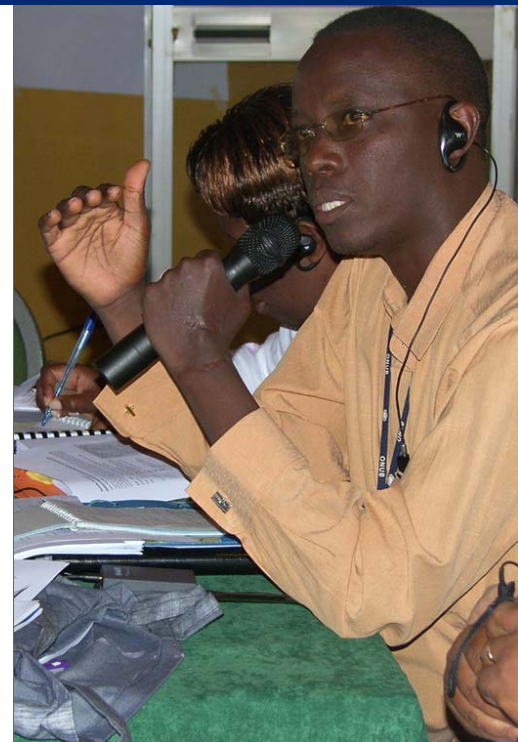




USAID
FROM THE AMERICAN PEOPLE

TRAINING ON BEST PRACTICES FOR LAND TENURE AND NATURAL RESOURCE GOVERNANCE IN EAST AND CENTRAL AFRICA

REGIONAL COURSE NO. I, KIGALI, RWANDA



2-7 DECEMBER 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by ARD, Inc.

Prepared for the United States Agency for International Development, USAID Contract Number PCE-I-00-99-00001-00, Lessons Learned: Property Rights and Natural Resource Management (GLT 2), under the Rural and Agricultural Incomes with a Sustainable Environment (RAISE) Indefinite Quantity Contract.

Implemented by:

ARD, Inc.
P.O. Box 1397
Burlington, VT 05402

COVER PHOTOS: Left: Peter Hetz, ARD, Inc.; Right: ARD, Inc.

TRAINING ON BEST PRACTICES FOR LAND TENURE AND NATURAL RESOURCE GOVERNANCE IN EAST AND CENTRAL AFRICA

REGIONAL COURSE NO. I, KIGALI, RWANDA

2-7 DECEMBER 2007

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

- ACRONYMS.....III
- PREFACE V
- 1.0 INTRODUCTION AND COURSE OVERVIEW 1
- 2.0 EVALUATION METHOD 3
- 3.0 EVALUATION RESULTS.....5
 - 3.1 MODULES5
 - 3.2 FIELD TOURS.....7
 - 3.3 OVERALL COURSE.....8
- 4.0 CONCLUSIONS AND LESSONS FOR FUTURE REGIONAL COURSES .11
- APPENDICES
- APPENDIX 1. BEST PRACTICES FOR LAND TENURE AND NATURAL
RESOURCE GOVERNANCE IN EAST AND CENTRAL AFRICA
TRAINING COURSE ANNOUNCEMENT 13
- APPENDIX 2. BEST PRACTICES FOR LAND TENURE AND NATURAL
RESOURCE GOVERNANCE IN EAST AND CENTRAL AFRICA
TRAINING COURSE AGENDA 17
- APPENDIX 3. TRAINING COURSE PARTICIPANTS25
- APPENDIX 4. BIOGRAPHIES OF TRAINING RESOURCE PERSONS.....29
- APPENDIX 5. LAND TENURE AND PROPERTY RIGHTS COUNTRY ACTION
PLANS35
- APPENDIX 6. USAID EAST AFRICA MODULE.....49
- APPENDIX 7. PARTICIPANT EVALUATION FORMS.....53
- APPENDIX 8. PARTICIPANT EVALUATION RESULTS.....69

ACRONYMS

HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IDP	Internally Displaced Person
LTPR	Land Tenure and Property Rights
NRG	Natural Resource Governance
ToT	Training of Trainers
USAID	United States Agency for International Development

PREFACE

There is a continuing need to understand and communicate 1) how property rights issues change as economies move through various stages of economic growth, democratization, and in some cases from war to peace, and 2) how these changes require different property rights reform strategies and sequencing to foster further economic growth, sound resource use, and political stability. The lack of secure and negotiable property rights is one of the most critical limiting factors to achieving economic growth and democratic governance throughout the developing world. Insecure or weak property rights have negative impacts on:

- Economic investment and growth;
- Governance and the rule of law;
- Environment and sustainable resource use, including parks and park land, mineral resources, and forestry and water resources; and
- Biodiversity and sustainable resource exploitation.

At the same time, robust and secure rights (along with other economic factors) can promote economic growth, good governance, and sustainable use of land, forests, water, and other natural resources.

USAID is making a strategic commitment to developing a stronger, more robust policy for addressing property rights reform in countries where it operates. “Property rights” refers to the rights that individuals, communities, families, firms, and other corporate/community structures hold in land, pastures, water, forests, minerals, and fisheries. Property rights range from private or semi-private to leasehold, community, group, shareholder, or types of corporate rights. As land is a main factor for economic production in most USAID-presence countries, it is the main focus of this Lessons Learned: Property Rights and Natural Resources Management Task Order under the Rural and Agricultural Incomes with a Sustainable Environment Indefinite Quantity Contract.

The objectives of this task order include:

1. Transferring lessons learned in property rights and natural resource management to date to USAID management, Missions, and partners;
2. Developing curricula and offering courses on land tenure and property rights issues (including best methodologies and sequencing of reform steps) for staff in USAID’s geographical regions and operating units in Washington;
3. Conducting studies on the environmental, economic, or political impacts of land privatization or reform in USAID’s geographical regions;
4. Developing and testing analytical and impact measurement tools for property rights reform in support of programs developed or implemented by USAID; and
5. Providing USAID Missions and operating units with specific evaluation, design, and support of property rights reform activities.

The task order is managed by ARD, Inc., on behalf of USAID. It is a mechanism of the USAID/Economic Growth, Agriculture, and Trade Division/Natural Resources Management/Land Resources Management Team. Its period of performance is August 2004 through May 2008. Dr. Gregory Myers (gmyers@usaid.gov) is the task order’s operating Cognizant Technical Officer.

I.0 INTRODUCTION AND COURSE OVERVIEW

The information herein highlights the results of the participant evaluations completed to assess the *Best Practices in Land Tenure and Natural Resource Governance Short Course* held in Kigali, Rwanda from 2-7 December 2007. Forty-two participants took part in the course, comprising national decision makers and USAID mission staff from Burundi, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda.

The course comprised four modules addressing property rights issues: 1) Natural Resource Governance and Biodiversity, 2) Gender Issues in Land and Resource Tenure, 3) Land Administration and Markets, and 4) Resource-based Conflict and Stabilization. Modules were comprised of one to three presentations on best practice approaches from the region, followed by discussions and typically one group learning exercise, including role plays and problem analyses. Each module concluded with an interactive learning session in which country groups worked together to undertake rapid assessments of their country situations corresponding to the module theme. One coordinator was assigned to lead each module and oversee the work of the other contributing resource persons who gave presentations. A total of 14 resource persons (including module coordinators) provided facilitation and technical support during the interactive group sessions. Support for enhancing presentation and facilitation skills of resource persons and for improving the cohesion of the modules and course was provided during a two day Training of Trainers seminar held prior to the course.

Two field tours were offered on the third day of the course, highlighting approaches undertaken in Rwanda to address tenure issues. Upon their return, participants gathered to reflect on what they had learned from the tours and assess the strengths and weaknesses of the approaches they had witnessed. On the final day, participants used their situational assessment exercises to work in their groups and develop country action plans, enabling them to apply what they had learned to address the situations in their own countries.¹ Appendix 1 provides the course announcement. Appendix 2 contains the course agenda while Appendix 3 provides the list of course participants. Appendix 4 presents biographies of the training module coordinators and resource persons. Appendix 5 provides the country action plans.

The training course was followed by a one-day module for USAID staff only on Saturday, December 8. The purpose was to acquaint mission staff in the eastern Africa region with concepts, approaches and tools for the programming of land tenure and property rights in USAID programs. Appendix 6 provides a description of the module, its objectives and the agenda.

Course materials, presentations, and reports are available at: <http://www.ardinc.com/projects/project.php?area=Regions&tid=779>.

¹ As a capacity-building exercise, action planning is not meant to take the place of or conflict with any actual government planning process.

2.0 EVALUATION METHOD

Participants filled out short evaluation forms on each of the four course modules and the field visit they made. These were filled out immediately upon the conclusion of each module and the visit, and then a more comprehensive form was completed at the end of the program to evaluate the overall course. These forms are included as Appendix 7.

The evaluation forms for the modules request that participants rank their overall satisfaction with the module and each presentation, the degree to which the module met each of the stated module objectives, and the degree to which the module was relevant to the participant's work and their learning objectives. Rankings ranged from 1-5, with 5 being the highest score. Space was provided to allow participants to provide comments for each item they ranked, as well as provide overall comments on the module. The form for the field tours followed a similar format, except that participants were asked to rank their satisfaction on the tour that they attended, rather than presentations.

