improving global coordination on land;
- Assisting in the development of gendered land tools which are affordable and useful to the grassroots; and
- Improving the general dissemination of knowledge about how to implement security of tenure.

Recently, work has been done to implement the Medium Term Strategic and Institutional Plan (MTSIP) of UN-HABITAT, including the implementation of the Enhanced Normative and Operational Framework (ENOF) and the alignment of GLTN specifically with Focus Area 3 on improving access to land and housing. In terms of the MTSIP, as a strategic result, UN-

HABITAT is committed to supporting national and local governments and Habitat Agenda Partners (HAPs) to implement improved access to land and housing. GLTN is strategically addressing 'increased tenure security' under Expected Accomplishment 2 of MTSIP Focus Area 3.

## **2. Executive Summary**

The 2009 Annual Progress and Financial Report are based on the approved Project Document (2008-2011) as well as on the approved LFA (agreed in February 2009). Please note that this report reflects progress on the implementation of the 2009 work programme (as revised and approved in July 2009).

Since GLTN's launch, the basket funded project proposal and the Logical Framework (LFA) have been finalised and approved. Also, activities have been upscaled in regard to working with and through GLTN partners, as well as at country level to pilot test and develop tools, including implementing capacity building activities. Moreover, work in Kenya was extended for another two years and Sida-Kenya resources were expanded to include implementation of few specific country activities.

The Network is steadily expanding and is now composed of 42 international organizations (see Attachment 1) as compared to 33 institutions in 2008. New partners include Bill and Melinda Gates Foundation (BMGF) (GLTN is now preparing a proposal for possible funding), GTZ, Cities Alliance, Alliance for Green Revolution in Africa (AGRA), International Islamic University of Malaysia (IIUM) and others.

Some key achievements of GLTN in 2009 include the passage of the National Land Policy in Kenya where UN-HABITA is chairing the Development Partners Group on Land (DPGL), which is assisting the Kenyan Government in pushing the needed land reforms. Moreover, GLTN has been actively supporting the Land Policy Initiative in Africa. In July 2009, the African Union has adopted the Land Policy Framework and Guidelines which highlights the commitment of African leaders to ensure that land policies provide for equitable access to land especially by the landless, women, youth, displaced persons and other vulnerable groups.

In Ethiopia, GLTN is providing seed funding and technical support to the World Bank on alternative approaches in providing security of tenure particularly on research and impact evaluations. The positive results of the studies has led to the decision of the Government of Ethiopia to scale its land certification programme from 24 million to over 60 million land certificates at a cost of USD 1.3 billion through a loan.

One of the key challenges of GLTN is disbursement. In 2008, GLTN only managed to disburse 62% of the funds received. **By the end of 2009, GLTN disbursement level has significantly improved and reached the 85% mark.** Moreover, about 40% of the total expenditure has been provided to internal and external partners. The support that GLTN received from the Programme Support Division (PSD), which includes negotiations with UNON on fast tracking the procurement and administrative processes, proved to be most helpful in this regard. GLTN, in line with the spirit of MTSIP and ENOF, has been disbursing even more funds to internal and external partners, which also contributed to remarkable improvement in fund disbursement. The identification of joint activities for 2010 during the

Partners' Meeting in November 2009 will ensure sustaining this positive development in the financial management side.

The recent independent Mid-Term Review of GLTN noted that the Network had “achieved some significant successes with a small secretariat staff, a limited budget and in the face of administrative constraints. (...) It has established a network that includes many of the most important actors in the land sector; it has a ‘brand’ and credibility in the international land arena. Notable achievements have been attained in the areas of advocacy, research and tool development.” This observation probably sums up the achievements of GLTN since its launch in 2006.

However, GLTN, while it achieved a lot in 2009 is not without challenges. Key administrative challenges continue to emerge which are related to addressing the constraints in scaling up GLTN activities. These include lack of innovative instruments to implement more activities through the partners, administrative delays and very recently, considerable staff turnovers, as project staff moved to regular budget positions. Some administrative delays were addressed by GLTN through a series of negotiations and discussions with UNON and the Programme Support Division (PSD) of UN-HABITAT which contributed to GLTN's improvement in disbursement. Some of these challenges, however, can only be addressed at an agency level and only in the medium long term. GLTN hopes that some of these administrative issues will be addressed in the agency-wide implementation of the Medium Term Strategic and Institutional Plan (MTSIP) through Focus Area 6 - Excellence in Management. The GLTN Secretariat continues to engage with PSD and other UN-HABITAT units to find solutions to these inherent administrative challenges. For staff turn over issues, while it impacted GLTN operations and continues to impact GLTN's implementation, in GLTN's view, these problems are only temporary and remedial and recruitment processes are under way.

In addition, a challenge is emerging with regards to the delay in starting the implementation of 2010 activities. Previously, GLTN submitted the draft workplan in November for the coming year for Donors' approval and expected disbursement early in the year. Now, GLTN will have to submit to UN-HABITAT the proposed work plan and UN-HABITAT consolidates all these work plans from different units and submits the same to Donors which will only happen in March-April 2010. While GLTN welcomes the effort to harmonise donors' effort through the agency-wide planning and funding within the MTSIP framework, there are some delays with UN-HABITAT negotiations with the Government of Norway for the new Framework Agreement for 2010-2011. Under these circumstances, the Secretariat estimates that the first release of 2010 funds may only happen in May/June 2010. At present, the Secretariat is implementing the 2010 activities in a conservative manner and carefully disbursing the remaining (and limited) funds from 2009 due to cash flow considerations and due to the lack of clear guidance on the timing of the releases of 2010 funds. The situation is already causing some delays in initiating agreed activities with partners.

### **3. Highlights of Achievements and On-Going Activities**

This section highlights the GLTN key achievements for the period January-December 2009 as per revised and approved 2009 Work and Financial Plan (July 2009) and as per approved Logical Framework. This also includes on-going and continuing activities to present the whole picture of GLTN implementation and provide some guidance to the readers.

## **Outcome 1: Knowledge Management**

Improved global knowledge to support the realisation of equitable land rights

### **1.1 Best Practices**

Best practices consistent with GLTN values, mostly at country level have been identified and selected for documentation and dissemination. Once documented, the reviewed results/reports could be published (either by print or web) and disseminated to partners, and a wider audience. In some cases, such documentation can lead to the development of a tool.

Most of the planned documentation of best practices was postponed due to non approval of Member States, i.e. Namibia flexible land tenure system and others due to the contentious issues of the subject matter, i.e. agrarian reform issues in the Philippines. As a result, the GLTN Secretariat has pursued other related activities and was able to initiate the activities at a later stage of 2009. For this output, all on-going activities are as follows:

#### **1.1.1 Philippines' Alternative Approaches in Securing Land Tenure for the Urban Poor**

GLTN is documenting the innovative approaches of the Philippines in securing land tenure of the urban poor including its 'land proclamations' programme. The research will also explore the possibility of coming up with a 'process' guide in institutionalising these alternative approaches. GLTN is working with the country Habitat Programme Manager (HPM) on this through the Enhanced Normative and Operational Framework (ENOF) approach. The Interim Report is currently under preparation following in-depth research and conduct of a series of Focus Group Discussions (FGDs) in selected case study areas.

**1.1.2 Benin's Urban Land Registry** - Benin has an innovative and interesting programme in urban land registration processes, which is expanding and attracting various interests. GLTN has started work to document the processes including the institutional and legal arrangements involved. GLTN will be working with other partners (local and central governments, other development partners, consulting firm, etc) on this activity, which also includes organising of a workshop to validate and share findings in 2010. This will also complement the planned documentation of the rural land registration programme in Benin, also known as *Plan Foncier Rural* which is being done by the World Bank co-funded by GLTN. Benin's work is also supporting the Network's effort in documenting land taxation tools. This is an on-going activity.

**1.1.3 Mauritania's Land Re-Adjustment** - GLTN is documenting the experiences of Mauritania in implementing city-wide land re-adjustment programmes in the country. GLTN, in partnership with GRET (*Groupe d'Echange et de Recherche Technologiques*), has agreed on the way forward to undertake the task. GRET has started the documentation process. A workshop is planned in 2010 to validate the methodologies, tools and case studies. The final outputs of this documentation process will be available in 2010.

**1.1.4 Development of Anti-Eviction Guidelines** - In partnership with the Housing Policy Section (HPS) of UN-HABITAT, GLTN will undertake a scoping study of existing eviction, compensation and expropriation guidelines and practices both from a human



rights and technical perspective with the view to assess how they can be made more effective by incorporating a range of approaches to the issue. This activity will involve working with key stakeholders and organising an expert group meeting during the 5<sup>th</sup> World Urban Forum in 2010 to present the preliminary findings. The activity is also building on the work of FAO on land acquisition as well as GLTN's work on participatory enumerations. The outputs of the initiative will be available in 2010.

## **1.2 Evaluations**

**1.2.1 Evaluation of Hindu Law and Gender Impacts** – Working with the World Bank, GLTN has evaluated the impacts of changing inheritance legislation in India, the India's Hindu Succession Act Amendment. The objectives are to provide an analysis of its effectiveness, analysis of the political economy of the underlying change and an assessment of the effectiveness of the dissemination activities targeted on women's awareness of the change in different socio-economic settings. The results from the first phase of analyses clearly demonstrate that the Hindu Succession Act Amendment (HSAA) significantly increased women's probability of inheriting land, though without achieving full gender equality in inheritance. Also, a very significant and large increase in female children's educational achievements was found to be attributable to the HSAA. These findings suggest that the Act led to genuine female empowerment, rather a situation whereby parents' substituted lower (human and physical) asset transfers to their daughters in exchange for higher land asset transfers, and also contributed to positive gender effects even in households without land assets.

**1.2.2 Impacts of Ethiopia's Land Certification Initiative** - Land certifications in Ethiopia have resulted in the issuing of about 20 million certificates in 5 year. For GLTN, which is advocating for alternative approaches in providing security of tenure, it is important to document and to know the impacts of such measures. Working with the World Bank, the studies showed that despite policy constraints, the programme increased tenure security, land-related investment and rental market participation and yielded benefits significantly above the cost of implementation. Lessons learned are also being documented. Also, a related research on 'Assessing the Functioning of Land Rental Markets in Ethiopia' was produced.

Moreover, for the last three years, GLTN supported the World Bank and the Government of Ethiopia by providing seed funding (through WB) and technical support particularly on research and impact evaluation of the land certification initiative as mentioned above. The positive results of the studies have led to the decision of the Government of Ethiopia to scale its land certification programme from 24 million to over 60 million land certificates at a cost of USD 1.3 Billion through a loan.

## **1.3 Priority Research**

### **1.3.1 Informal Urban Development in Europe (Case Studies in Greece and Albania)**

Working with FIG, this research undertook in-depth investigation and evaluation of critical and interrelated aspects related to informal urban development such as: the classification of current informal development and its causes; the extent of the

problem and its impacts; the legislation and the governmental and municipal policies in terms of affordable or social housing policy, legalization, upgrading, demolition, resettlement, environment and land-use monitoring; spatial and local planning and development building permits procedures; land administration and other technical aspects; amongst others. One of the key lessons in the study is there is no single and unique solution to be followed by all, because each country has a different history, infrastructure, culture and experience. However, the “lessons-learned” concluding chapter aims to share valuable experience and knowledge with other interested countries either within the European region or globally. The report is finalised and is expected to be published in 2010.

- 1.3.2 **Urban Land Markets in Africa** - This activity is a joint initiative with UN-HABITAT's Regional Office for Africa and Arab States (ROAAS) and Urban Land Mark, a South African research organisation. Building on the previous work on GLTN's *Mozambique Land Markets Study*, the planned research is intended to cover the Sub Saharan African region. The research has attracted enormous interests from various stakeholders. An additional USD 15,000 from UN-HABITAT has been mobilised for the study. Related questionnaires (in three languages) have been developed and disseminated to selected African local authorities. Consultants have been recruited to work on regional case studies. The regional studies will also feed into the 2010 State of African Cities Report and a Land Primer. The study is still on-going.