The form for the overall course asked participants to rank each module, the relevance of the course to the overarching course objectives, items pertaining to overall course content, specifics of course logistics, and their overall satisfaction and learning. In addition, participants were asked to elaborate on:

- The highlights of the course,
- Topics they would have liked to cover in greater depth,
- Topics participants felt too much time was spent on,
- Their preferences for a course with broad thematic coverage versus a narrower focus, and
- Additional suggestions.

3.0 EVALUATION RESULTS

The tabulation of the evaluation results and the assembly of participant commentary (see Appendix 8) indicate that the course was a considerable success. Fours and fives dominated a significant majority of the ranking questions, while the qualitative feedback is primarily of a laudatory nature. Even participants offering suggestions for improvement on items tended to rate their satisfaction with the item as high or somewhat high.

The vast majority of participants completed evaluation forms for each module and the overall course. Nearly all of them took the time to respond to each of the questions, including the qualitative ones on the evaluation form for the overall course. Many participants also provided additional commentary to supplement their rankings and provided additional comments on the module evaluation forms. The rankings in the tables provided below are typically based on sample sizes between 30 and 35.

3.1 MODULES

Modules and their corresponding presentations and working group sessions were highly regarded, with all of these items averaging between 4 and 5. The two modules ranking highest in both the post-module and post-course evaluations were the Resource-Based Conflict module (4.60) and the Natural Resource Governance module (4.56)².

The presentations scoring the highest were:

1. Best Practices for Forming Civil Society-Government Partnerships, presented by Annie Kairaba, Odenda Lumumba, and Rose Mwebaza (4.67);
2. Approaches for Resettlement and Restitution of Refugees and IDPs, presented by Margaret Rugadya (4.65); and
3. LTPR Concepts and Definitions, presented by Michael Roth (4.64).

Table 1. Module 1 - Natural Resource Governance

Criteria	Weighted Average
Module Content	
Overall	4.77
Session 1: LTPR Concepts and Definitions	4.64
Session 2: Mechanisms for Strengthening Property Rights	4.58
Session 3: Devolving Resource Rights	4.45
Session 4: Co-management Models	4.52
Session 5: Rapid Situational Assessment	4.06
Working Group: Rapid Assessment – Natural Resource Governance	4.18
Relevance of Module Content to Objectives	
Why property rights to natural resources are important	4.42
Effective mechanisms for formalizing rights to natural resources	4.00
Policy and approaches to devolution of natural resources	3.91
Options governments can pursue to improve natural resource governance	3.68
Tools for appraising LTPR issues and sequencing	3.85
Overall Relevance to:	
Your work	4.42
Your learning objectives for the course	4.50

² These figures refer to the averages of module rankings for the overall course evaluation form when participants were asked about each module simultaneously. Participants were also asked to provide an overall ranking for each module in the module evaluation forms filled out following their respective module. In this case, the same two modules were scored most highly of all modules, but the NRG module averaged 4.77 while the Resource-Based Conflict module averaged 4.64. However, these rankings were based on significantly lower respondents since the question was apparently not sufficiently visible on the forms.

Table 2. Module 2 – Gender Issues in Land and Natural Resource Rights

Criteria	Weighted Average
Module Content	
Overall	4.59
Session 1: Gender Role Play Presentation	4.37
Working Group Session: Gender Role Play	4.54
Session 2: Strengthening Women’s Land and Natural Resource Rights	4.57
Relevance of Module Content to Objectives	
Why women’s property rights to land and natural resources are important	4.11
How HIV/AIDS affects women’s property rights to land	3.73
Options for strengthening women’s property rights	3.79
Overall Relevance to:	
Your work	4.29
Your learning objectives for the course	4.32

The highest ranked working group session was the Situation Assessment exercise on Resource-Based Conflict (4.76), followed by the group exercise on Working with Civil Society (4.69)—both of which formed part of Module 4 on Resource-Based Conflict.

The commentary on the Resource-Based Conflict module reflected its high ratings. One participant remarked that the module contained “extremely useful material to be used for programming future activities.” “(The) module has been very informative and fed by practical examples,” another commented. A third participant noted, “Country team participation was evident” in this module.

Comments on the Natural Resource and Governance module, which also included the introductory presentation on Land

Tenure Concepts and Definitions and the presentation on the Situational Assessment Tool, were more mixed. While several felt the presentations were “excellent,” “very relevant,” “very useful,” or “very good,” some complained about lack of time, especially for the group work. One individual recommended a deeper treatment of how “elements of solidarity, values, culture and traditions” interface with property rights and governance.

“Excellent,” “thought-provoking” and “well presented” were some of the comments on the Land Administration and Markets module. Criticism addressed the need for less dense material, more discussion time, and inclusion of gender considerations.

Table 3. Module 3 – Land Administration and Markets

Criteria	Weighted Average
Module Content	
Overall	4.42
Session 1: Land Rights, Registration and Titling	4.38
Session 2: Policies and Strategies for Land Rental Markets	4.25
Session 3: Alternative Tenure Models for Community Lands	4.31
Working Group: Rapid Assessment – Land Administration and Markets	4.11
Relevance of Module Content to Objectives	
Links between property rights, access to capital and growth	4.23
Pros and cons of property rights registration	4.19
How to stimulate land rental and sales markets	4.17
Alternative property rights and land use models for community lands	4.17
Overall Relevance to:	
Your work	4.28
Your learning objectives for the course	4.38

Several participants critiqued the Gender module. Some argued that it was too narrow and did not sufficiently capture broader gender concerns, other vulnerable populations or disparate experience across Africa. Others praised the module, one for raising complex and challenging issues in a “thought-provoking” manner, which another noted do not have “clear cut” solutions.

When it came to evaluating the degree to which the modules achieved their stated objectives, average ratings declined somewhat, with the exception of the Resource-Based Conflicts module. There were various calls for more examples of models and approaches for the other three modules. Scores ranged between 3.68 and 4.55 in this category of evaluation.

On average, the Resource-Based Conflict module was ranked as most pertinent to participants' work (4.73) and learning objectives (4.55), followed by the Natural Resource Governance module averaging 4.42 and 4.50, respectively.

3.2 FIELD TOURS

Participants had the option to engage in one of two field tours. The visit to Gasabo District provided the opportunity for participants to observe tenure arrangements designed to regularize informal urban settlements in the outskirts of Kigali. The remainder of the participants witnessed approaches for regularizing land tenure in the Northern Province. Both the tours and the group reflection session that followed scored average ratings between 4 and 5, with the tour to the Northern Province rating the highest (4.53). Nevertheless, it appeared that many participants rated tours they did not attend, especially in the case of the Northern Province in which 30 participants responded. Fourteen participants ranked the Gasabo District tour.

Median scores dropped in evaluating the degree to which the tours met with their intended objectives of demonstrating different stakeholder experience with the approaches shown (4.23) and demonstrating the effectiveness of the different approaches (4.10). In terms of relation of the tours to their work, participant rankings averaged 4.40. Relation to learning objectives scored 4.43.

Table 5. Field Tours

Criteria	Weighted Average
Field Tour Content	
Tour 1: Urban Informal Settlements, Kigali	4.46
Tour 2: Land Tenure Regularization, Eastern Region	4.53
Working Group: Tour Group Assessment	4.33
Relevance of Module Content to Objectives	
Demonstrated different stakeholder experiences	4.23
Demonstrated effectiveness of different approaches	4.10
Overall Relevance to:	
Your work	4.40
Your learning objectives for the course	4.43

Table 4. Module 4 – Resource-Based Conflict and Stabilization

Criteria	Weighted Average
Module Content	
Overall	4.64
Session 1: Civil Society-Government Partnerships	4.67
Session 2: Effective Institutions for Dispute Resolution	4.56
Session 3: Understanding Resource-Based Conflict	4.50
Session 4: Approaches for Resettlement/Restitution of Refugees and IDPs	4.65
Working Group: Working with Civil Society	4.69
Working Group: Rapid Assessment – Land Administration and Markets	4.76
Relevance of Module Content to Objectives	
Resource-based conflict and how resources can prompt/deepen conflict	4.55
Options for mitigating disputes/conflict over resources	4.55
How IDPs/refugees can be resettled post-conflict	4.36
Policies, actions, processes for engaging with civil society in land policy reform	4.55
Overall Relevance to:	
Your work	4.73
Your learning objectives for the course	4.55

Several participants described the tours as “informative” and “educational.” One participant from Burundi was keen to get copies of the frameworks used for the adjudication registers and dispute resolution registers in the Northern Province. Some expressed a desire to learn how the pilots informed the supporting legal framework, their cost effectiveness, the challenges confronted, and how the approach has fared in other (possibly less conducive) areas. Participants also wanted more opportunity to engage directly with beneficiaries and other locals.

3.3 OVERALL COURSE

In the overall evaluation, all elements of the course received average rankings between 4 and 5, including the modules, relation of course content to objectives, program content, logistics coordination, and overall satisfaction and learning. Together with a score of 4.68 for overall satisfaction and learning from the training, this suggests that the vast majority of participants came away from the course highly satisfied with their experience.

Among the three course objectives, participants were most satisfied that they had had the opportunity to share and discuss experiences and build their understanding of LTPR issues (4.71). Rated slightly lower at 4.59 was the feeling that they had broadened their knowledge of effective LTPR approaches. Their sense of being able to apply tools to assess LTPR issues and plan interventions was the weakest at 4.43.

The highest ratings were provided in the area of program content. Training program content scored 4.79, followed by resource person and facilitator quality (4.73) and relevance of program content to participants' work (4.71). Some participants called for integration of more practical case studies and examples. One noted that the summary provided at the end of each day was useful.