### **Outcome 2: Advocacy**

Increased awareness of and commitment to equitable land rights.

The land sector is extremely complex and almost all-encompassing. It is recognized that GLTN has to create and nurture broad-based and diversified alliances of partners and supporters. It should create opportunities for them to work together towards achieving its goals and in the process ushering a paradigm shift that is key to addressing land issues particularly to benefit the poor, women and vulnerable groups. Because of this, GLTN's knowledge-base, core values and objectives need to be advocated and disseminated in various forums, conferences and venues and in various media types.

GLTN's achievements under this outcome include the following:

- 2.1 Priority Advocacy Materials** - GLTN, in most cases working with partners, was able to produce the following advocacy materials and publications for 2009:
- Citywide Strategic Planning Guidelines, *English*
  - Strategic Citywide Spatial Planning - A Situational Analysis of Metropolitan Port-au-Prince, Haiti, *English*
  - MTSIP FA 3 Policy and Strategy Paper on Land and Housing - *Preliminary Version, English*
  - Flyer on 'The Social Tenure Domain Model - A pro poor land rights recording system', (with ITC, FIG), *English*
  - Brochure on 'Gender Evaluation Criteria for Large-Scale Land Tools', *English (Reprinted)*
  - Not About Us Without Us (*Final Grassroots Mechanism Paper*), *English*

- Brochure on 'The Global Land Tool Network – A multi-sector partnership on secure land tenure and reform', *English*
- Land, Tenure and Housing Issues for Conflict-Displaced Populations in Georgia: Analysis and Proposals for Post-Conflict Recovery, *English*

Pipe-Line Publications:

- Guidelines for Securing Post-Disaster Land, Tenure and Property Rights, (being finalised, undergoing printing), *English*
- Working Paper on 'Towards Improved Land Governance', (with FAO, for printing), *English*
- Documenting Land Inventory Processes in Botswana, (being finalised), *English*
- How to Implement a Land Inventory Guidelines (being finalised), *English*
- GLTN Brochure on 'Post Disaster and Post Conflict' (being finalised), *English*
- Islamic Tools Training Package (undergoing revisions, editing and lay-out), *English*
- Book on 'Land, Law and Islam' (being translated in *Arabic*)
- Gender Mechanism Paper (being translated in *French*)
- GLTN brochure on grassroots mechanisms for up-scaling implementation (undergoing review), *English*
- Brochure on Gender Evaluation Criteria ( being translated in *French, Spanish and Portuguese*, reprinted in *English*)
- Mobile exhibitions on GLTN cross-cutting themes/issues, *English*

Between early 2007 and end of December 2009, a total of 82,339 publications have been downloaded from the GLTN website e-library. More than half of these are contributed publications from partners/members which have been uploaded to the website. For GLTN, about 21,083 e-publications were downloaded so far. The website was also used for the e-forum on 'Land, Environment and Climate Change' and resulted in an enhanced Report on 'Global Land, Environment and Climate Change: Challenges, Responses and Tools'.

## 2.2 Events/Forums

In 2009, GLTN was able to organise/co-organise the following events/forums:

- January 28-29, 2009, **Workshop on Islamic Land Law Training Package**, Nairobi, Kenya (with University of London);
- March 09, 2009, **Workshop on Social Tenure Domain Model (STDM)**, Washington, U.S.A (with World Bank, ITC, and FIG);
- March 31, 2009, **MTSIP Focus Area 3 Policy and Strategy Paper Launch**, Nairobi, Kenya (with Shelter Branch, UN-HABITAT as lead);
- April 01, 2009, **Gender Evaluation Criteria Brochure Launch and Update on Piloting in Nepal and Brazil**, Nairobi, Kenya (with FIG and HC);
- April 27- May 22, 2009, **E-Forum on Land, Environment and Climate Change**, Internet, Global;
- May 11-12, 2009, **International Workshop on Cadastral Index Mapping and Computerisation for Speedy and Pro-poor Rural Land Administration**, Bahir Dar Ethiopia, (with UN-HABITAT, DPGL Secretariat (Kenya), World Bank and Governments of Ethiopia, Mongolia and Kenya);

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- June 9-12, 2009, **Post-Conflict Technical Workshop**, Geneva, Switzerland, (with UN-HABITAT, Early Recovery Cluster, Protection Cluster and Humanitarian UN Agencies and International NGOs);
- August 18-31, 2009, **STDM Field Test and Institutional Assessment**, Bahir Dar, Ethiopia (with ITC, , TU Delft, Government of Ethiopia, DPGL Secretariat (Kenya), and World Bank-Ethiopia)
- 15-16 October 2010, **International Conference on Land and Property Taxation: "Financing Affordable Housing in Cities: Towards Innovative Land and Property Taxation Systems"**, Warsaw, Poland (with UN-HABITAT Warsaw Office, Polish Ministry of Infrastructure and Ministry of Finance);
- September 14-17, 2009, **Land and Conflict Technical Workshop**, Nairobi, Kenya, (with UN-HABITAT, Early Recovery Cluster, Protection Cluster and Humanitarian UN Agencies and International NGOs);
- September 28-October 02, 2009, **Workshop on 'Enumerations as a Tool for Tenure Security'**, Naivasha, Kenya (with International Institute for Rural Reconstruction (IIRR), SDI, HC, FIG, Cities Alliance, CODI, etc.)
- November 2-3, 2009, **Putting the Grassroots Mechanisms into Practice Workshop, Nairobi, Kenya** (with International Land Coalition (ILC), Huairou Commission (HC), Slum/Shack Dwellers International (SDI) and Hakijamii Trust).
- November 4-5, 2009, **Partners' Meeting**, '*Enriching Partnership and Increasing Activities for Land Reform*', Nairobi, Kenya

Likewise, GLTN, including the Kenya's DPGL Secretariat, has actively participated in the following forums/events which enable the Secretariat to disseminate GLTN's agenda and core messages:

- January 14-15, 2009, **Land Convening: The Role of Private Sector Providers**, Seattle, U.S.A., (with Bill and Melinda Gates Foundation (BMGF), World Bank and Millennium Challenge Corporation (MCC));
- March 05, 2009, **Workshop on Impact Evaluation of Land Reforms**, Washington, U.S.A. (with World Bank);
- March 06, 2009, **Workshop on Best Practices for Land Tenure and Natural Resource Governance in Africa**, Nairobi, Kenya (with DPGL-Kenya Secretariat, Ministry of Lands-Kenya, USAID)
- March 9-10, 2009, **Conference on 'Land Governance in support of the Millennium Development Goals (MDG): Responding to New Challenges'**, Washington, U.S.A, (with World Bank and FIG);
- May 4-15, 2009, **17th Session of the Commission on Sustainable Development (CSD 17)**, New York, U.S.A. (with UN-HABITAT's New York Office);
- June 23-24, 2009, **Eschborn Dialogue on 'Access to Land: A Prerequisite for Food Security'**, Eschborn, Germany (with GTZ);
- June 29-30 2009, **Conference on 'Equitable Access to Land in Africa: The Rights of Women, Orphans and Marginalised Communities'**; Dar es Salaam, Tanzania, (with CASLE, DPGL-Kenya Secretariat).
- October 07, 2009, **Land Sector Non-State Actors' Breakfast Meeting to Launch Campaign for Support of National Land Policy**, Nairobi, Kenya (with DPGL partners, DPGL Secretariat, Ministry of Lands (Kenya), Civil society groups and private sector (Kenya).

- October 13-14, 2009, **A Stakeholders' Workshop on Understanding Women's Rights to Housing and Land in Kenya**, Nairobi, Kenya (with DPGL-Kenya Secretariat, COHRE).
- October 19-22, 2009, **FIG Regional Conference on 'Land Governance and Environment: Building the Capacity' and Regional Consultations on 'FAO's Voluntary Guidelines on Responsible Governance of Land and Other Natural Resources'**, Hanoi, Vietnam, (with FIG, FAO)
- October 21-23, 2009, **Mid-Term Review of the Land Sector Non-State Actors**, Naivasha, Kenya (with Sida-Kenya, DPGL Secretariat and Non-State Actors).
- November 9-11, 2009, **Secure Tenure and Gender Workshop**, Nairobi, Kenya (with the Institute for Housing and Urban Development Studies and Huairou Commission, supported by CordAid the Netherlands)
- November 24-25 2009, **Meeting of the Issue Management Group (IMG) on Land**, Bonn, Germany (with concerned UN organisations).

## 2.3 **Global Monitoring Mechanism**

### 2.3.1 Support the development of global monitoring mechanism

- **Support to the Pan African Land Policy Frameworks Initiative** -UN-HABITAT has been actively supporting the Land Policy Initiative of the consortium: African Union Commission (AUC), UN Economic Commission (UNECA) and the African Development Bank (AfDB), particularly in regard to development of land policy framework and guidelines. In July 2009, the **Land Policy Framework and Guidelines for Africa was adopted by the African Union**. It highlights the commitment of African leaders to ensure that land policies provide for equitable access to land especially by the landless, women, youth, displaced persons and other vulnerable groups. UN-HABITAT continues to support this policy initiative through the development of land indicators and tracking (monitoring) system. This is a continuing activity for GLTN.
- **Support to the World Bank's development of land governance indicators** - GLTN continues to support the World Bank in its effort to come up with global land indicators. To date, GLTN has contributed in the review process of the World Bank's Land Governance Administration Framework (LGAF). This is a continuing activity for GLTN.
- **Development of security of tenure indicators** - GLTN has forged an in-house agreement with the Global Urban Observatory (GUO) of UN-HABITAT in the spirit of MTSIP and ENOF for the development of indicators for security of tenure including the development and piloting of methodology at selected city and national levels. This is an on-going activity.

## **Outcome 3: Tool Development and Capacity Building**

Strengthened capacity to enhance quality of land governance, management and administration through pro poor gendered land tools and training activities. A gendered land tool is a tool that explicitly and successfully incorporates and mainstreams gender into the tool development and implementation processes.

The achievement of this outcome is central to GLTN core values and objectives. Key to addressing challenges in the land sector is the development of pro-poor and gendered land tools to transform appropriate policies into specific strategies and actions and capacitate key actors and stakeholders in the implementation.

GLTN's achievement on this outcome includes the following:

### **3.1 Priority Land Tools**

GLTN has been developing land tools in the last two (2) years. As lessons learnt, the tool development process is not a 'linear' process and is rather long in some cases, e.g. STDM. However, what is critical is the support from partners for the timely delivery of the tools and the quality assurance that is required at every step of its development. Below is the list of land tools that GLTN is currently developing jointly with partners (and in some cases being piloted in select countries):

**3.1.1 Social Tenure Domain Model (STDM)** - This work is critical to the development of a new generation of tools capable of recording a wide range of land rights, including private, public, formal, informal and customary/traditional, as well as both individual and group rights, and including both rights and claims. Without such alternatives to the conventional cadastre-based systems, pro-poor land policies will remain virtually impossible to implement. The Ethiopian Government has agreed to pilot and test STDM using their current Land Information Management System (LIMS) and certification processes. With GLTN funding, a Manual for testing Cadastral Index Mapping (CIM) and STDM in Amhara Region, Ethiopia was produced. The STDM pilot test took place, as planned, in August 2009. It was a two week intensive exercise. The test was successful in terms of realizing its objectives of the field test. Not only has there been absolutely favourable environment to do the test, but also active and enthusiastic engagement which allowed the STDM development team to secure very useful feedback. Drawing on the findings of the field test, modification of the prototype has been going on since September 2009 and GLTN is actively engaged in an iterative process of testing and rectifying. In addition, GLTN plans to pilot test STDM in Kenya in an informal settlement situation in 2010. GLTN is working with ITC, World Bank and FIG in the development of this tool.