Evaluations of logistics factors presented a more mixed picture. Logistical coordination prior to and during the course indicated widespread satisfaction with scores of 4.63 and 4.76, respectively. One individual suggested sending out the participant list in advance, while another advised printing out presentations. The quality of the conferencing facilities and services received average ratings of 4.41. Quality of accommodations diminished to 4.25 with one individual reporting their laundry having disappeared. Several participants were disappointed with the food, with one participant describing it as "monotonous." This scored the weakest of all aspects of the course at 4.09.

Participants contributed extensive feedback and suggestions to the questions soliciting qualitative input. The highlights of participants' training experiences were varied, but a few participants mentioned the action planning exercises. Two individuals attending the Northern Province field tour identified it as the highlight of their experience, with one citing satellite imagery technology for land adjudication he became acquainted with

Table 6. Overall Course

Criteria	Weighted Average
Modules	
Module 1: Natural Resource Governance and Biodiversity	4.56
Module 2: Gender Issues in Land and Natural Resource Rights	4.47
Module 3: Land Administration and Markets	4.44
Module 4: Resource-based Conflict and Stabilization	4.60
Field Tours	4.32
Country Group Assessments and Action Plans	4.45
Relevance of Module Content to Objectives	
Share experiences, discuss, build understanding LTPR issues	4.71
Broaden knowledge of effective LTPR policies & approaches	4.59
Learn & apply tools to assess LTPR issues and design interventions	4.43
Overall Program Content	
Course module and objectives clearly stated	4.68
Content of the training program	4.79
Relevance of program content to your work	4.71
Effectiveness of training methods for achieving course & mod objectives	4.53
Appropriate balance—presentation, discussion, group exercises	4.41
Quality of resource persons and facilitators	4.73
Quality and sufficiency of course materials	4.64
Logistics Coordination	
Pre-course logistical coordination	4.63
Logistics coordination during course	4.76
Quality of conferencing facility	4.41
Quality of conferencing services	4.41
Quality of accommodations and hotel services	4.25
Quality of the food	4.09
Overall Satisfaction and Learning	
Overall training program experience	4.68

during the tour. Several participants mentioned particular modules or groups of modules they preferred, though none predominated.

Most participants favored the current broad-based thematic content of the course, as opposed to narrowing the course to fewer modules. Some felt that future courses devoted solely to particular modules would be helpful, including land administration and markets, conflict management/stabilization, and natural resource management.

While the vast majority felt that the balance of treatment between the modules was fair, a few would have preferred less time on natural resource governance. Thirteen participants favored more time on (certain aspects of) land administration and/or markets topics, though each module was mentioned by at least three respondents as needing more time. Other specific themes identified as needing further treatment included compensation, dispute resolution, economic benefits of community land demarcation, land policy and legal reform.

An overwhelming number of participants stressed the need for more time for discussion, sharing experiences among participants and group work. One individual suggested cutting back on the modules or presentations to achieve this, while many recommended extending the length of the course from anywhere between seven days and two weeks, and a less intense, crowded daily program to allow time for reflection and reading materials. One participant also called for more time to be devoted to field tours. Nevertheless, some participants felt that the program was just right and should be kept as it is.

Many felt there was insufficient time for countries to exchange and learn about one another's experiences. A suggestion was given to allow country teams to prepare their country situation prior to the course for presentation during the program, then improve on their analysis and identify solutions and actions during the course.

Several comments and suggestions were provided by only single participants, but bear mention for the depth of response or practicality of the suggestion. One individual perceived the opening ceremonies and introductions as too long. S/he suggested pairs of people introduce one another in small groups during the social or that introductions are conducted during the opening dinner. Another noted the need to improve some facilitators' ability to bring participants down from broad recommendations to concrete, practical actions. A suggestion was made to rotate facilitators/resource persons among groups to allow groups to benefit from different expertise and facilitation styles.

One participant called for featuring more community-based, integrated approaches to development, rather than sectoral models designed for replication across contexts, which have proven less effective. Another felt that action planning linked to possible USAID support was inappropriate and regressed from the emerging partnership paradigm of governments committing their own resources and donors matching these.

4.0 CONCLUSIONS AND LESSONS FOR FUTURE REGIONAL COURSES

Overall high levels of satisfaction with the course suggest that many of the elements of this course should be retained for future courses. Participants were pleased with the variety of course modules and their rich content. The quality of the presentations was highly rated as was the conveyance of good practice approaches. On the whole, modules were very relevant to participant professions and met squarely with their learning objectives. Significant appreciation was expressed about the group learning opportunities. Overall, this suggests that the course content and format are appropriate for the audiences being targeted by the course and should be retained.

Although the vast majority were pleased by the broad thematic coverage of the course, its short length proved challenging for many participants. While budget constraints are unlikely to make it practical to expand the course significantly, future courses should retain the multi-theme character but consider extending it from five to six days, while eliminating the USAID staff-only tools course. This is especially since the situational assessment tool is already integrated into the main course, the sequencing tool would dovetail as a precursor to the country group planning exercises, while the impact assessment tool could be folded into the final day to help participants begin to plan for impact assessment as they undertake intervention planning. The country rankings and issues tool requires little methodological orientation and could easily be included in USAID member packets to review on their own time. In addition, improvements are needed to the Gender module to infuse it with more good practice approaches, while the content of the Land Administration and Markets module needs to be less technical and dense, and more time devoted to this module.

The evaluations signaled a clear appreciation for the interactive group sessions. Participants also favored integrating more of their own country experiences through case studies and more ample discussion time. At the same time, some complained that the days were long and intense. Consideration should be given to restricting the number of presentations to no more than two per module, with a strict focus on best practice approaches, with more time allotted for discussion. For some of the interactive sessions, case studies consistent with the module themes could be presented by participant countries and analyzed by other country groups. Interactive country group situational assessments and country action planning should be retained with the latter presented as an exercise to build LTPR planning capacity, rather than an opportunity to secure donor funding.

Comments on facilitators suggest that some were stronger than others and that facilitation was perhaps not a strength of some resource persons. While future courses should continue to hold the two-day Training of Trainers (ToT) course to improve presentations and give resource persons a chance to improve or cultivate adult learning methods, selection of resource persons should also take into account their prior facilitation experience. Rotation of facilitators, as suggested by one participant, provides a useful alternative, even if only to expose participants to different facilitation styles. Moreover, the program should continue to employ a professional facilitator to host the ToT and to orchestrate the overall facilitation of the course.

The field tours highlighting approaches undertaken in the host country clearly enriched the course experience. However, the planning of future tours will want to take care that participants have an opportunity to hear from and engage with stakeholders affected by these approaches in order to enhance participant learning experiences.

Consideration should also be taken of ways to shorten the opening ceremonies, especially if held on the evening prior to the course. The suggestion to hold participant introductions during the social hour or dinner is a good one.

In the case of Kigali, limited selection of affordable hotels resulted in some shortcomings in terms of food and service. Site selection for subsequent courses may want to focus on places which have a broader selection of affordable options.

APPENDIX I. BEST PRACTICES
FOR LAND TENURE AND
NATURAL RESOURCE
GOVERNANCE IN EAST AND
CENTRAL AFRICA TRAINING
COURSE ANNOUNCEMENT



USAID
FROM THE AMERICAN PEOPLE

Short Course: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa

Announcement

USAID/Washington through its contract with the *Property Rights and Natural Resource Management* Task Order contracted under the ARD/RAISE IQC announces the Short Course on *Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa* scheduled for December 2-7, 2007 in Kigali, Rwanda.

The course has been designed by USAID and ARD, and it will be co-hosted with the Ministry of Lands, Environment, Forestry, Water and Mines (MINITERE) in Rwanda. It is intended to provide 35-40 decision makers from East and Central Africa the opportunity to network with fellow land policy and property rights practitioners to:

1. Share experiences, deepen discussion and build understanding of land tenure and property rights best practices in East and Central Africa; and
2. Learn and apply tools designed to help assess these issues and formulate targeted property rights interventions.

The course will invite participants from Burundi, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda. It is targeted to government policymakers and a limited number of USAID mission staff who address issues of land and property rights issues in their work. A course agenda is included with this announcement.

We would appreciate the Mission's assistance with the following:

- Can the Mission suggest 4-5 individuals engaged in land/natural resource related issues within the host government who would benefit from this course, and provide contact information including an email address or telephone number? The costs of their participation will be covered by the course organizers.
- Can the Mission suggest 2 staff that would benefit from this course and provide contact information?
- While the design, hosting and expenses of the instructors and host country participants for this course are being funded by USAID/Washington, we are asking if Missions can pay travel and per diem costs for mission staff participants. If necessary, the program will subsidize the cost of the participation of up to one of these two staff.
- Please advise us on the relevance of this course to your country and whether the dates will permit suggested participants from your country to attend.

In addition, on December 8, 2007, following the main training course, a one-day course devoted to Land Tenure and Property Rights Tools will be held specifically for USAID mission staff. This course is designed to assist staff to assess property rights issues, program interventions and evaluate the impact of those interventions. The agenda is forthcoming. We look forward to your staff attending.

Thank you for your attention. Please send responses and any queries to the addresses below:

Gregory Myers
CTO, Lessons Learned Task Order
GMyers@usaid.gov

Anna Knox
ARD Short Course Coordinator
aknox@ARDINC.com



APPENDIX 2. BEST PRACTICES
FOR LAND TENURE AND
NATURAL RESOURCE
GOVERNANCE IN EAST AND
CENTRAL AFRICA TRAINING
COURSE AGENDA



USAID
FROM THE AMERICAN PEOPLE

Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa

December 2-7, 2007

Venue: Novotel, Kigali, Rwanda

This short course will provide 35-40 national decision makers and USAID Mission staff working on land issues in East and Central Africa the opportunity to:

- 1. Share experiences, deepen discussion and build understanding of land and natural resource property rights issues affecting countries in the East and Central Africa region.**
- 2. Exchange experiences and broaden knowledge of effective property rights policies and approaches to address critical issues in the region.**
- 3. Learn and apply tools designed to help assess these issues and formulate targeted property rights interventions.**

Sunday, December 2

16:00 – 20:00 **Course Registration and Welcome**

16:00 – 18:00 Course Registration (6th Floor)

18:00 – 19:00 Introduction and Welcome (Government of Rwanda Representative),
Ikimashi Room, Ground Floor

Welcome Remarks (USAID Representative)

Importance and Overview of Land Tenure and Property Rights in the Context of USAID Programs (Peter Hetz, on behalf of Dr. Gregory Myers, USAID, Washington, DC)

Course Overview and Objectives (Michael Roth, ARD)

19:00 – 20:00 Participant Introductions and Social (Drinks and light snacks)

20:00 Dinner (Urugo Room, Ground Floor)



Monday, December 3

Course Introduction and Key Concepts

Chair: Michael Roth

Objectives: Provide participants with a common understanding of LTPR terms and concepts, 2) Orient participants around a common conceptual framework for relating LTPR constraints to potential remedial strategies; 3) Introduce the USAID situation assessment tool; 4) set the stage for country working teams, exercises and products

8:00–8:15	Introduction
8:15–8:45	Land Tenure Concepts, Trends, Issues, and Interventions (Michael Roth)
8:45--9:00	Questions and Clarifications
9:00–9:30	Situation Assessments – a tool for USAID to understand LTPR in country contexts
9:30–10:00	Developing a Country Team Action Plan
10:00–10:15	Tea Break

Module 1: Natural Resource Rights and Biodiversity Protection

Chair: Peter Hetz

Objectives: Help decision-makers understand and address the following: 1) Why are property rights over natural resources important? 2) What mechanisms can be used to formalize rights to natural resources? 3) What policy and administrative approaches have been effective for equitably devolving resource rights to local levels? 4) What options can governments pursue when governance systems are no longer capable of helping people manage and enforce property rights to land and natural resources? 5) Offer participants tools for appraising an LTPR situation and identifying and sequencing measures to address critical issues.

10:15–10:30	Introduction to Module and Objectives
10:30–11:00	Strengthening Property Rights to Improve Natural Resource Governance (Margaret Rugadya)
11:00–11:30	Devolving Resource Rights and Governance to Local Governments and Communities (Frank Muhereza)
11:30–12:00	Innovative Approaches - Using Property Rights for Wildlife Management (Patricia Kameri-Mbote)
12:00–12:30	Questions and Discussion
12:30--1:30	Lunch
1:30--2:00	Setting the Stage for the Country Team Action Plans (David-- Bledsoe)
2: 00–4:00	Country Team Workshops to include Tea
4:00–4:15	Country Teams Publish Results
4:15–5:00	Reflections on the Day: LTPR matrix, feedback, and evaluation

Country Team Workshop I -- Situation Assessment: Natural Resource Rights and Biodiversity Protection

Participants will form into their country groups. Drawing on key elements of the Situation Assessment Tool and “Quick Sheets” participants will characterize the property rights issues surrounding natural resource rights in their own contexts, locate these geographically, and select key actions that can be employed to address these issues. Each group will prepare an overview of the key issues and actions for “publication” at the end of the exercise. Each workshop output will be used for presentation and further analysis on Day 5.



Tuesday, December 4

Module 2: Gender Issues in Land and Natural Resource Rights

Chair: David Bledsoe

Objectives: Help decision-makers understand and address the following: 1) Why are women's property rights over land and natural resources important, and how do they differ from property rights for other vulnerable populations?, 2) How does the HIV/AIDS epidemic affect women's rights to land?, 3) What policy, administrative, judicial and institutional options exist for strengthening women's rights to land and resources, while still respecting local institutions and customs?

8:00--8:15	Introduction to Module and Objectives
8:15--8:45	Gender Role Play: Presentation (Justine Mirembe)
8:45--11:00	Role Play / Tea
11:00--11:30	Best Practices for Strengthening Women's Land Rights (Rose Mwebaza)
11:30--12:00	Ranking Challenges to Women's Land Rights at the Country Level
12:00--1:00	Lunch

Module 3: Land Administration and Markets

Chair: Michael Roth

Objectives: Help decision-makers understand and address: 1) What are the links between property rights, access to capital, investment and economic growth? 2) What are the pros and cons of registering property rights to individuals, households, groups and communities, and when is it likely to be appropriate? 3) How does one stimulate land rental and sales markets enabling both economic growth and equity? 4) What alternative property rights and land use models can facilitate higher economic value on community lands?

1:00-1:15	Introduction to Module and Objectives
1:15-1:45	Land rights and Economic Growth: Understanding the Conditions for Registration and Titling (Eddie Nsamba-Gayiiya)
1:45-2:15	Stimulating Land Rental Markets: Lessons from Kwa-Zulu Natal, South Africa (David Thomson)
2:15-2:45	Questions and Discussion
2:45-3:15	Alternative Tenure Models for Community Lands (Michael Roth)
3:15-3:30	Questions and Discussion
3:30-4:00	Tea Break
4:00-5:15	Country Working Groups—Land Administration and Markets Exercise
5:15-5:35	Reflections on the Day: LTPR matrix, feedback, and evaluation

Gender Role Play: Gender and Property Rights in East and Central Africa

The facilitators will engage the participants in a role play case study that emphasizes the importance of gender in land tenure and NR governance in East and Central Africa.

In the role play, country teams will assume the role of key stakeholders, develop their roles, and, by responding to prepared questions, identify issues, conflicts, and options that relate to women's land and natural resources property rights. The team members will also begin to see how LTPR projects can actually worsen women's property rights if the women-specific issues are not considered and acted upon.

Country Team Workshop 2 Situation Assessment: Land Administration and Markets

Drawing on the Situation Assessment Tool and Quick Sheets, Country Teams will characterize the issues surrounding land administration and land markets in their countries, and identify a set of possible actions that can be used to address these issues. Each group will document the key findings for "posting" at the end of the day. Further analysis and a complete country team action plan will be developed on Day 5.



Wednesday, December 5

Field Tour - Property Rights Models in Rwanda – 8 am to 3:30 pm

Coordinator: MINITERE/OFFICE OF THE REGISTRAR OF LAND TITLES

Objectives: To view first hand models designed to address key LTPR challenges and learn directly from the stakeholders involved about their experiences with these models.

Participants will be provided with background information on each of the tours along with key questions for consideration that are relevant to their specific tour.

8:00 Buses Depart from Kigali

Field Tour: Property Rights and Resource Governance Models in Rwanda

Two Field Tours will be organized by Ministry of Land, Resettlement, and Environmental Protection (MINITERE), Kigali City and the Office of the Registrar of Land Titles

The sites chosen will be unique in terms of populations affected and suitable policy and program interventions:

Tour 1: Tenure arrangements for informal urban settlements, Gasabo District, Kigali City. Hosted by MINITERE and Kigali City Council.

Tour 2: Land tenure regularization, Northern Province - Kirehe, Hosted by MINITERE and LTRP.

MINITERE will prepare an issues and background profile for each site which will be circulated to participants in advance of the Trip. Participants will also be provided with key questions for consideration that are relevant to their specific tour. Sign up lists will be provided and participants subdivided on a first come basis up to the capacity of transport.

KEY QUESTIONS:

- 1. How are land formalization, registration and titling assisting management of natural resources?**
- 2. How are women's land rights being addressed? Are co-ownership or women-headed households accommodated?**
- 3. How is public information and awareness being created? Who is making these campaigns?**
- 4. How will people measure the impacts/benefits of land registration and titling?**
- 5. What investments are being attracted to the area because of titling?**
- 6. How are disputes over land and resource access and use dealt with?**

Lunch and beverages will be provided on site.

5:00 Buses Return

7:00 Dinner

Tour Groups Assessment of Field Experience

Reflecting on the models they observed and stakeholder accounts, field trip participants will report the following morning on their reflections in response to the key questions, identify the strengths and weaknesses of the models they have observed, and suggest opportunities for strengthening these models.



Thursday, December 6

Module 4: Resource Based Conflict and Stabilization and the Role of CSOs

Chair: Peter Hetz

Objectives: Help decision-makers understand and address: 1) What do we mean by resource-based conflict, and how do resources either prompt or become the focus of conflict? 2) What options exist for mitigating disputes over resources and for preventing escalation to violent conflict? 3) How can IDPs and refugees be resettled in a post-conflict environment, in a way that diminishes the possibility for conflict to re-erupt?, 4) What policies, actions and processes are important for engaging civil society in land policy formulation in partnership with governments?