**3.1.2 Gender Evaluation Criteria** – Gender evaluation criteria are necessary to be able to assess whether a large-scale land tool/land interventions is responsive to both women and men's needs. Only then can we clearly identify where more work needs to be done from a gender perspective and the possible entry and leverage points to make a tool beneficial to both women and men. The 'Brochure' which includes a matrix with gender evaluation criteria was launched in a side event during the 22nd Governing Council in April 2009. The Criteria were developed with the Huairou Commission, FIG and University of East London (UEL). Also, with Huairou Commission (HC) taking the lead role, the evaluation criteria have been pilot-tested in three (3) countries: Brazil, Nepal and Ghana. The piloting takes place at various stages of land tool development to provide a multi-faceted piloting experience that will gain insights into how the instrument can be used in different contexts and phases.

- In Nepal, land reform is currently underway, including development of a new Land Policy through a new Land Reform Commission. GLTN has utilised this opportunity to pilot the gender evaluation criteria in the design phase of a land process as a way to sensitize and address gender aspects in a process.
- In Brazil, a Urban Policy Statute has been evaluated through the use of the gender evaluation criteria, and lessons from this exercise will be documented and applied in the adaptation of the statute to rural areas (hence the criteria will also be used in a new design phase).
- In Ghana, the piloting of the gender evaluation criteria has been undertaken through an assessment of the Land Administration Program (LAP), designed to lead to an improved system of land administration that addresses inequalities in the existing system. The gender evaluation criteria have been used for evaluation purposes, with particular attention to the set of criteria around customary land, which constitute a significant proportion of land in Ghana.

The outcomes of the tool development process will be highlighted in the Roundtable discussion at the World Urban Forum in Rio de Janeiro on March 25, 2010.

- 3.1.3 **Development of Post Conflict Guidelines on Land-** GLTN is supporting the Disaster and Post Conflict Section (DPCS) of UN-HABITAT which is taking the lead in the development of this tool. UN-HABITAT is working with other partners like the Cluster Working Group on Early Recovery (CWGER) and the Protection Cluster Housing, Land and Property (HLP) Group in the preparation of the tools to address land issues in post conflict situations. The post conflict tools include: the 'Quick Guides' (targeting humanitarians with no specific experience on land issues) which offer simple guidance, do's and don'ts recommendations and lessons from country experience; the 'Guidelines' (targeting national and international land experts) which provide in-depth and operational information on developing, implementing and monitoring post-conflict land interventions and building on the findings of a series of thematic papers on specific post-conflict land issues and field experience; and the 'Checklist for Humanitarian Coordinators and Protection Clusters', a brochure which provides a quick overview of land issues in post-conflict contexts. The three documents have been discussed and peer-reviewed in two separate Workshops (in June in Geneva and in September in Nairobi) and are at different stages of development. The set of guidelines will be finalised in 2010. The final Guidelines will also serve as the basis for developing a training package and quick guides.
- 3.1.4 **Development of Natural Disaster Guidelines on Land** - Land issues were identified as a critical gap in the UN's 2005 review of humanitarian response to disasters and armed conflicts. GLTN co-funded, with the Emergency Cluster on Humanitarian Affairs, the development of a programme to develop guidelines to address land issues after a natural disaster. In 2008, draft guidelines were developed based on seven (7) country case studies. After several rounds of revisions and particularly peer review of specific chapters by key partner organizations and experts, the guidelines have been finalized and are undergoing lay-out for printing purposes. It is expected that the guidelines will be finalised, published and disseminated in 2010.
- 3.1.5 **Land Governance Initiatives** - GLTN is currently supporting and co-funding FAO in the development of the Voluntary Guidelines on Responsible Governance of Tenure of

Land and Natural Resources along the principles of land governance. An EGM was conducted in 2008 and a working document has been produced. The document will be improved and has been the subject of regional consultations in 2009 particularly in Namibia and in the FIG Conference in Vietnam. GLTN has co-funded and has actively participated in Vietnam's conference including the presentation of the joint FAO and UN-HABITAT working paper on 'Towards Improved Land Governance'. The joint working paper is expected to be published in early 2010.

GLTN with the Training and Capacity Building Branch (TCBB) of UN-HABITAT have concluded a 3-day workshop to validate a new training course material on improving gender equality and grassroots participation within the framework of improved land governance. More information in 3.5.2 under Capacity Building.

GLTN has actively participated in the Conference on 'Land Governance in support of the Millennium Development Goals (MDG): Responding to New Challenges' as organised by the World Bank and FIG in March 2009.

- 3.1.6 **Grassroots mechanism** – Grassroots organisations are critical to the long-term success of pro-poor land policy implementation for a variety of reasons: their close connection to local population; their experience and expertise in community-based processes and tools; and their key role as 'champions of change.' One of the critical challenges identified by GLTN is the need to bring grassroots experience to scale, either at the city-wide or national level. Several scoping papers have been developed with GLTN funding (e.g. Indonesia and Thailand), including how to undertake up-scaling of ongoing grassroots initiatives as well as a paper on how to undertake capacity building activities with grassroots. These two aspects have also been included in the published Grassroots Mechanism paper entitled '*Not about us without us*'. A Workshop on this subject was held in November 2009 in Nairobi to agree with partners on: a process to identify grassroots projects to scale up; how to test the criteria and the associated issues and problems; and to define roles and responsibilities for the next phase. Following the meeting a call for proposals was initiated. Selection, and implementation, of community projects for upscaling will be undertaken in 2010. GLTN is closely working with HC, Hakijamii Trust, International Land Coalition (ILC) and Slum/Shack Dwellers International (SDI).
- 3.1.7 **Land, Environment and Climate Change: Challenges, Responses and Tools**- Working with a Norwegian Research University, this report has been enriched and finalised following an E-Forum in April-May 2009. The report provides a scoping overview of the relationship between land tenure, land management approaches and the environment and climate change. The focus is on the linkages between land and the environment moving from a scientific framework to a country level implementation framework and to what implications this has in urban and rural areas. The report also identifies priority issues and land tools. The working paper was enriched by contributors from an e-forum.
- 3.1.8 **Capacity Building Mechanism** - Building on 2008 successful experience in conducting the Transparency in Land Administration Training in Africa, GLTN is working with ITC and with the UN-HABITAT's Training and Capacity Building Branch (TCBB) in the development of the toolkits and trainers' guide and compilation



- of case studies. At present, contributors to the toolkits have submitted revised versions and in-house reviews of the drafts have been partially completed. At present, the toolkits and trainers' guides are being finalised and are expected to be published on the web in early 2010 to disseminate the information to a wider audience. The training package and trainers' guide will be utilised in future training events particularly in Asia in 2010.
- 3.1.9 **Enumerations for Tenure Security** – The tool on 'enumerations' is basically meant to ensure that the information produced by an enumeration exercise is also used to strengthen security of tenure through State recognition, and for use in physical and land use planning. In mid 2009, a scoping study on enumerations has been completed which paved the way for the conduct of a Writeshop in September-October 2009. The Writeshop which was participated by various GLTN partners (e.g. IIRR, SDI, HC, FIG, Cities Alliance, Hakijamii, UN-HABITAT's RTCD, WEP, CODI, etc.) and practitioners in enumerations was able to discuss, draft case studies and debate on the applications of enumerations. The Writeshop has produced a draft book on 'participatory enumerations' and policy briefs. The book on enumerations will be launched during the 5<sup>th</sup> World Urban Forum (WUF) Networking Event entitled 'Count me in, in planning my city', 23 March 2010.
- 3.1.10 **Conceptual and Analytical Framework in Evaluating the Continuum of Land Rights** - GLTN is currently developing a conceptual framework and methodology in evaluating a range of rights and property regimes which will serve as a necessary tool for the evaluation of the continuum of land rights. The work has started but has incurred some delays. At present, GLTN is working with the World Bank to effectively deliver the objectives of the study building on the initial outputs of the previous consultants. With GLTN funding, the World Bank is now working on case studies in Rwanda, Mexico, India and Benin to contribute to the development of evaluation framework and methodology for continuum of land rights and alternative tenure approaches. It is expected that initial results will be available in 2010.
- 3.1.11 **Land Value Capture** – At present, GLTN is in the process of undertaking a scoping study to determine existing global initiatives (and possibly best practices in the subject area). The scoping study has been initiated. Likewise, the Warsaw Conference which was co-organised by GLTN with UN-HABITAT Warsaw Office and Polish Ministries of Infrastructure and Finance, in October 2009 on 'Innovative Land and Property Taxation Systems' has substantially contributed in the development of this tool. A land taxation guide is under preparation and will be available in 2010.
- 3.1.12 **Legal Allocation of the Assets of a Deceased Person (Estate Administration)** – This activity is currently being developed in partnership with FIDA (Federation of Women Lawyers). The activity will involve the study of estate administration and the legal allocation of a deceased person's property specifically looking at legal provisions under statutes, customary laws and government policies and focusing on the poor and women. The study incurs some delays and will be implemented in 2010 subject of negotiations with FIDA.

### **3.2 Country Strategy Development**

GLTN has developed a draft country level strategy which was endorsed by the IAB. The strategy is now being utilized by GLTN in engaging at country level. The strategy will be further enriched within UN-HABITAT in implementing the MTSIPS' ENOF framework. At present, with the advice from IAB, GLTN is compiling a list of priority countries of the partners including the potential areas of cooperation. Initial results are expected in 2010 for dissemination to partners for reference and to further strengthen the collaboration of the partners including harmonisation of programmes/projects at country level.

### **3.3 Country Level Baselines**

So far, the GLTN Secretariat, working closely with partners, has been focusing on supporting the establishment of regional/global framework in collecting country-level data which will be fed into the global monitoring mechanism. Links are being made to the World Bank's work on land governance indicators and AU/UNECA/AfDB planned initiatives in the development of land indicators in support of the adopted Land Policy Framework and Guidelines for Africa. GLTN has also initiated a baseline research on the number of countries implementing a land sector reform including the introduction of the continuum of land rights and donor coordination in the land sector. Work on this will continue in 2010.

GLTN has also started working with the Partners, GTZ and Technical University of Munich (TUM), to gather situational analyses on land tenure in select countries. GTZ has agreed to co-finance the activity. The research will be completed in 2010.

### **3.4 Donor Coordination of the Land Sector**

Through the coordination of the land sector in Kenya, UN-HABITAT, through GLTN, has demonstrated a comparative advantage in supporting linkages and synergies between policy, processes and interventions in the land sector. In December 2009, the National Land Policy (NLP) was approved by the Kenyan Parliament. This will serve as a catalyst in moving the land reforms forward. The Development Partners Group on Land (DPGL), which is chaired by UN-HABITAT, has agreed with the Ministry of Lands on the road map and quick wins including the initial financial commitment of DPGL to an estimated amount of USD 13.0 Million to implement the agreed short term interventions. More resources are expected to be mobilised due to the passage of the National Land Policy.

Likewise, there is already an increasing engagement between DPGL and the non-state actors (i.e. NGOS, private sector, etc.) and the basket funding mechanism has been established which allowed a more rigorous engagement of the non-state actors in pushing for the land sector reforms. NSAs are focussing on implementing key priorities such as engaging with the overall land reform process in the establishment of an effective and vibrant coordinated network of NSAs, contributing to the constitutional review process; and enhancing participation of land dependent communities in the implementation of the Truth Justice and Reconciliation process. The advocacy work of NSAs is a key factor in the approval of National Land Policy by the Parliament.

Furthermore, with GLTN's support, a land Donor Group has been formally established in Liberia following the establishment of a Land Commission by law in June 2009. GLTN has

also been supporting the World Bank in promoting HAC process in Ethiopia and UN-HABITAT in Nepal in strengthening the donor coordination in the land sector and in forming a land donor group.