8:30 – 10:30 Field Trip Reflections and Best Practices among CSOs

8:30-8:40	Introduction to Day and Objectives
8:40 – 9:40	Field Trip Reflections
9:40 – 10:15	Best Practices: Forming Effective Civil Society Partnerships (Odenda Lumumba, Rose Mwebaza and Annie Kairaba)
10:15 – 11:15	Country Team Workshop 3 (Tea to be taken)
11:15-11:30	Report
11:30 – 12:15	Best Practices for LTPR Dispute Resolution Questions and Discussion (H. Ouedraogo) Group Photo
12:15 – 1:15	Lunch
1:15 – 2:00	Understanding Resource-based Conflicts (Chris Huggins)
2:00 – 2:45	Resettlement and Restitution of HLP Rights: Approaches and Best Practices (Margaret Rugadya)
2:45—4:15	Country Team Workshop 4 – Land and Resource Based Conflict (Tea to be taken)
4:15 – 5:00	2 Country Teams report
5:00–5:30	Reflections on the Day: LTPR matrix, feedback, and evaluation
7:00	Buses Depart for Social
7:30 – 9:30	Dinner and Social
10:00	Return to Hotel

Country Team Workshop 3:

Situation Assessment: Working with Civil Society Engaging civil society in land policy reform processes is not only a strategy for building democratic governance, but also for fostering stability. Country Teams will form to address the following questions:

- What are the key issues faced by your government to engage civil society on land/resource policy successfully?
- Drawing on best practices presented in the earlier presentations, what actions might be appropriate to take advantage of opportunities, overcoming constraints and forging partnerships?

One country team will present their findings in plenary. Workshop results will be used to inform Country Team Action Plans.

Country Team Workshop 4 - Situation Assessment: Land/Resource Based Conflict

Again working as country teams, participants will draw on key elements of the LTPR Matrix, presentations and the “Quick Sheets” to identify property rights issues arising from existing land/resource based disputes or wider conflicts, as well as the potential for such conflict to emerge/expand. Each country team will identify the connections between conflict situations and property rights in their own contexts. Groups will then document and publish their team results at the end of the day. Reports will be used contribute to a country action plan on Day 5.



Friday, December 7

Country Group Proposals: LTPR Assessments and Action Planning

Chair: Peter Hetz

Objectives: Each Country Team will have the opportunity to review and consolidate the results of earlier country team workshop sessions. Individual country action plans will: 1) Review the situation assessments that have been created during the week and provide greater clarity and/or detail to LTPR issues in their country; 2) Review the key sets of actions identified in each country team workshop output and prioritize these. 3) Present a country team action plan that can be used to attract donor and government support over the next 1-3 years.

- 8:00-8:15 Overview of Country Working Group Objectives and Tasks
- 8:15 – 9:00 **Country Team Working Session:** Review of situation assessments and outputs from each of the country team workshops – a review (P. Hetz).
- 9:00–10:30 **Country Team Working Session:** Each country team selects and prioritizes from among the issues and actions that have emerged in country teams. The Action Plan is developed around these. Use the ranking exercise to develop group consensus for priority issues. (Resource Persons)
- 10:30-10:45 Tea Break
- 10:00-12:00 **Country Team Working Sessions** (continued). Identify appropriate, specific actions/interventions that can be used to address your priority issues, and prepare final presentations on flip charts.
- 12:00–1:00 **Lunch**
- 1:00-2:45 **Presentation of Country Team Action Plans** – Each country team identifies the issues and actions that they have selected and packaged for donor support. Presentations will include a summary of LTPR issues for each country related to Training Modules. (15 minutes each)
- 2:45-3:00 Discussion and Audience Feedback
- 3:00–3:30 Testimonials and Reflections on the Week
- 3:30–3:45 Closing Remarks (Michael Roth, ARD)
- 3:45–4:00 Course Final Evaluations
- 4:00–6:00 Organized Shopping Trip or Participants Depart**



APPENDIX 3. TRAINING COURSE PARTICIPANTS

No	NAME	ORGANIZATION	TITLE	TELEPHONE	EMAIL
1.	SHIBESH GEBEYEHU BELAY	EPLAUA of Amhar	Land admn. dept. head	251 911039018	gebeyehu.belay@gmail.com
2.	GRACE KABARE	USAID/EA	PROG DEV.ASST	254-20-8622354	gkabare@usaid.gov
3.	SOLOMON ABEBE	MOARD	LAND ADMINISTRATION AND USE HEAD	251 911487101	Solomon Lalu
4.	ROBERT BUZZARD	USAID/KENYA	Environ/NRM TEAM HDR	254-20-862-2941	robuzzard@usaid.gov
5	ABERA HADERA	MOARD	LAND ADMINISTRATION AND USE HEAD	091 472275	
6	SHIMELIS KEBEDE	ARD INC ETHIOPIA	M&EVN SPECIALISATION	251 911891521	shimelisk@ardinceth.com
7	CONSTANTINE M.SHAYO	VICE PRESIDENTS OFFICE TANZANIA	PRINCIPAL ENVIRONMENT OFFICER	255 754403356	cmshayo@yahoo.com
8	AMAN MUDA	ETHIOPIA	LAND ADMINISTRATION AND USE HEAD	251 15535472	
9	SALAMAH MAGNUSON	USDA/SUDAN	TECHNICAL ADVISER		salamah_magnuson@yahoo.com
10	TOM O SIPUL	KENYA WILDLIFE SERVICES	HEAD-LANDS MANAGEMENT	072 5472722	tsipul@kws.org
11	NAOME KABANDA	MIN.OF LANDS ,HOUSING & URBAN DEVELOPMENT UGANDA	NW/GOV	256-77-580344	nbkabanda@mwlego.ug
12	BELAY DEMISSIE	ETHIOPIA	USAID/ETH	251 115510088	bdemissere@usaid.gov
13	MASALU MUSENE	UGANDA	REGISTRAR HIGH COURT	256 772454635	musene@judicature.gov.ug
14	RICHARD OPUT	MOLHUD UGANDA	COORDINATOR LAND TENURE REFORM	256 772412702	landproj@mwle.go.ug
15	OLAA AMBROSE	USAID/UGANDA	CONFLICT SPECIALISATION	256 772459444	olaaambrose@yahoo.co.uk
16	CHRISTINE GOTTSCHALK	USAID/UGANDA	N.YA.ADVISOR	256 772221677	chgottschalk@usaid.gov
17	REUBEN MURUGU	MINISTRY OF LANDS KENYA	COORDINATOR LAND POLICY	254 722664646	rmurugu@yahoo.com
18	RURANGWA EUGENE	OFFICE OF REGISTRA	REGISTRA OF LAND TITLES&DG/NLC	250 08305374	erburabgo@yahoo.fr
19	BAZA ANTOINE	GOVERNMENT	CONSEILLER/PRINCIPAL	257 79955292	ambaza60@yahoo.fr
20	CHRISTOPHE MUHIGIRA	ARD RWANDA	PROJECT COORDINATOR	250 08306677	intarekristof@hotmail.com
21	ISA OSMAN SHARIF	STATE MIN OF LAND DEVELOPMENT &WR-SKS	DIRECTOR GENERAL	012 2740039	
22	RYAN WASHBURN	USAID	ECON.DEV.OFFICER		rwashburn@usaid.gov
23	GIHUGU DIDACIENE	MINISTERE DE LA JUSTICE DIRECTION DES TITRES FORNCIERS (BURUNDI)	DIRECTEUR	00-257-79946558	gihugudida@yahoo.fr
24	TYE FERRELL	USAID	DG TEAM LEADER	250 08307942	tferrell@usaid.gov
27	RIZIKI NICOLE	MINALOC	DIRECTOR OF COMM.DVPT.SOC.OFF.UNIT	250 08611780	nicoleri2002@yahoo.fr
28	ABERA MULAT SABRO	USAID	HEAD LAND ADM.QUSE DEPT	091 6823022	
29	SANFORD KWAY	PMORALG	SENIOR FOREST OFFICER	075 4290074	sakway@pmorala.go.tz
30	ROBERT LADU	LAND COMMISSION SUDAN	CHAIRPERSON		robertluki@yahoo.com
31	MUKI SAMSON	UMAP/USDA	COORDINATOR	256 477108119	AKULIAMA1@HOTMAIL.COM
32	SHAKWAANANDE R.NATAI	MINISTRY OF AGRICULTURE	PRINCIPAL AGRICU.OFFICER	255 754893346	shakwaa@yahoo.co.uk
33	PETER K.KURIA	MINISTRY OF AGRICULTURE KENYA	DEPUTY DIRECTOR OF AGRICULTURE	254 0202721689	pkkuria2005@yahoo.com
34	DR. H SOSOVELE	WWF-TANZANIA	NRM POLICY PROGRAMME	255 222410144	hsosovele@wwftz.org

35	GILBERT MWENEDATA	USAID	CONFLICT ADVISOR	250 08306725	gmwenedata@usaid.gov
36	CHRISTINE MUTIMURA	MINIJUST	LEGAL ADVISOR	250 08825910	Mycrisp77@yahoo.com
37	KANA ASTERE	NATIONAL LAND COMMISSION	PRESIDENT	002 57844744	ntigwihisha@yahoo.fr
38	ASUKILE R KAJUNI	USAID/TZ	PROGRAM MANAGER	255 222668490	akajuni@usaid.gov
39	NIYONZIMA ALEXIS	M.E.A.T.P	DIR.AMENAGEMENT	777 44800	alexiny@yahoo.fr
40	KOMBO MWERO	MINISTRY OF LANDS	PERMANENT SECRETARY	254 722561439	ps@ardli.go.ke
41	PHILIP ODOKI	LAW REFORM COMM	SENIOR LEGAL OFFICER	077 2490524	podoki@ulrc.go.ug
42	TETA ISIBO	M.V.K	URBAN PLANNER	08606060	Teta.isibo@gmail.com

APPENDIX 4. BIOGRAPHIES OF TRAINING RESOURCE PERSONS

David Bledsoe, a senior attorney at the Rural Development Institute, is a land law and policy specialist with expertise in land access and tenure; land-related conflicts and dispute resolution; post-conflict land situations; customary and common property regimes and issues; land registration and other land administration functions; land expropriation; land valuation; and land-related institutional capacity building. He has performed rural fieldwork that assesses existing land situations for purposes of designing new land policy and legislation. David has evaluated a variety of proposed and existing land laws and policies, evaluated land administration systems, land market conditions, and institutional environments, and has made recommendations as to needed reforms and legislative/regulatory improvements. He has developed training programs designed to inform government officials and landowners about reforms and new legal, policy, and institutional regimes. He has worked in Angola, Albania, Burundi, China, Kyrgyzstan, Rwanda, Uganda, and Ukraine.

Peter Hetz has worked as a Natural Resource and Property Rights specialist in Africa, Asia and Europe for 30 years—with more than 20 years engaged in the development and offering of Africa-focused training programs for international, regional, national, and local audiences in these areas. He has an academic background in natural resources management and adult education, and has practiced in support of resource management and governance, biodiversity conservation, land use planning, community/customary land claims and titling, and public information and awareness. He is also ARD's Vice President for Technical Operations. He was resident in eastern Africa between 1977 and 1995, and has worked with ARD since 1996.

Chris Huggins is a researcher specializing in the links between access to natural resources, land rights, and violent conflict, particularly in Africa. In recent years he has worked in eastern and central Africa for Human Rights Watch, CARE, Oxfam GB and other major organizations. He was co-editor of *From the Ground Up: Land Rights, Conflict and Peace in Sub-Saharan Africa* (2005, ACTS Press/Institute for Security Studies), was a lead author on the 'Environment for Peace and Regional Cooperation' chapter for *Africa Environmental Outlook 2* (2004, UNEP) and wrote *Linkages between Different Levels of the Conflicts in Somalia*, (2003, Africa Peace Forum). He holds a Master's degree in Environmental Studies from Strathclyde University.

Annie Kairaba holds a Master of Arts in Development Studies, and has 15 years of experience in the Great Lakes Region and internationally in development issues, especially policy issues related to land, peace building, conflict resolution, and networking. Since 1997, to date, she holds the position of Director for Rwanda Initiative for Sustainable Development (RISD), which is a local Policy Research and Advocacy NGO, which is also the Rwanda National Coordinator of Land Net—the network that promote dialogue between Civil Society and the Government for a Sustainable and Pro-Poor Land Reform in Africa Region.

Patricia Kameri-Mbote is an Associate Professor of Law, an Advocate of the High Court of Kenya and Chair of the Department of Private Law, University of Nairobi. She has served as Director of Research and Policy Outreach, African Centre for Technology Studies in Nairobi. She was also a member of the Committee of Eminent Persons appointed by His Excellency the President of Kenya in February 2006 to advise the government on the way forward for the stalled constitution review process. She has also been identified by the World Conservation Union (IUCN) as a renowned thinker in the global environment and sustainable development field and served as a policy scholar at the Woodrow Wilson International Center for Scholars. Professor Kameri-Mbote studied law in Nairobi, Warwick, Zimbabwe, and Stanford. She is the Chair of the Seeds and Plant Varieties Tribunal in Kenya; a member of the IUCN Commission on Environmental Law and the Kenya National Academy of Sciences; and a board member of the Kenya Copyright Board, the Advocates Coalition for Development and Environment (ACODE-Uganda); Resources Conflict Institute (RECONCILE) and Women and Law in East Africa. She has consulted for many international and national agencies including the UK Department for International Development, the World Bank, USAID, the United Nations Environment Program, the United Nations Development Program, the World Intellectual Property Organization, the Norwegian Agency for Development Cooperation, and the Government of Kenya. She has published widely in the areas of international law, environmental law, women's rights and property rights and participated in international, regional, national and local conferences.

Kelly Kimball is a Project Manager at ARD, Inc., where she supports ARD's global Property Rights and Resource Governance Program. Prior to joining ARD, Kelly worked in Sarajevo as a program officer with the National Democratic Institute for International Affairs (NDI), managing grants; organizing workshops for political party leaders, legislators, and civic activists; and evaluating NDI's Bosnia-Herzegovina programs. Prior to her tour in Bosnia-Herzegovina, Ms. Kimball worked for three years in NDI headquarters in Washington, DC, providing support to field offices in the central and Eastern Europe region. She has a Bachelor of Arts degree in History from Connecticut College. Her international experience includes living, studying, and working in Bosnia-Herzegovina, Hungary, Poland, and Vietnam.

Anna Knox works as a Land Tenure and Natural Resource Governance Specialist at ARD, Inc. Before coming on board with ARD last February, she engaged in consulting projects for the World Bank, USAID, and the International Center for Research on Women. She spent eight years working with CGIAR. At the International Center for Tropical Agriculture in Colombia, she managed a program on participatory research and gender analysis, and undertook action research to support the use of participatory monitoring and evaluation and rights knowledge to strengthen citizen movements for improved watershed management. Prior to this, she was a research analyst at the International Food Policy Research Institute in Washington, DC where she coordinated a multi-institutional program for collective action and property rights and undertook research in this area. She has conducted research and published on a wide variety of subjects, including property rights and technology adoption, devolution of natural resource management, collective action for watershed management, gender and land rights, and participatory monitoring and evaluation. She also worked for four years in the field of microenterprise credit and training, targeting women. Ms. Knox has a Masters degree in Agricultural and Applied Economics from the University of Wisconsin, where she also worked with the Land Tenure Center.

Odenda Lumumba is a Human Rights Advocate with a higher diploma in the Advanced International Program on Human Rights from Raoul Wallenberg Institute of Human Rights and Humanitarian Law, Lund University, Sweden; and holds a Bachelor of Arts with Education Degree from Makerere University. He served as a Commissioner on the Presidential Commission of Inquiry into Illegal and/or Irregular Allocation of Public Lands in Kenya from July 2003 to June 2004, as well as a delegate to the National Constitutional Conference—specifically as a committee member to the Technical Committee on Land, Property, Natural Resources and Environment between 2003 and March 2005. Mr. Lumumba is a leading public advocacy activist on land and natural resources for over 15 years and a founding member and co-coordinator of Kenya Land Alliance, a lobby and advocacy network for land and natural resource management in Kenya. He has contributed to a number of seminar papers and three publications among others: *Ours by Right, Theirs by Might* - a book on Land Clashes in Kenya; *Who Owns this land?* - a guideline to understanding the Law of Trust Lands in Kenya; and *Corruption in Land Management in Kenya*. All these were published under Kenya Human Rights Commission when he served a Program Officer Advocacy on Land Rights.

Justine Mirembe holds a degree in Law from the National University of Rwanda. She is a Land Law and Gender Specialist with experience in gender analysis, policy development, advocacy, gender, and development. She majored in International Law at Lund University, Sweden. She has experience in research, advocacy on land and women's rights and has published articles on women's rights, including "Legal mechanisms to defend women's rights" which is an advocacy plan for Rwanda. She is currently working with Rural Development Institute/USAID-Rwanda, as a consultant.

Emmanuel Frank Muhereza is a Senior Research Fellow at the Center for Basic Research in Kampala. He studied Political Science at Makerere University, Development Studies at Cambridge University in the United Kingdom, and Environment and Natural Resource Management at Makerere University. Mr. Muhereza specializes in socioeconomic research on land tenure and natural resource management issues, pastoralism resource use and resource use conflicts, and decentralization and environmental governance issues. He has researched, published, and been consulted widely on the above issues. He works mainly in Uganda, but has some experience in eastern African countries: Ethiopia, Kenya, and Tanzania. He is currently working under a long-term contract with the Department for International Development (DFID) in Kampala, to provide technical support to civil society organizations in Uganda in strengthening their capacity to undertake output/results as well as outcome/impact monitoring and evaluation and capacity building for DFID's Civil Society Umbrella Program (CSUP). Mr. Muhereza has also contributed significant project/program designs and development assistance to several international NGOs in Uganda (including Oxfam GB, MS Uganda, and CARE International in Uganda) and to bilateral development partners (UNDP Uganda and the Danish International Development Agency).

Rose Mwebaza is a Ugandan lawyer and holds a Masters degree in Law from the University of Florida, and a doctorate from Macquarie University in Sydney Australia. She is a Senior Lecturer at the Faculty of Law for Makerere University where she is Deputy Dean in charge of Academic and Student Affairs. She is a founding co-director at Advocates Coalition for Development and is a founding member and co-coordinator of the Uganda Land Alliance, a leading lobby and advocacy NGO on land and land management issues in Uganda. Dr. Mwebaza has extensive experience in research, lobbying, and advocacy on land issues.