### 3.5 **Capacity at Global, Regional and National levels**

#### 3.5.1 **Pro-Poor Guidelines**

- **Citywide Strategic Planning Guidelines (completed)** - Building on the work in Haiti, the guidelines describes how to initiate a citywide planning process, resulting in a citywide strategic plan. These guidelines are generic, meaning that in a given planning situation, deviations may have to be made to fit into the actual situation. The document underscores and demonstrates how the citywide strategic planning underpins a more holistic, inclusive, and participatory and integrated planning approach; one that takes the whole city into consideration and where a pro-poor focus, good local governance and gender equity are important foundations. In the light of what happened in Haiti particularly in Port-Au-Prince, GLTN is presently collaborating with UN-HABITAT's Regional Technical Cooperation Division (RTCD) and Disaster Management Programme on the potential applications of the guidelines including other previous work by GLTN in Port-Au-Prince.
- **Post Disaster Guidelines (undergoing lay-out and printing)** – (See details on 1.3 Priority Land Tools)
- 
- **Post Conflict Guidelines** (for finalisation) – (See details on 1.3 Priority Land Tools)
- **Guidelines for Implementing a Land Inventory (completed)** - These guidelines build on GLTN's work in documenting the lessons and experiences in Botswana in its efforts to undertake a nationwide land inventory.
- **Development of Anti-Eviction Guidelines (work has started)** - The guidelines will be developed in partnership with the Housing Policy Section (HPS) of UN-HABITAT. The work will require a scoping study of existing guidelines and related materials on evictions, acquisition, expropriation and compensation, with particular focus on how these guidelines have been applied in different contexts and to what effect. An Experts Group Meeting is also planned on the 19-20 March 2010 prior to or the 5th World Urban Forum (22-26 March). The study will take into account the social, economic and environmental aspects of forced evictions, acquisition, expropriation and compensation and also building on the work of FAO.

#### 3.5.2 **Capacity Building**

- **Training Toolkits for Transparency in Land Administration Training** - Building on the successful implementation of the training in African region, GLTN working with UN-HABITAT's TCBB has now produced Training Toolkits: tools to support transparency in land administration, Trainers' Guide

and Compilation of Case Studies. With some adaptations, these tools will now be applied in future training events on transparency in land administration in Asia in 2010 and possibly in the Caribbean.

- **Preparation of Islamic Land Law Training Package and Pilot Regional Training** - With the conduct of an Experts' Meeting in January 2009 this year, the training package has been revised and enhanced. The revised training package was used as a basis for the regional pilot training in Malaysia. Working with a new partner, the International Islamic University of Malaysia (IIUM), GLTN and TCBB has successfully conducted the regional training in Kuala Lumpur on 30 November – 05 December 2009 which was attended by representatives from 10 countries. The objectives of the training which include pilot testing of the training package for wider dissemination and use; communicating the foundational principles of Islamic law and how they relate to land and property rights; developing knowledge, networks and capacity on Islamic approaches to land and property rights; and generating possible action plans and strategies for utilizing the package in university and work place were achieved. In addition, major actors who were involved in the training agreed in principle to initiate and collaborate in 4 additional projects which are all related to taking the Islamic land agenda forward including the translation of the training package into local language using their own funds.
- **Scoping Methodology in Kenya** - GLTN through TCBB of UN-HABITAT is supporting the Government of Kenya in its land reform agenda through its involvement in the Development Partners Group in Land (DPGL). One of the key activities of the reform process is to prepare Kenya's human resources in the land sector in the implementation of the recently approved National Land Policy. The scoping work is expected to produce a preliminary training program and a methodology which sets out processes and methods needed to develop human capacity particularly in the context of a new land legislation or reform. The scope has been expanded and additional resources has been mobilised from Sida-Kenya. However, the activity incurs major delays and is still awaiting government decision to start the assessment.
- **Conduct of Governance, Gender and Grassroots Mechanism Training** – GLTN, in partnership with Training and Capacity Building Branch (TCBB) of UN-HABITAT, has successfully conducted this training from 17-19 November 2009. The training aimed to facilitate the understanding of the concept of land governance, showing the link between good land governance and gender equality as well as genuine grassroots participation and exploring, identifying and unpacking competencies that contribute to good land governance. The training was attended by 26 participants from diverse backgrounds coming from 17 countries in Africa, Asia and the Caribbean.
- **Mainstreaming land training within UN-HABITAT** - One of the key objectives of GLTN is to mainstream land-related training packages within UN-HABITAT. So far, GLTN through TCBB has conducted land training for South Sudan government including some key stakeholders in the sector using the training materials from transparency in land administration. South Sudan

has recently passed new land law this year. Furthermore, GLTN has assisted in the preparation of Gender Training Course for the staff of UN-HABITAT's Regional Office for Asia and the Pacific (ROAP) which includes sessions on land and housing. It is envisioned that the said training will be rolled-out to other regional offices.

#### **Outcome 4: GLTN Institutional Capacity**

Strengthened GLTN institutional capacity to carry out equitable land rights.

##### **4.1 Network of members and partners**

###### **4.1.1 Increased Number of Partners and Members**

By end of December 2009, the Network has expanded to forty-two (42) partners as compared to thirty-three (33) partners by end of 2008. Please see Attachment 1 for reference. Not only has the number of partners grown, but the quality of partnership has also shown marked improvements as some of the new partners have started to jointly implement activities and a number of others are submitting activity proposals for co-funding.

Moreover, the total number of registered GLTN members in the web is 1,387 representing 135 countries.

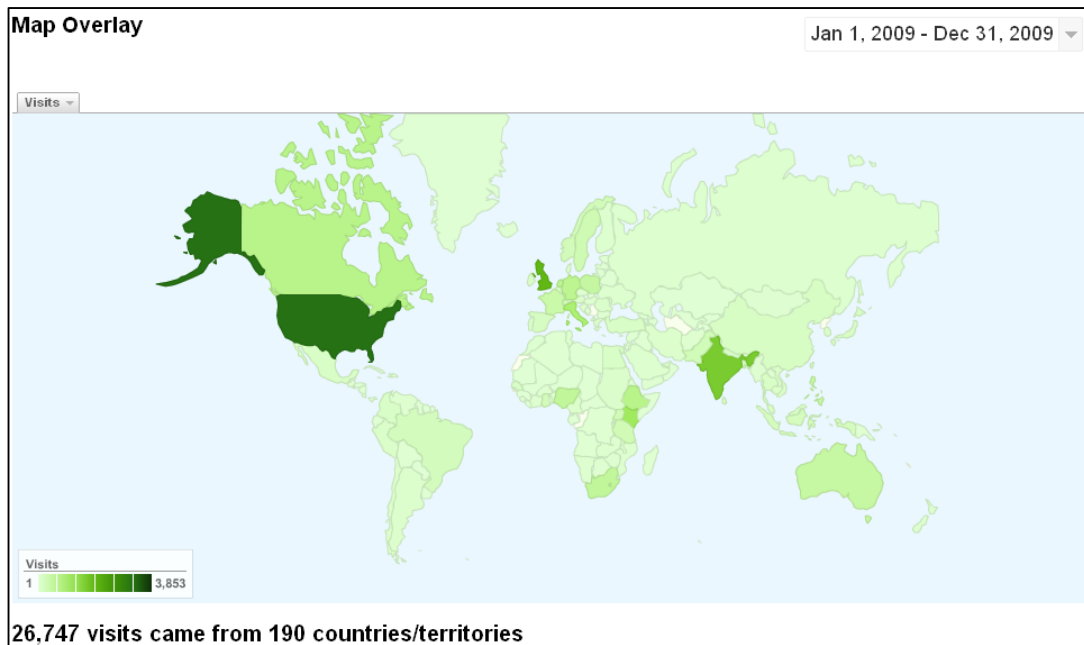
###### **4.1.2 GLTN Initiatives to Increase Donor Funding**

GLTN is continuously working to increase funds and funding sources. In 2009, GLTN managed to get additional funds from Cities Alliance to support work on the enumerations tool and GTZ has contributed an additional resources in the conduct of situational analyses on land tenure in select countries. In Kenya, Sida (Country Programme) has extended the project for two (2) years to support two (2) in UN-HABITAT including additional resources for country activities. The Emergency Cluster on Human Affairs is co-funding the activities in the development of post-conflict guidelines. To date, GLTN, working with partners, is preparing a draft proposal to Bill and Melinda Gates Foundation (BMGF) focussing on developing and implementing land tools.

###### **4.1.3 Improved Web Management**

GLTN website was thoroughly restructured in early 2008. In March 2008, the site was also listed as a professional statistical online tool which will enable improved reporting on the users of the site. Statistics showed that from in 2009, there were about 26,747 unique visitors in the web from 190 countries (see Figure 1). Also, a total of 82,339 e-publications have been downloaded from the GLTN e-library by end of December 2009. GLTN is at present working to further improve the web.

Figure 1. Map Overlay of GLTN Web Visitors



## 4.2 Efficient and effective project and financial management

### 4.2.1 On Project Management

**IAB/SC** - GLTN implementation has been continuously guided by the Steering Committee (SC) and advised by the International Advisory Board (IAB). For 2009, at least two (2) meetings were convened for the International Advisory Board (IAB) and three (3) for the Steering Committee and one (1) meeting with the IAB. Moreover, constant communications were also being made to the SC/IAB members for any important updates and information.

**In-House Agreements (IHAs)** – The recent management audit of the Global Division (including GLTN) in July 2009 has highlighted 'In-House Agreements' as pioneered by GLTN as a good management tool to improve working relationships within the Agency in line with the principles of MTSIP/ENOF. In 2009, GLTN has continued to work (and disburse funds) through internal partners like the Training and Capacity Building Branch (TCBB), Global Urban Observatory (GUO), Disaster and Post-Conflict Section (DPCS) and Housing Policy Section (HPS).

**Project Management System (PMS)** - The PMS is a basic program that is expected to automate most of the administrative requirements of GLTN including preparation of reports, monitoring of progress of each, and consolidating and management of activities and their status. It will also serve as the virtual communication between staff and management and amongst staff. At present, the PMS is being tested by inputting some sample data into the system specifically in regards to 2009 transactions.

**Work Programme Planning and Management** - GLTN, as part of the planning strategy in the quality assurance mechanism, has come up with an 'activity proposal template' which partners can use in generating joint activities/undertakings with the Secretariat or with other partners. This will ensure better transparency in the planning and budgeting process as well address the problems related in delayed implementation of joint activities with partners due to time delays in negotiations and alignment with GLTN LFA and objectives. This was successfully tested during the Partners' Meeting in November 2009 in preparation for the work planning for 2010 and beyond. On the other hand, internal partners are also encouraged to discuss proposals and joint activities prior or during the October-November planning period.

**Alignments with UN-HABITAT's MTSIP (2008-2013) - GLTN operations** are now embedded in the objectives of the MTSIP Focus Area 3 (FA) Improved Access to Land and Housing including in the establishment of a Result-Based Framework indicators. There are three expected accomplishments (EAs) under FA 3 which include: 1.) Improved land and housing policies implemented, 2.) Security of tenure increased and 3.) Slum improvement and prevention policies promoted. GLTN as a programme is well aligned under EA 2 but will also contribute to EAs 1 and 3 and also coordinate other Focus Areas. In 2009, GLTN has been contributing to the agency-wide MTSIP reporting system.

#### 4.2.2 **On Financial Management**

The total budget available for GLTN basket in 2009 is equivalent to **USD 3,033, 166** (from Governments of Norway, Sweden and Cities Alliance). This includes the budget that was received in December 2009 for the last tranche of Sida funds in 2009 amounting to **USD 515, 817**.

Moreover, an amount equivalent to **USD 558, 678** on the previous Norwegian tranche account (Project CodeG049) was also made available in 2009.

Summing up, the grand total budget available for 2009 is about **USD 3,590, 844** with a corresponding expenditure level of **USD 3,051, 517** which is equivalent to **85%** and an average monthly expenditure of **USD 267, 469**. In 2008, GLTN only achieved **62%** disbursement rate with the average monthly expenditure at **USD 187, 231**.

About **40%** of the total expenditure amounting to **USD 1,221,255** has been provided to partners, including internal partners within UN-HABITAT, to implement key activities. In 2008, GLTN only disbursed about **20%** of the total budget received through the partners. The said funds provided to partners do not include the expenditures in regards to joint events/activities with partners (i.e. Voluntary Guidelines (FAO), IAB meetings, Partners' Meeting, etc.)