Eddie Nsamba-Gayiiya is a Land Economist by training with 30 years of research and practice in land policy; land tenure/property rights issues, valuation and property taxation. He holds a Bachelor of Arts degree with honors in Land Economics from the University of Nairobi, and a Masters in Science degree from the University of Reading in the United Kingdom. He is currently a private consultant after working in Uganda's Ministry of Lands for 25 years. Mr. Nsamba-Gayiiya is a member of the National Land Policy Working Group. He worked as a secretary of the Technical Drafting Committee of the Land Bill and he chaired the task force for the formalization of the Land Sector Strategic Plan (2001-2011). He was a founding member of Land Net Africa. He served as Hon. Secretary of the Institution of Surveyors of Uganda and Registrar/Secretary of the Surveyors Registration Board of Uganda. He has provided technical assistance to many international, regional, and national agencies including the World Bank, UN-Habitat, UN Economic Commission for Africa, the African Commission, Land Net Rwanda Chapter, Uganda Land Alliance, and the Government of Uganda. He has written several papers for international conferences (some published) and participated in many international, regional and national conferences.

Michael Roth was formerly senior social scientist at the University of Wisconsin-Madison's Land Tenure Center where he conducted research and training on linkages between customary tenure, formalization, and agricultural performance; land market development; peri-urban market development; and equity sharing models for agricultural development spanning work in the Gambia, Ghana, Mozambique, Somalia, Uganda and South Africa. In the context of eastern and southern Africa, he has conducted land subsector assessments in Zambia, Zimbabwe, and South Africa, and land tenure and property rights assessments in Ethiopia and Mozambique. Dr. Roth was formally program director of the Broadening Access and Strengthening Input Market Systems (BASIS) Collaborative Research Support Program, and served as the university's principal land economist and researcher on its Zimbabwe Land Reform and Resettlement Project. He currently co-heads the USAID Lessons Learned: Property Rights and Natural Resources Management Task Order within ARD, Inc., where he is responsible for training and tools development and is Senior Associate and head of ARD, Inc.'s Program on Land tenure and Property Rights. He also serves as the Senior Technical Advisor/Manager for the USAID/Ethiopia's Strengthening Land Tenure and Administration Program and Senior Technical Advisor/Manager on the USAID/Sudan Customary Land Tenure Program.

Margaret A. Rugadya is a Socio-Legal Policy Analyst trained in management, rural development, urbanization, and legislative drafting. She worked with Uganda Land Alliance as a Program Officer since it was founded and left four years ago to join a research and capacity-building organization on land and natural resources, of which she is now the Executive Director. She is a strong advocate of property rights for vulnerable and marginalized group on gender, pastoralism, minorities, and HIV/AIDS. She has been actively involved in the formulation of Uganda's Draft National Land Policy. She has participated in design of training courses and materials on natural resource management and undertaken extensive research on resettlement and return of IDPs as a consultant for UNDP/UN-Habitat and the World Bank.

David Thomson is an agricultural economist and holds a doctorate from the University of KwaZulu-Natal, South Africa. He has studied and worked within the agricultural and land reform fields for the past 16 years. Dr. Thomson is currently the General Manager of Inkezo Land Company, a NGO established by the South African Sugar Association to drive land reform in the South African sugar industry. More recently he has been seconded to the National Department of Land Affairs in South Africa as a technical advisor focusing on policy, strategy, and land reform delivery models.

Hubert M. G. Ouedraogo has a doctorate in Comparative Law, and Anthropology of Law from the University of Paris, Sorbonne. Previously, he served as a Senior Lecturer at the Faculty of Law for the University of Ouagadougou. Presently, he is an international lawyer consultant with expertise in land law and land policy development. He possesses Africa-wide experience working on land policy, land law, natural resource legislation, and decentralization. Dr. Ouedraogo has undertaken different studies on alternative dispute resolution in Sahelian countries and has been involved in alternative dispute resolution experiences in Burkina Faso.

APPENDIX 5. LAND TENURE AND PROPERTY RIGHTS COUNTRY ACTION PLANS

BURUNDI

Context: Lack of land, adverse effects of the war; land uncertainty

PRIORITIES	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
1	Land administration & Markets	1. Inequitable allocation of state-owned land	National	Updating the inventory of state-owned land
				Involve the people into the allocation process for state-owned land.
				Review the allocation system for state-owned land
				Inventory and retrieval of state-owned land improperly allocated or taken over
		2. Land uncertainty	National	Setting up a computerized system to monitor the management of state-owned land
				Develop laws organizing the lease of agricultural land.
				Information and awareness on the laws regulating the lease of agricultural land
		3. Poor land-use planning	National	Train local management and NGOs on the laws regulating the lease of land
				Supervising the people in connection with farming the land on their hills.
Participative agricultural land planning at the local level				
2	Conflict resolution	1. Illegal land occupancy by repatriated and displaced persons	National	Organizing local villages and fostering income-generating activities
				Decentralizing land planning services
				Information and awareness of the population regarding the rights of the repatriated
				Developing a legal framework suitable to the settlement of repatriated and displaced persons
		2. Lack of information regarding the status of state-owned land	National	Updating the inventory of state-owned land
				Delimitating state-owned land
		3. Insufficient funds for compensation	National	Promote new alternatives for social resettling (comprehensive study)
				Seeking means and instruments of compensation

PRIORITIES	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
				Develop pilot measures for securing the land starting when the repatriated are resettled
3	Land rights and Natural resources	1. Deforestation	WEST Kibira and Rusizi Reservations EAST Ruvubu Reservation	Monitoring the forest and showcasing tourism
				Reviewing and updating the legal framework. Establishing regulations
				Reforestation/Community management
		2. Pollution of Lake TGNK	WEST: Lake	Project for coastal development and protection
				Protection of watersheds
				Identifying the various rights (public/ private) over the watersheds and conduct pertinent appropriate actions
3. Anarchic exploitation of mining resources and negative impacts on the environment	NORTH: Muyinga, Kirundo WEST : Kibira	Building a wastewater treatment plant		
		Update the mining legislation by incorporating the environmental aspect.		
		Enforce the implementation measures of the mining law		
4.	Government-Civil society partnership	1. Lack of coordination, CSOs, Govt, donors	National	Update the mining legislation by incorporating the environmental aspect.
				Negotiate the rights of the local people (compensation, employment)
		2. CSOs fragile, likely to be manipulated by cumbersome political procedures	National	Encourage coalitions within the civil society
				Create a framework for discussion among the government, civil society and donors
				Assist NGOs in developing their Charter of Conduct.
		3. CSOs that lack resources to meet their goals (equipment, capacities)		Build civil society capacities regarding the strategy for the mobilization of resources
				Encourage coalitions of civil society
				Create a coordination framework among civil societies
				Build civil society capacities regarding mobilization strategies

CONCLUSION:

- Develop pilot activities based on resettling repatriated persons
- Gender: crosscutting issue

ETHIOPIA

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
1.	Land Administration and Markets	1. Limited government capacity to scale up existing land titling program	National	Technical training: <ul style="list-style-type: none"> • Survey • Titling systems administration Funding for technical equipment: <ul style="list-style-type: none"> • Government • Donors Research on best practices for institutional arrangements
		2. Revision of law and regulations	National	Gap analysis: <ul style="list-style-type: none"> • Laws and regulations • Land market failure International Best Practice experience sharing <ul style="list-style-type: none"> • L&R Establish land forum: <ul style="list-style-type: none"> • Identify existing CBOs/NGOs • Form land alliances Follow up and implementation of the pastoral areas stuffy recommendations
		3. Lack of awareness of land laws and regulations	National	PIA Campaign: <ul style="list-style-type: none"> • Develop Information materials including stakeholder consultation • Radio/TV dissemination, pamphlets • Training of CBOs/LA & UC Advocacy work by CBOs and NGOs Stakeholder consultation and awareness: Government officials Judiciary Lawyers, etc.
2.	Improve Natural Resource Management	1. Poorly defined rights: <ul style="list-style-type: none"> • On communal lands • Wildlife reserve • Forest land Wet land 	National	Incorporate into revision of law and regulations

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
		2. Poor Land Use Planning	National	Increase exposure to international best practice + gap analysis Develop training program for officials w.r.t. implementation Fund technical equipment for land use planning: <ul style="list-style-type: none"> • Investment • Forest • Wildlife
		3. Conflict Management for Communal Areas	National	Baseline assessment of customary dispute resolution mechanisms Increase exposure to ADR Best Practice Integrate customary and formal legal systems

KENYA

PRIORITIES	TOPICS	ISSUE	GEOGRAPHIC	ACTIONS
1.	Natural resources and property rights	1. National land policy still in draft & lack of national land use policy	National	<ul style="list-style-type: none"> Finalize the national land policy Initiate development of the national land use policy
		2. Outdated & manual land information system	National	<ul style="list-style-type: none"> Provide aerial photographs, satellite imagery, GPS technology for updating & computerizing the National Land information system
		3. Not enough investment in pastoral areas (land tenure, livelihood, land/NR access and land /NR use		
		4. Poor inventory and under valuation of NR		
		5. Women's lands rights are not protected		
		6. Weak framework for operational land markets		
2.	Land/NR conflicts & disputes management	1. Human-wildlife conflicts	National and local authorities	<ul style="list-style-type: none"> Secure community ownership rights in wildlife through establishment of community controlled wildlife conservancies & sanctuaries
		2. Ineffective NR conflict management institutions	National	<ul style="list-style-type: none"> Support community-based NR conflict management institutions
		3. Poaching		
		4. Transboundary NR-based conflicts		
		5. Poor enforcement of physical planning by local authority		
		6. Lack of an appropriate legal and regulatory framework for handling refugee integration		