In summary, GLTN's performance in the financial management has greatly improved. GLTN views that the improvement is due to some improvements with the administrative processing with UN-HABITAT and UNON, continues disbursement of GLTN funds through the internal and external partners and advanced planning processes including early discussions with partners. Please see Attachment 2 for detailed joint financial reports.

#### 4.2.3 System of Quality Control

**Mid-Term Assessment** – The Mid-Term Assessment for GLTN has been initiated in 2009 and a draft report was available before the end of the year. The draft report particularly the key findings and recommendations was presented and discussed during the Partners’ Meeting in November and was also thoroughly discussed in the last IAB and SC meetings. Box No.1 below highlights the summary of the mid-term assessment report which may be included in UN-HABITAT's 2009 Annual Report. Final report of the assessment is expected in March/April 2010.

##### Box 1. Highlights of Mid-Term Assessment

###### **Independent Review Commends GLTN Achievements**

An independent mid-term review has commended the Global Land Tool Network ([www.gltn.net](http://www.gltn.net)) for its performance, recommending stronger staffing and funding in view of future challenges.

The Network was launched in 2006 and the programme with funding resources has started in late 2007 up to 2011. In the 2009 mid-term review, the experts noted that the network had *“achieved some significant successes with a small secretariat staff, a limited budget and in the face of administrative constraints. (...) It has established a network that includes many of the most important actors in the land sector; it has a ‘brand’ and credibility in the international land arena. Notable achievements have been attained in the areas of advocacy, research and tool development.”*

A large part of the network’s success lies in its ability to scale up by the use of partners’ capacities and contributions, enabling small funds to go a long way. Partners have shown their commitment to the vision and values of the network. The experts added: *“Secretariat staffs are also very motivated, skilled and committed. UN-HABITAT has been an enthusiastic supporter of the network and has contributed considerable staff and management time to ensure its success.”* The Programme is currently funded by the Swedish International Development Cooperation Agency (SIDA) and the Government of Norway.

*“With less than two years of effective funding, the network has made rapid progress in the development and documentation of land tools covering most of its targeted issues and themes. Forty-one of its own published documents were available on its Website as at 31st July 2009. There had been over 70,000 downloads of which over 16,000 were of GLTN documents.”*

The network has commenced important country-level activities in Kenya, Ethiopia, Liberia, Haiti and Botswana, and worked in many other countries as part of its research, tool development and training programmes.

The experts noted that on top of staff shortages, the network *“faces a number of challenges ahead”*:

- *Resourcing and managing its expansion into country-level activities.*
- *More efficient contracting and overcoming the constraints to procurement.*
- *Expanding Secretariat staff resources to make the most of emerging opportunities.*
- *Gaining wider awareness of Network activities among donors, land projects, government agencies, and consultants.*



**Quality Control Mechanisms** – A quality control mechanism has been drafted by the GLTN Secretariat and was discussed during the IAB and Steering Committee meetings. With this mechanism, the Secretariat is guided in ensuring quality in its outputs and publications. To support the communication strategy and in line with the quality control mechanism, a publications dissemination strategy has also been drafted and currently partially implemented. This is mainly based on existing work being undertaken like peer-review of draft documents/publications including the introduction of new strategies.

**GLTN Retreats** - So far, there have been three (3) retreats that were conducted in 2009. The first retreat was about planning for the year including concretising some strategies on partnership, moving forward on the development of key land tools and reaching agreement of responsibilities. The second retreat was more focused on the review of the programme implementation including getting some recommendations whether to push through or not certain delayed activities and discussion on new activities. The retreat resulted in the proposed revisions to 2009 work programme which was approved by the Donors subsequently. The third retreat was focused on the assessment of 2009 operations and preparation for 2010 work programme including decisions on partners' activity proposals. After the retreat, a draft work and financial plan was produced and this became the basis for submission to Donors.

#### **4. Key Challenges, Actions Taken and/or Way Forward**

1. **Expected Delays in Implementing 2010 Activities** – In previous years, GLTN used to submit its proposed work and financial plan to donors in November for the coming year. Subsequently, GLTN secured the approval of donors and the releases of funds immediately afterwards in the first quarter of the year. With the new framework agreements between Sida and UN-HABITAT and soon, between UN-HABITAT and Government of Norway, GLTN will have to follow the new timing and agreed schedule between UN-HABITAT and donors. While GLTN in principle support this arrangement, issues with regards to delays in the approval process and fund releases is emerging. GLTN only expects funds to be released for 2010 after the scheduled Annual Consultations in April. With the expected delays in receiving 2010 funds, the Secretariat is implementing the 2010 activities in a conservative manner and carefully disbursing the remaining (and limited) funds from 2009 due to cash flow considerations and due to lack of clear guidance on the timing of the releases of 2010 funds. This issue will result in delays in implementing the agreed activities with partners.

##### **Actions Taken/Way Forward:**

- The issue was raised with Donors and UN-HABITAT management.
2. **Scaling Up Constraints** - GLTN is expected to scale up its activities particularly as more funds are made available and an increase in the number of partners is expected. However, the Secretariat continues to face some challenges, particularly in scaling up the activities mainly due to the following:

- **Small Number of Staff, Expanding Network and Increasing Activities-** While increases in the number of partners and members is an indication of Network's strength; it is also in a way an added task to the staff. The staff, aside from communicating with different partners and members, has to coordinate them with regards to joint activities and plans, bridge the gaps, if it exists, play the "negotiator" role, in cases of potential disputes/conflicts, supervise the delivery of the agreed outputs, provide technical advice and monitor their activities and involvement with GLTN. Thus, GLTN Secretariat is in a critical position at this point and some risks are looming including delays and to some extent, quality of the work. This was highlighted in the Mid-Term Assessment Report.

The GLTN civil society and grassroots organisations have found the call for proposals process and the technical assistance and documentation linked to the projects to be useful and have indicated that they want to continue with this and scale it up. To be able to do this requires additional funding and a review of the governance structure of GLTN in terms of accountability for funding which is not part of the basket but which is part of GLTN's activities. This is essentially a new level of partnership.

Also, as GLTN grows there is an increasing demand by other UN-HABITAT programs to use GLTN dedicated staff. This impacts the delivery of the GLTN's work programme.

- **Lack of Innovative Legal Framework for UN Secretariat to Disburse with Partners** - GLTN is exploring with legal experts and Programme Support Division (PSD) of UN-HABITAT on how to innovatively disburse funds to partners. Seemingly, there is no existing procurement or legal measures within the UN Secretariat about these innovative instruments which are flexible enough to expedite project implementation by disbursing more funds through partners.
- **Administrative Delays** – While there are some improvements in this area, especially in the second half of 2009, GLTN continues to see this as a continuing challenge.

#### **Actions Taken /Way Forward:**

- **Administrative Counterpart** - The Secretariat has spent considerable time negotiating with management, legal team and concerned units within UN-HABITAT/UNON to expedite GLTN implementation particularly in pushing for a possible administrative counterpart ("retainers") that could improve production and increase delivery of outputs. However, the initiative to outsource some 'administrative' functions was discouraged especially when GLTN found out that UN Office for Project Services (UNOPS) will be charging GLTN an additional 8% administrative cost over and above the standard 13% support costs for UN-HABITAT. In addition, it was felt that GLTN should first explore with UNON on how to expedite the processes.
- **Negotiations with UNON** - In collaboration with PSD, Global Division and with the assistance from the Legal expert, GLTN was able to reach some agreements with UNON-HRMS on how to fast track procurement of individual consultants. Also,

- UNON procurement unit has agreed, in principle, to fast track the procurement of service providers / vendors. PSD of UN-HABITAT is leading and following up on this.
- **Seeking More Funding Support** - One of the objectives of GLTN in seeking further financial resources from donors is to secure additional funding for additional staff.
  - **Exploring Additional Staff** – With the initial results of the Mid-Term Assessment regarding the need of more staff in the Secretariat, the IAB has agreed (and has endorsed) for the need of additional staff to the Secretariat. Sida, on the other hand, has stated that they have not set any staff ceiling. The Steering Committee has subsequently endorsed the recommendation of the IAB. The Secretariat, through UN-HABITAT, would seek clearance from the Government of Norway on this.
- 3. Staffing Issues and Turnovers-** GLTN has been in operation now for over three (3) years and has experienced growth in staff from 3 to 12 (with 4 staff being full time GLTN). As staff join and leave, more management supervision is required to ensure there is a smooth transition in regard to the allocation of functions and sharing out of work load. To date, the Secretariat has lost 3 staff permanently (PMO, P4 and Admin. Staff). Another staff, the gender focal person, is on special leave for whose replacement GLTN had to resort to the service of a consultant. Another staff (JPO), the focal person for grassroots mechanism, publications and post conflict/post disaster is leaving soon. The mid-term assessment has reported that any changes in staffing in the ‘small’ secretariat will greatly impact its operations. For now, the non-replacement yet of the Programme Management Officer (PMO) for 2.5 months is causing a lot of delays in regard to the closing of the 2009 accounts and financial reporting. Also, the remaining staff has to carry the workload and responsibilities of the staff that have already left. The administrative clerk will not be replaced and his functions have been distributed also to a new UN-HABITAT funded administrative staff.

**Actions Taken/Way Forward:**

- Efforts were made to fill up, on a temporary basis, the gap on human resources by hiring consultants. For example, in regards to GLTN’s focal person on gender.
- Efforts were also made to fill the vacant positions but the long but normal UN recruitment process is not helping GLTN in this regard. Staff is filling in the gaps while the recruitment process is still on-going
- UN-HABITAT has placed a temporary PMO for GLTN but it is becoming apparent that GLTN requires a full time PMO to cope with the demands of the work.
- A new PMO has been allocated by PSD to GLTN from 01 March 2010.

## 5. Summary Matrix of Achievements (January-December 2009)

|     | Goal/Outcomes/Outputs   | Core indicators   | Annual Targets   | Achievements (January-December 2009)                                    | Remarks/Particulars   |
|-----|---|---|--|---|---|
|     | Urban and rural poor have better access to land and security of tenure.                                 | Number of countries using a continuum/menu or range forms of tenure.  |  |   | Initial baseline data has been gathered. It is currently being updated and revalidated.   |
| 1   | Outcome 1:  |   |  |   |   |
|     | (Knowledge management)<br>Improved global knowledge to support the realisation of equitable land rights | Number of countries reporting improved perceptions of land rights/ tenure security through UN-HABITAT and GLTN partner assessments. |  |   |   |
|     |   | Number of countries implementing pro poor land sector reform.   |  |   | Initial baseline data has been gathered. It is currently being updated and revalidated.   |
|     | Outputs:  |   |  |   |   |
| 1.1 | Select land related best practices documented and disseminated consistent with GLTN values.             | Number of best practices in land programmes published.  | At least one (1) new best practice documented/ published |   | Most of the target research/documentation in Philippines, Benin and Mauritania were only agreed upon in July 2009. The activities are on-going. Some work on this output were postponed, i.e. Namibia flexible land tenure. |
|     |   |   | At least 250 monthly downloads from websites             | About 2,450 average monthly downloads from March 2007 to December 2009. | From March 2007 – December 2009, the publication downloads from the web is registered at 82,399. .  |

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|     | Goal/Outcomes/Outputs  | Core indicators   | Annual Targets   | Achievements<br>(January-December 2009) | Remarks/Particulars   |
|-----|--|---|--|---|---|
| 1.2 | Evaluations carried out of innovative land programmes consistent with GLTN values. | Number of evaluations carried out on innovative land policies and programmes.             | At least one (1) evaluation carried out  | 2                                       | 1. Impacts of Land Certification Initiatives in Ethiopia<br>2. Evaluation of the Impacts of India's Inheritance Law (First Phase)   |
| 1.3 | Priority research carried out addressing critical gaps.                            | Number of priorities research carried out.  | At least one (1) priority research carried out                                       | 1                                       | - A research on informal development in Europe with case studies in Greece and Albania was completed.<br><br>- The urban land markets for Africa research has started and has attracted enormous interests from various stakeholders. The study has expanded and additional US\$ 15,000 has been mobilized from UN-HABITAT. The study is still on-going<br><br>- Evaluation framework for continuum of land rights has been started but GLTN decided to continue to work on this as a tool with World Bank with some case study countries, e.g. Rwanda, Benin, Mexico and India |
| 2   | Outcome 2:   |   |  |   |   |
|     | (Advocacy)<br>Increased awareness of and commitment to equitable land rights       | Number of countries including pro poor land sector reform in PRSP or national strategies. |  |   |   |
|     | Outputs:   |   |  |   |   |
| 2.1 | Priority advocacy materials identified, produced and disseminated.                 | Number of advocacy materials produced and disseminated.                                   | At least three (3) advocacy materials produced, translated, printed and disseminated | 7                                       | 1. Citywide Strategic Planning Guidelines<br>2. Strategic Citywide Spatial Planning - A Situational Analysis of Metropolitan Port-au-Prince, Haiti<br>3. MTSIP FA 3 Policy and Strategy Paper on Land and Housing - <i>Preliminary Version</i><br>4. Flyer on 'The Social Tenure Domain Model - A pro   |

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|     | Goal/Outcomes/Outputs   | Core indicators                                      | Annual Targets   | Achievements (January-December 2009) | Remarks/Particulars  |
|-----|---|--|--|--------------------------------------|--|
|     |   |  |  |                                      | <p>poor land rights recording system'</p> <p>5. Brochure on 'Gender Evaluation Criteria for Large-Scale Land Tools'</p> <p>6. Not About Us Without Us (<i>Final Grassroots Mechanism Paper</i>)</p> <p>7. Brochure on 'The Global Land Tool Network – A multi-sector partnership on secure land tenure and reform'</p> <p>8. Land, Tenure and Housing Issues for Conflict-Displaced Populations in Georgia: Analysis and Proposals for Post-Conflict Recovery</p> <p>- There are at least ten (10) more publications in the pipe-line.</p> |
|     |   |  |  |                                      |  |
|     |   | Number of citations of GLTN materials.               | At least 10 land related institutions have used GLTN material in non GLTN forums                   |                                      | The enormous downloads of e-publications from the web reflects that GLTN materials are being used by various organisations in land. See 1.1 above.   |
|     |   |  |  |                                      |  |
| 2.2 | Forums used for advocacy and exposure to equitable land rights. | Number of scheduled presentations at meetings/forums | At least four (4) meetings/events organized at global level;<br><br>At least (4) keynote addresses | 13                                   | <p>Examples of organised/co-organised events.</p> <ol style="list-style-type: none"> <li>1. January 28-29, 2009, <b>Workshop on Islamic Land Law Training Package</b></li> <li>2. March 09, 2009, <b>Workshop on Social Tenure Domain Model (STDM)</b></li> <li>3. March 31, 2009, <b>MTSIP Focus Area 3 Policy and</b></li> </ol>   |

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|  | Goal/Outcomes/Outputs | Core indicators | Annual Targets                                       | Achievements<br>(January-December 2009) | Remarks/Particulars   |
|--|-----------------------|-----------------|--|---|---|
|  |                       |                 | made at global level                                 |   | <p><b>Strategy Paper Launch,</b></p> <ol style="list-style-type: none"> <li>4. April 01, 2009, <b>Gender Evaluation Criteria Brochure Launch and Update on Piloting in Nepal and Brazil</b></li> <li>5. April 27- May 22, 2009, <b>E-Forum on Land, Environment and Climate Change</b></li> <li>6. May 11-12, 2009, <b>International Workshop on Cadastral Index Mapping and Computerisation for Speedy and Pro-poor Rural Land Administration,</b></li> <li>7. June 9-12, 2009, <b>Post-Conflict Technical Workshop</b></li> <li>8. August 8-13, 2009, <b>STDM Field Test and Exit Workshop</b></li> <li>9. 15-16 October 2010, <b>International Conference on Land and Property Taxation: “Financing Affordable Housing in Cities: Towards Innovative Land and Property Taxation Systems”</b></li> <li>10. September 14-17, 2009, <b>Land and Conflict Technical Workshop</b></li> <li>11. September 28-October 02, <b>Writershop on 'Enumerations as a Tool for Tenure Security'</b></li> <li>12. November 2-3, 2009, <b>Putting the Grassroots Mechanisms into Practice Workshop, Nairobi, Kenya</b></li> <li>13. November 4-5, 2009, <b>Partners' Meeting, 'Enriching Partnership and Increasing Activities for Land Reform'</b></li> </ol> <p>At least ten (10) events/forums were participated by GLTN. See 2.2 of the Narrative Text above.</p> |
|  |                       |                 | At least (2) two web forums / video conferences made | 1                                       | One (1) E-forum on 'Land, Environment and Climate Change' and resulted in an enhanced Report on 'Global Land, Environment and Climate Change: Challenges, Responses and Tools'. This runs from 27th April to 22nd May 2010.   |

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|     | Goal/Outcomes/Outputs   | Core indicators  | Annual Targets  | Achievements<br>(January-December 2009)  | Remarks/Particulars   |
|-----|---|--|---|--|---|
|     |   |  |   |  |   |
| 2.3 | Global monitoring mechanism developed and piloted to assess security of tenure in select countries. | An operating global monitoring mechanism is available. | <p>At least two new countries piloting global monitoring mechanism.</p> <p>One global monitoring mechanism developed and implemented</p> <p>Support development of global/regional land indicator</p> | GLTN for now is only supporting the development of indicators by partners (WB, UNECA). | <p>- The land policy framework and guidelines for Africa has been adopted by African Union. A concept note and a road map for a tracking system have been completed in collaboration with the World Bank and UNECA. TOR for the development of a tracking system and indicators was completed.</p> <p>- Review of the WB Land Governance Administration Framework was also undertaken.</p> <p>- GLTN has started to work with Global Urban Observatory (UN-HABITAT) for the development of security of tenure indicators.</p> |



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|-----|--|---|---|---|---|
| 3   | Outcome 3:<br>(Tool development and capacity building)<br>Strengthened capacity to enhance quality of land governance, management and administration through pro poor gendered land tools on training activities | Number of countries piloting pro-poor land tools.                     | At least two (2) priority land tools piloted in countries.                | 2   | - STDM prototype has been piloted in Ethiopia.<br><br>- Gender Evaluation Criteria has been piloted in Brazil, Nepal and Ghana in partnership with Huairou Commission.<br><br>- Grassroots up-scaling criteria will be tested and piloted in partnership with Huairou Commission, SDI, Hakijamii Trust and ILC in 2010.   |
|     | Outputs:   |   |   |   |   |
| 3.1 | Priority land tools developed, piloted and disseminated.   | Number of priority land tools developed, piloted and disseminated.    | -At least two (2) priority land tools developed, piloted and disseminated | GLTN, at different stages, is working on the development of at least 12 tools including on cross cutting themes | GLTN is working in the following tools as follows:<br>1. STDM, 2. Gender Evaluation Criteria, 3. Post Conflict Guidelines, 4. Post Disaster Guidelines, 5. Land Governance, 6. Grassroots mechanism, 7. Land and Environment, 8. Capacity Building Mechanism, 9. Enumerations for Tenure Security, 10. Conceptual/Analytical Framework in Evaluating the Continuum of Land Rights |
| 3.2 | Country level strategy developed.  | Number of situation analysis studies at country level.                | At least two situation analyses at country level                          |   | GLTN, GTZ and Munich Technical University are working to come up with situational analyses in select countries. A tripartite agreement was forged and activities are expected to commence in 2010. GTZ is co-funding the activity in the amount of 10,000 Euros.  |
| 3.3 | Country level base line data (prior to tool development) compiled and  | Number of countries with baseline data compiled for tool development. | -At least two (2) new baseline lines compiled and disseminated.           |   | See 3.2   |

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|     |  |  |   |                              |   |
|-----|--|--|---|------------------------------|---|
|     | disseminated for select countries.   |  |   |                              |   |
| 3.4 | Strengthened donor coordination of the land sector in select countries.                              | Number of land sector HAC established at country level | -At least two (2) new countries formalising global donor coordination on land.                                | 2                            | GLTN continues to assist key partners in establishing better donor coordination in the land sector in Kenya, Ethiopia and Liberia. In Liberia, a Donor Land Group was established formally. GLTN/UN-HABITAT continues to play a key role in Kenya's Development Partners Group on Land (DPGL) as the Chairperson.   |
| 3.5 | Strengthened capacity at global, regional and national levels to implement pro poor land programmes. | Number of generic pro-poor guidelines.                 | -At least two (2) pro poor guides/guidelines;<br><br>At least 100 people trained (with at least 40 are women) | 2<br><br>More than 100       | -Completed Citywide Strategic Planning Guidelines and Guidelines for Implementing a Land Inventory.<br><br>- Post Disaster Guidelines and Post Conflict Guidelines are undergoing peer review, editing and lay outting.<br>- Preparation of Guidelines on Evictions, Expropriations and Compensation has started.<br><br>At least 4 international training/capacity building events were conducted in 2009, namely: 1. Islamic Land Workshop in January 2009, 2. Partners' Meeting Side Event on GLTN Orientation on Tools and Products in November 2009, 3. Grassroots, Gender and Governance Training in November 2009 and 4. Regional Training on Land law and rights in Islamic Context in November-December. About forty (40) percent of participants are women. |
| 4   | Outcome 4:<br>(GLTN institutional capacity)<br>Strengthened GLTN                                     | Diversity of donor funds.                              | Increase GLTN donors from 2 to 4 by 2010.   | 2 donors in the basket fund. | Governments of Sweden and Norway are currently funding GLTN. Additional funding from Cities Alliance for earmarked activities (participatory enumerations)  |

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|     |  |   |  |   |   |
|-----|--|---|--|---|---|
|     | institutional capacity to carry out equitable land rights                          |   | Increase GLTN funds by at least 10% (starting 2009).       |   | has been mobilised. GTZ has provided 10,000 Euros for earmarked activity (Situational Analyses of select countries). GLTN is negotiating with BMGF on a current draft proposal. .   |
|     |  | Increased number of GLTN funded activities implemented by partners. | At least three (3) activities implemented by GLTN partners | -At least 9 key activities implemented by external partners alone.<br><br>-About <b>40%</b> GLTN budget were utilized for GLTN funded activities by partners (internal/external). |   |
|     | Outputs:   |   |  |   |   |
| 4.1 | Strengthened network of members and partners.                                      | Number of partners  | -At least two (2) additional partners                      | 42  | By end of December 2009, only 33. Now, the number of partners increases to 42. See Attachment 1.  |
|     |  | Number of GLTN members  | -At least 10% increase in membership                       | 1,387 (62% increase from 2008)  | 1,387 individual members registered representing 140 countries.   |
|     |  | Diversity of partners and members.                                  | -Lobbying partners, members and donors join GLTN           | 73% of all countries represented.   | Representing 140 countries (out of 192 UN-Member states). About 73%.<br><br>- Additional funds for the Basket come from Cities Alliance. GLTN activities received additional funding support from UN-HABITAT, GTZ, Sida-Kenya and other partners. |
| 4.2 | Efficient and effective project and financial management at the Secretariat level. | Improved absorption and disbursement capacity of the Secretariat.   | At least 90% of funds are disbursed by GLTN                | 85% disbursement rate as of 31 December 2009. (only 62% disbursement rate in 2008)  | Disbursement per month in 2009 = US\$ 267,469 compared to USD 187, 231 per month in 2008.   |

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|     |   |  |  |   |   |
|-----|---|--|--|---|---|
|     |   |  | GLTN budget to increase by at least 10 %   |   |   |
|     |   | Ratio of funds disbursed by secretariat versus partners. | -At least two cooperation agreements signed each year between the Network and global partners. | At least 4 agreements signed with partners (internal/external).   | At least 9 cooperation agreements and about 4 in-house agreements (within UN-HABITAT) were signed. About 40% of the total expenditure has been provided to partners.  |
| 4.3 | System of quality control developed for network activities and outputs. | Guidelines on quality control in place and implemented.  | At least one quality control assessment conducted.   | <ul style="list-style-type: none"> <li>- all publications are being reviewed by a qualified editor</li> <li>- most reports are being reviewed internally</li> <li>- joint activities are being monitored/ reviewed by GLTN and partners</li> <li>- Mid Term Review</li> </ul> | <ul style="list-style-type: none"> <li>- Quality control mechanism is in place and most features are being implemented. For example, STDM peer review and international peer review of the training package on land and property rights in the Muslim world.</li> <li>- Draft publications dissemination strategy has been produced and partly being implemented</li> <li>- Retreats and meetings are also venues to ensure quality of GLTN outputs/materials.</li> <li>- A draft Mid-Term Assessment Report is available by end of December 2009.</li> </ul> |

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**Attachment 1. Updated List of Partners**

As of February 2010

| No. | Partners per Segment/Cluster  | Focal Persons/Contacts    | Emails (contacts)  |
|-----|---|---------------------------|--|
|     | <b>Rural/Urban International Civil Societies</b>                        |                           |  |
| 1   | AGRA (Alliance for Green Revolution in Africa)                          | Joan Kagwanja             | <a href="mailto:JKagwanja@agra-alliance.org">JKagwanja@agra-alliance.org</a> |
| 2   | COHRE (Centre on Housing Rights and Evictions)                          | Salih Booker              | <a href="mailto:salih@cohre.org">salih@cohre.org</a>                         |
| 3   | FIAN International  | Sofia Monsalve            | <a href="mailto:mosalve@fian.org">mosalve@fian.org</a>                       |
| 4   | FIDA (International Federation of Women Lawyers)                        | Stella Ugomba             | <a href="mailto:fidalawyers@yahoo.com">fidalawyers@yahoo.com</a>             |
|     |   | Surinder Kapila           | <a href="mailto:skapila@usaid.gov">skapila@usaid.gov</a>                     |
| 5   | (GRET) Groupe d'Echange et de Recherche Technologiques                  | Philippe Lavigne Delville | <a href="mailto:lavignedelville@gret.org">lavignedelville@gret.org</a>       |
|     |   | Aurore Mansion            | <a href="mailto:mansion@gret.org">mansion@gret.org</a>                       |
| 6   | Hakijamii Trust (Economic and Social Rights Center)                     | Malcolm Langford          | <a href="mailto:malcolm@hakijamii.org">malcolm@hakijamii.org</a>             |
|     |   | Andrea Fitriano           | <a href="mailto:upc@urbanpoor.or.id">upc@urbanpoor.or.id</a>                 |
|     |   | Humphrey Otieno           |  |
|     |   | John Muhia                |  |
| 7   | HC (Huairou Commission)   | Jan Peterson              | <a href="mailto:jan.peterson@huairou.org">jan.peterson@huairou.org</a>       |
|     |   | Birte Scholz              | <a href="mailto:birtescholz@gmail.com">birtescholz@gmail.com</a>             |
|     |   | Emelita Salamanca-Neyra   | <a href="mailto:lees_prince@yahoo.com">lees_prince@yahoo.com</a>             |
|     |   | Violet Khayacha Shivitse  |  |
|     |   | Castorina Villegas López  |  |
|     |   | Esupat Ngulupa            | <a href="mailto:esupat_3@yahoo.com">esupat_3@yahoo.com</a>                   |
|     |   | Luz Maria Sanchez Hurtado | <a href="mailto:marilush_2308@yahoo.com">marilush_2308@yahoo.com</a>         |
| 8   | HIC (Habitat International Coalition) - Housing and Land Rights Network | Davinder Lamba            | <a href="mailto:davinderlamba@gmail.com">davinderlamba@gmail.com</a>         |

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| <b>No.</b> | <b>Partners per Segment/Cluster</b>  | <b>Focal Persons/Contacts</b> | <b>Emails (contacts)</b>   |
|------------|--|-------------------------------|--|
| <b>9</b>   | ILC (International Land Coalition)   | Michael Taylor                | <a href="mailto:m.taylor@landcoalition.org">m.taylor@landcoalition.org</a>         |
|            |  | Calisto Ribeiro               | <a href="mailto:calisto@tdm.co.mz">calisto@tdm.co.mz</a>                           |
|            |  | Ms. Dabiru Leena              | <a href="mailto:dabiru.leena@gmail.com">dabiru.leena@gmail.com</a>                 |
|            |  | Armando Decano Jarilla        | <a href="mailto:tfnational@yahoo.com">tfnational@yahoo.com</a>                     |
|            |  | Mino Harivelo Ramaroson       | <a href="mailto:hardi@moov.mg">hardi@moov.mg</a>                                   |
|            |  | Tim Bending                   | <a href="mailto:t.bending@googlemail.com">t.bending@googlemail.com</a>             |
| <b>10</b>  | SDI (Slum/Shack Dwellers International)  | Sheela Patel                  | <a href="mailto:sheela@sparcindia.org">sheela@sparcindia.org</a>                   |
|            |  | Beth Chitekwe-Biti            | <a href="mailto:beth@courc.co.za">beth@courc.co.za</a>                             |
|            |  | Celine d'Cruz                 | <a href="mailto:celinedcruz@mac.com">celinedcruz@mac.com</a>                       |
|            |  | Louise Cobbett                | <a href="mailto:louise@sdinet.org">louise@sdinet.org</a>                           |
|            |  | Blessing Mancitshana          | <a href="mailto:blessing@courc.co.za">blessing@courc.co.za</a>                     |
|            |  |                               |  |
|            | <b>International Training/Research Institutions</b>                                |                               |  |
|            |  |                               |  |
| <b>11</b>  | IHS (Institute for Housing and Urban Development Studies)                          | Carlos Morales                | <a href="mailto:c.morales@ihs.nl">c.morales@ihs.nl</a>                             |
|            |  | Carley Pennink                | <a href="mailto:c.pennink@ihs.nl">c.pennink@ihs.nl</a>                             |
|            |  | Saskia Ruijsink               | <a href="mailto:saskia.ruijsink@unhabitat.org">saskia.ruijsink@unhabitat.org</a>   |
| <b>12</b>  | IIED (International Institute for Environment and Development)                     | Camilla Toulmin               | <a href="mailto:camilla.toulmin@iied.org">camilla.toulmin@iied.org</a>             |
| <b>13</b>  | IIUM (International Islamic University Malaysia)                                   | Khalid Rashid                 | <a href="mailto:skrashid@hotmail.com">skrashid@hotmail.com</a>                     |
|            |  | Mohd Akram Shair Mohammad     | <a href="mailto:jagdeen@yahoo.com">jagdeen@yahoo.com</a>                           |
|            |  | Mr. Bahardeen Alauddin        | <a href="mailto:nfo@indoarabforum.com">nfo@indoarabforum.com</a>                   |
| <b>14</b>  | IRGLUS (International Research Group on Law and Urban Space)                       | Edesio Fernandes              | <a href="mailto:edesiofernandes@compuserve.com">edesiofernandes@compuserve.com</a> |
| <b>15</b>  | ITC (International Institute for Geo-Information Science and Earth Observation)    | Chris Paresi                  | <a href="mailto:paresi@itc.nl">paresi@itc.nl</a>                                   |
|            |  | Jaap Zevenbergen              | <a href="mailto:zevenbergen@itc.nl">zevenbergen@itc.nl</a>                         |
| <b>16</b>  | Lincoln Institute of Land Policy   | Martin Smolka                 | <a href="mailto:mamolka@lincolninst.edu">mamolka@lincolninst.edu</a>               |
| <b>17</b>  | N-AERUS (Network-Association of European Researchers on Urbanisation in the South) | Alain Durand-Lasserre         | <a href="mailto:a.durand-lasserve@wanadoo.fr">a.durand-lasserve@wanadoo.fr</a>     |
|            |  |                               |  |
| <b>18</b>  | RDI (Rural Development Institute)  | Tim Hanstad                   | <a href="mailto:timh@rdiland.org">timh@rdiland.org</a>                             |
|            |  | Anna Knox                     | <a href="mailto:annak@rdiland.org">annak@rdiland.org</a>                           |

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| No. | Partners per Segment/Cluster   | Focal Persons/Contacts | Emails (contacts)  |
|-----|--|------------------------|--|
| 19  | Terra Institute  | David Stanfield        | <a href="mailto:jdstanfi@wisc.edu">jdstanfi@wisc.edu</a>   |
|     |  | Mark Anthony Rolo      | <a href="mailto:rolo@wisc.edu">rolo@wisc.edu</a>   |
| 20  | TUM  | Holger Magel           | <a href="mailto:magel@landentwicklung-muenchen.de">magel@landentwicklung-muenchen.de</a>           |
|     |  | Jorge Espinoza         | <a href="mailto:espinoza@landentwicklung-muenchen.de">espinoza@landentwicklung-muenchen.de</a>     |
| 21  | UEL (University of East London)  | Siraj Sait             | <a href="mailto:s.sait@uel.ac.uk">s.sait@uel.ac.uk</a>   |
| 22  | UWI (University of West Indies)  | Asad Mohammed          | <a href="mailto:Asad.Mohammed@sta.uwi.edu">Asad.Mohammed@sta.uwi.edu</a>                           |
|     |  |                        |  |
|     | <b>International Professional Bodies</b>                                   |                        |  |
|     |  |                        |  |
| 23  | CASLE (Commonwealth Association of Surveying and Land Economy)             | Clifford Dann          | <a href="mailto:CliffDann@aol.com">CliffDann@aol.com</a>   |
|     |  | Eugene Silayo          | <a href="mailto:silayo@aru.ac.tz">silayo@aru.ac.tz</a>   |
| 24  | FGF (Federation des Geometres Francophone (FGF))                           | Rafic Khouri           | <a href="mailto:r.khouri@geometre-expert.fr">r.khouri@geometre-expert.fr</a>                       |
|     |  | Alain Gaudet           | <a href="mailto:fgf@geometre-expert.fr">fgf@geometre-expert.fr</a>                                 |
| 25  | FIG (International Federation of Surveyors)                                | Stig Enemark           | <a href="mailto:enemark@land.aau.dk">enemark@land.aau.dk</a>                                       |
|     |  | Markku Villikka        | <a href="mailto:markku.villikka@fig.net">markku.villikka@fig.net</a>                               |
| 26  | IU (International Union for Land Value Taxation)                           | Alanna Hartzok         | <a href="mailto:earthrts@pa.net">earthrts@pa.net</a>   |
| 27  | Lantmateriat (National Land Survey of Sweden)                              | Tommy Osterberg        | <a href="mailto:tommy.osterberg@lm.se">tommy.osterberg@lm.se</a>                                   |
|     |  | Kristina Bwire-Lund    | <a href="mailto:kristina.bwire-lund@lm.se">kristina.bwire-lund@lm.se</a>                           |
| 28  | Royal Institution of Chartered Surveyors                                   | Emily Darko            | <a href="mailto:edarko@rics.org">edarko@rics.org</a>   |
|     |  | John Tracey-White      | <a href="mailto:jtracey-white@rics.org">jtracey-white@rics.org</a>                                 |
|     |  | Saad Yahya             | <a href="mailto:sya@nbi.ispkenya.com">sya@nbi.ispkenya.com</a>                                     |
|     |  | Bernadette Gitari      | <a href="mailto:bernadette.gitari@ke.knightfrank.com">bernadette.gitari@ke.knightfrank.com</a>     |
| 29  | Statens kartverk (Norwegian Mapping Authority, Cadastre and Land Registry) | Helge Onsrud           | <a href="mailto:helge.onsrud@statkart.no">helge.onsrud@statkart.no</a>                             |
|     |  |                        |  |
|     | <b>Bilateral Organisations</b>   |                        |  |
|     |  |                        |  |
| 30  | BMGF (Bill and Melinda Gates Foundation)                                   | Diana M. Grusczyński   | <a href="mailto:Diana.Gruszczyński@gatesfoundation.org">Diana.Gruszczyński@gatesfoundation.org</a> |
| 31  | GTZ (German Technical Cooperation)   | Dorith von Behaim      | <a href="mailto:Dorith.von-Behaim@gtz.de">Dorith.von-Behaim@gtz.de</a>                             |
|     |  | Antii Seelaf           | <a href="mailto:Antii.Seelaff@gtz.de">Antii.Seelaff@gtz.de</a>                                     |

**Attachment 3** - 2009 Annual Progress and Financial Report  
IAB Meeting, 27 March 2010

| <b>No.</b> | <b>Partners per Segment/Cluster</b>                         | <b>Focal Persons/Contacts</b> | <b>Emails (contacts)</b>   |
|------------|---|-------------------------------|--|
| <b>32</b>  | MCC (Millenium Challenge Corporation)                       | Jolyne Sanjak                 | <a href="mailto:sanjakj@mcc.gov">sanjakj@mcc.gov</a>   |
|            |   | Richard Gaynor                | <a href="mailto:gaynorm@mcc.gov">gaynorm@mcc.gov</a>   |
| <b>33</b>  | Norwegian Ministry of Foreign Affairs                       | Erik Berg                     | <a href="mailto:erik.berg@mfa.no">erik.berg@mfa.no</a>   |
| <b>34</b>  | SIDA (Swedish International Development Cooperation Agency) | Mikael Atterhog               | <a href="mailto:mikael.atterhog@sida.se">mikael.atterhog@sida.se</a>                               |
|            |   | John Ndiritu                  | <a href="mailto:john.ndiritu@foreign.ministry.se">john.ndiritu@foreign.ministry.se</a>             |
|            |   |                               |  |
|            | <b>Multilateral Organisations</b>                           |                               |  |
|            |   |                               |  |
| <b>35</b>  | Cities Alliance   | Billy Cobbette                | <a href="mailto:wcobbett@citiesalliance.org">wcobbett@citiesalliance.org</a>                       |
|            |   | Jean Cristophe Adrian         | <a href="mailto:jadrian@citiesalliance.org">jadrian@citiesalliance.org</a>                         |
|            |   | Andrea Merrick                | <a href="mailto:Amerrick@citiesalliance.org">Amerrick@citiesalliance.org</a>                       |
|            |   | Adele Hosken                  | <a href="mailto:ahosken@worldbank.org">ahosken@worldbank.org</a>                                   |
|            |   | Tewodros Alemu                | <a href="mailto:talemu1@citiesalliance.org">talemu1@citiesalliance.org</a>                         |
| <b>36</b>  | FAO (United Nations Food and Agricultural Organisation)     | Paul Munro-Faure              | <a href="mailto:paul.munrofaure@fao.org">paul.munrofaure@fao.org</a>                               |
|            |   |                               | <a href="mailto:Anni.Arial@fao.org">Anni.Arial@fao.org</a>   |
| <b>37</b>  | IFAD (International Fund for Agricultural Development)      | Harold Liversage              | <a href="mailto:h.liversage@ifad.org">h.liversage@ifad.org</a>                                     |
| <b>38</b>  | UNECA (United Nations Economic Commission for Africa)       | Isatou Gaye                   | <a href="mailto:igaye@uneca.org">igaye@uneca.org</a>   |
|            |   | Josué Dioné                   | <a href="mailto:JDione@uneca.org">JDione@uneca.org</a>   |
| <b>39</b>  | UNEP (United Nations Environment Programme)                 | Lambrechts Christian          | <a href="mailto:Christian.Lambrechts/UNEP/NBO/UNO@UNON">Christian.Lambrechts/UNEP/NBO/UNO@UNON</a> |
|            |   | David Jensen                  | <a href="mailto:David.Jensen@unep.ch">David.Jensen@unep.ch</a>                                     |
|            |   | Stephen Twomlow               | <a href="mailto:stephen.twomlow@unep.org">stephen.twomlow@unep.org</a>                             |
| <b>40</b>  | UNIFEM (United Nations Development Fund for Women)          | Inés Alberdi                  | <a href="mailto:ines.alberdi@unifem.org">ines.alberdi@unifem.org</a>                               |
|            |   | Jean-Luc Bories               | <a href="mailto:jean-luc.bories@unifem.org">jean-luc.bories@unifem.org</a>                         |
|            |   | Yamina Djacta                 | <a href="mailto:djacta@un.org">djacta@un.org</a>   |
| <b>41</b>  | UN-HABITAT (United Nations Human Settlements Programme)     | Mohamed El-Sioufi             | <a href="mailto:Mohamed.El-Sioufi@unhabitat.org">Mohamed.El-Sioufi@unhabitat.org</a>               |
| <b>42</b>  | World Bank  | Klaus Deininger               | <a href="mailto:kdeininger@worldbank.org">kdeininger@worldbank.org</a>                             |
|            |   | Mercedes Stickler             | <a href="mailto:mstickler@worldbank.org">mstickler@worldbank.org</a>                               |
|            |   |                               |  |



## Attachment 2. Joint Financial Report

**Global Land Tool Network (GLTN)**  
 Status of Expenditures in US\$  
 Joint Reports: Project Codes: G052 (GLO08S06), G054 (GLO08S13), G056 ( GLO09S07)  
**Expenditures as at 31 December 2009 in US\$**

|   |           |
|---|-----------|
| Total amount received from Norway, SIDA and Cities Alliance | 4,142,078 |
| Total Expenditure as at 31 Dec 2009                         | 3,648,248 |
| Fund Cash Balance as of 31 Dec 2009                         | 493,828   |

| Budget Line | Description  | Total Budget | SIDA Actuals 2008 | Norway Actuals 2008 | Combined Actuals 2008 | SIDA Actuals 2009 | Norway Actuals 2009 | Cities Alliance Actuals 2009 | Combined Actuals 2009 | 2010 Budget | 2011 Budget |
|-------------|--|--------------|-------------------|---------------------|-----------------------|-------------------|---------------------|------------------------------|-----------------------|-------------|-------------|
| 10          | Personnel  |              |                   |                     |                       |                   |                     |                              |                       |             |             |
| 1101        | International Project Staff L4 LTPAS                       | 326,988      | 0                 | 0                   | 0                     | 105,811           | 71,177              | 0                            | 176,989               | 102,645     | 75,000      |
| 1102        | International Project Staff L4 TCBB                        | 247,436      | 0                 | 0                   | 0                     | 97,436            | 0                   | 0                            | 97,436                | 75,000      | 75,000      |
| 1109        | International Project Management Officer                   | 302,995      | 0                 | 0                   | 0                     | 85,907            | 49,279              | 0                            | 135,186               | 90,000      | 70,000      |
| 1151        | International Consultants                                  | 614,139      | 96,046            | 72,484              | 168,532               | 173,750           | 141,655             | 0                            | 315,405               | 100,000     | 100,000     |
| 1301        | Project Administrative Support                             | 45,835       | 0                 | -166                | -166                  | 8,888             | 0                   | 0                            | 8,888                 | 17,000      | 17,000      |
| 1601        | Mission Costs (Core Staff)                                 | 412,255      | 56,627            | 25,330              | 81,957                | 32,023            | 30,276              | 0                            | 62,300                | 95,000      | 75,000      |
| 1701        | GLTN Web & PMS Management                                  | 18,474       | 0                 | 0                   | 0                     | 9,044             | 0                   | 0                            | 9,044                 | 0           | 0           |
| 1900        | Project Personnel Total                                    | 1,968,121    | 152,675           | 97,649              | 250,324               | 512,859           | 292,388             | 0                            | 805,247               | 479,645     | 412,000     |
| 20          | Sub-contracts and Partnerships                             |              |                   |                     |                       |                   |                     |                              |                       |             |             |
| 2201        | Web Page   | 60,000       | 0                 | 0                   | 0                     | 0                 | 0                   | 0                            | 0                     | 20,000      | 20,000      |
| 2202        | Sub-Contracts  | 406,600      | 0                 | 0                   | 0                     | 0                 | 6,600               | 0                            | 6,600                 | 150,000     | 150,000     |
| 2203        | Partnerships   | 1,784,620    | 237,500           | 290,000             | 527,500               | 210,071           | 757,120             | 0                            | 967,191               | 230,000     | 200,000     |
| 2900        | Training Total   | 2,251,220    | 237,500           | 290,000             | 527,500               | 210,071           | 763,720             | 0                            | 973,791               | 400,000     | 370,000     |
| 30          | Training   |              |                   |                     |                       |                   |                     |                              |                       |             |             |
| 3201        | Workshops and Expert Group Meetings                        | 344,321      | 52,603            | 30,000              | 82,603                | 67,988            | 101,839             | 51,669                       | 221,494               | 110,000     | 10,000      |
| 3202        | Training   | 5,000        | 0                 | 0                   | 0                     | 0                 | 0                   | 0                            | 0                     | 5,000       | 0           |
| 3204        | Participants Tickets and DSA                               | 333,728      | 17,023            | 75,233              | 92,256                | 77,125            | 4,717               | 0                            | 81,842                | 55,000      | 25,000      |
| 3205        | International Advisory Board                               | 52,926       | 926               | 0                   | 926                   | 12,454            | 0                   | 0                            | 12,454                | 24,500      | 17,500      |
| 3900        | Training Total   | 735,975      | 70,552            | 105,233             | 175,785               | 157,565           | 106,556             | 51,669                       | 315,790               | 194,500     | 52,500      |
| 40          | Equipment  |              |                   |                     |                       |                   |                     |                              |                       |             |             |
| 4101        | Expendable   | 375          | 0                 | 188                 | 188                   | 0                 | 188                 | 0                            | 188                   | 0           | 0           |
| 4201        | Non Expendable   | 16,976       | 0                 | 239                 | 239                   | 0                 | 3,237               | 0                            | 3,237                 | 4,500       | 4,500       |
| 4900        | Equipment Total  | 17,351       | 0                 | 426                 | 426                   | 0                 | 3,425               | 0                            | 3,425                 | 4,500       | 4,500       |
| 50          | Miscellaneous  |              |                   |                     |                       |                   |                     |                              |                       |             |             |
| 5201        | Printing, Translation, Dissemination                       | 356,634      | 39,740            | 0                   | 39,740                | 34,050            | 104,666             | 0                            | 138,735               | 109,534     | 72,674      |
| 5202        | Monitoring and Evaluation                                  | 105,908      | 8,464             | 3,823               | 12,287                | 19,077            | 33,151              | 1,033                        | 53,261                | 20,306      | 18,268      |
| 5301        | Miscellaneous and Communication                            | 13,252       | 976               | 0                   | 976                   | 3,228             | 4,502               | 0                            | 7,729                 | 3,292       | 1,724       |
| 5900        | Miscellaneous Total  | 475,794      | 49,182            | 3,823               | 53,005                | 56,355            | 142,339             | 1,033                        | 199,726               | 133,132     | 92,666      |
| 9900        | Total  | 5,448,462    | 509,909           | 497,131             | 1,007,040             | 936,849           | 1,308,428           | 52,702                       | 2,297,979             | 1,211,777   | 931,666     |
|             | (Agency Support from Government of Norway 13% & SIDA 7.5%) | 506,725      | 38,243            | 64,627              | 102,870               | 70,264            | 170,096             | 0                            | 240,359               | 93,620      | 69,875      |
| 100         | Grand Total  | 5,955,186    | 548,152           | 561,758             | 1,109,910             | 1,007,113         | 1,478,523           | 52,702                       | 2,538,338             | 1,305,397   | 1,001,541   |

Note: UN-HABITAT and the Government of Norway is still negotiating the new 2010-2011 Framework Agreement which will provide additional funding for GLTN for 2010-2011.

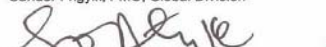
Prepared by:

  
 Amrita Jaichia/Teresa Kagonia

Cleared by:

  
 Sandor Frigyk, PMO, Global Division

Certified by:

  
 Jeremiah Atuke, Chief, Accounts Section (UNON)

Approved by:

  
 Antoine King, Director, Programme Support Division

  
 United Nations Office at Nairobi  
 ACCOUNTS SECTION  
 Budget and Financial  
 Management Service

*Jan 26/2010 c*