PRIORITIES	TOPICS	ISSUE	GEOGRAPHIC	ACTIONS
3.	Effective civil society partnerships	1. Absence of framework on engagement btw government and CSOs	National	<ul style="list-style-type: none"> • Establish a framework for engagement btw government and CSOs • Agree on minimum quality assurance standards and institutional norms for CSOs
		2. Inadequate technical capacity to engage on issues and with partners	National	<ul style="list-style-type: none"> • Strengthen CSO capacity for technical engagement with government
		3. Questionable legitimacy, constituency and accountability		
		4. Absence of coordinated strategy for development partner support to CSOs		

RWANDA

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
Overriding theme: Support programs for enhancing transparency, accountability on part of government				
1.	Land Administration	1. Competing claims on customary land after 50 years	Eastern	<ul style="list-style-type: none"> Develop a framework for adjudication claims Inclusive and Involve CSOs, local government and community
		2. Register customary (family) rights to avoid future claim disputes	Southern	<ul style="list-style-type: none"> Initiate process of sponsoring registration based on triggers such as returnee transactions, IDPs, agricultural projects, transmission. Inheritance: Research on triggers; plan process and prepare
		3. Land rental opportunities for tourism	Akagera Park, Nyungwe, parc devolcans, lak kivu, mumzi	<ul style="list-style-type: none"> Develop conceptual model for review Develop framework for public awareness and sensation model benefits, risks, responsibilities, opportunities, roles (inclusive)
Overriding Theme: Needs of marginalized/ disadvantaged to be considered in each action				
2.	Unsustainable NRM/ Biodiversity Loss	1. Insufficient capacity in NRM LTPR issues (institutional human)	Overall	<ul style="list-style-type: none"> Human resource and institutional capacity needs assessment on NRM LTPR issues 0-6 months Develop Framework Planning workshop Identify trainers and trainees Work on capacity building concepts Mountain training
		Insufficient Knowledge of rights and responsibilities	Kigali Western Eastern	1. Education on rights and responsibilities under land law as it related to NRM
		Insufficient knowledge of government programs to guide land use		Identify and analyze three key government programs on land use that are critical for NRM LTPR

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
				Support public hearings on government programs: Wetland reclamation, integrated development, expropriation
Overriding Theme: Support programs for enhancing transparency and accountability on part of government				
3.	Land and Resource Conflict	Post-Conflict Resettlement	Eastern	<ol style="list-style-type: none"> 1. Needs assessment- who, where, what, how 2. Pilot project
		Land Reform program objects not accepted by all/ inconsistent	Eastern	<ol style="list-style-type: none"> 1. Review land reform program: inclusive, identify inconsistencies 2. propose improvements

SUDAN

PRIORITY	TOPIC	ISSUES	GEOGRAPHIC	ACTIONS
1.	Legal and Regulatory Framework	<p>1. Uncoordinated policies and laws on land and natural resources</p> <p>(a) Inadequate framework for guidance on LTPR</p> <p>(b) Ambiguity of the CPA and Interim Constitution of South Sudan; State Constitutions for South Kordofan, Southern Blue Nile and Abyei</p> <ul style="list-style-type: none"> • Who owns the land? • Who governs the land? 	GOSS, Southern Kordofan, Blue Nile	<ul style="list-style-type: none"> • Dialogue to set the road map horizontally (Natural Resource working group) including the States and GOSS and vertically with communities • Dialogue to address the immediate issues of non-implementation of issues related LTPR in CPA for all the three regions (facilitated workshops), agree on collaborative actions • Setting the Road Map for development of a comprehensive land policy and reconcile with regional specific issues related to LTPR • Civic Education with regard to CPA, HLP
2.	Institutional Framework	<p>1. Limited capacity/experience at the different levels of government (on land survey, alternative dispute resolution, pollution control, administrative functions, natural resources management</p> <p>2. Redundancies, gaps and duplications</p>	GOSS, Blue Nile, Kordofan	<ul style="list-style-type: none"> • Assessment or audit of institutional gap (needs) so that GOSS, Blue Nile, Kordofan move forward jointly. • Establishment of State administrative structures for Blue Nile and Southern Kordofan, and southern Sudan • Build Land Institutional Capacity
3.	Land Use Management	<p>1. Dispute Resolution on use of land; IDPs and refugees on use of land (users: Pastoralists and Agricultural)</p> <p>2. Wildlife and natural resource use conflicts with other conflicting needs and uses</p>	<p>Geo focus to be determination through audit and assessment</p> <p>Geo focus based on identification of needs process to be developed</p>	<ul style="list-style-type: none"> • Audit of Wild life and Natural Resources to be protected – Model for “ad hoc” formalization • Gather Community Demarcation Models and audit existing community demarcation models; and pilot to create standardized guidelines that Governments (States) use in community demarcation
4.	Post-Conflict Resettlement Disputes	1. Resource-based conflicts over the scarce resources. Mediate Resource access and use and institutionalize decision making on the issues for IDPs	Differentials in the various states	<ul style="list-style-type: none"> • Approach for a common understanding of the different IDP situations • Mechanisms to support institutional growth
5.	Crosscutting Issues			<ul style="list-style-type: none"> • Strengthen Civil Society – Build capacity/mechanisms within CSOs to address land tenure/property rights issues I including civic education; support networks, coalitions. Gender, Public Awareness

TANZANIA

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
1.	Natural Resources Property Rights	1. Conflicting Natural Resource Policies and Laws: <ul style="list-style-type: none"> • Outdated policies • Agricultural policy • Absent policy • Agricultural Land Law • Conflicting • Mining • Irrigation Agriculture 	National	<ul style="list-style-type: none"> • Develop and implement public information and awareness on NRM policies and laws • Identify NRM policies and laws • Identify communication and media systems • Develop information and awareness programs • Conduct the information and awareness programs
		2. Lack of National Land Use Plan (Insufficient information data on natural resources)	National	<ul style="list-style-type: none"> • Carry out needs assessment for institutional, financial and human capacities for effectively manage NR • Identify stakeholders • Conduct workshops to identify priority needs • Develop an inventory of Indigenous knowledge for NRM • Publicize and promote the use of Indigenous knowledge to manage NR
		3. Inadequate involvement of different stakeholders in planning and decision making for NRM (Inadequate Involvement of women and CSOs)	National	<ul style="list-style-type: none"> • Identify the primary stakeholders in planning and decision making for NRM • Design the mechanisms for their involvement • Prepare and implement awareness programmes for the stakeholders
2.	Conflict and Dispute Management	1. Undefined land uses for livestock owners, farmers, miners and other users	National	<ul style="list-style-type: none"> • Identify, review and harmonize NRM laws and policies • Develop and implement restoration plans for degraded areas • Identify ADR mechanisms for dispute resolution • Develop and promote ADR mechanisms for Dispute Resolution • Develop and conduct awareness programs for ADR mechanisms

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
		2. Negative impact of refugee influx <ul style="list-style-type: none"> Increasing cases of banditry and crime Illegal use of natural resources Overuse of natural resources Threatened social cohesion Increased cases of sexual abuse to women in and around refugee camps 	Western Tanzania	<ul style="list-style-type: none"> Prepare and implement restoration programs Identify capacity needs for enforcement of international laws on refugees Develop capacity-building programs to support and enforce international laws Develop outreach programs/strategies for refugees Implement outreach programs for refugees Develop and implement voluntary repatriation programs for refugees in Tanzania
3.	Land Administration and Markets	1. Inadequate provision for rental markets in land laws	National	<ul style="list-style-type: none"> Review Land Act and Village Land Act to accommodate rental markets Develop laws and policy to support rental markets Recognize, Institutionalize, promote and implement land rental markets
2. Inadequate human, technical and financial capacities to survey, demarcate and register land		<ul style="list-style-type: none"> Conduct capacity needs assessment for survey, demarcate and registering land Implement capacity needs assessment for survey, demarcate and registering land 		
3. Inadequate knowledge and awareness on rental markets		<ul style="list-style-type: none"> Prepare and conduct awareness programs for rental markets 		

UGANDA

PRIORITY	TOPIC	ISSUE	GEOGRAPHIC	ACTIONS
I	National resource governance and biodiversity protection	1. Finalization of the national land use plan <ul style="list-style-type: none"> • Informal settlements • Land fragmentation • Peri urban sprawl • Legal pluralism 	National	Technical assistance to handle <ul style="list-style-type: none"> • Data collection, management processing and analysis • Stakeholder consultation • Out put plan
		2. Land, range forest degradation <ul style="list-style-type: none"> • Pastoralism and management of pastures 	National	<ul style="list-style-type: none"> • Identify and map out affected areas • Out reach, mobilization and public awareness community meetings media. • Undertaking remedial action <ul style="list-style-type: none"> – Reforestation – Valley dams – Soil conservation – Time and energy saving technology
		3. Enforcement and management of fragile eco systems	National	<ul style="list-style-type: none"> • Community participation in monitoring and management of fragile ecosystems • Identify CSOs to help engage and educate community

APPENDIX 6. USAID EAST AFRICA MODULE



USAID
FROM THE AMERICAN PEOPLE

USAID Eastern Africa Module
Land Tenure, Property Rights, and Natural Resource Management—
Constraints and Best Practices

December 8, 2007

OBJECTIVES:

USAID/Washington through its contract with the *Lessons Learned: Property Rights and Natural Resource Management* Task Order under the ARD/RAISE IQC, and the *Property Rights and Resource Governance* Task Order under the PLACE IQC, annually supports a Regional Course on Land Tenure, Property Rights, and Natural Resources Management for U.S. government (USG) foreign assistance practitioners.

This course is intended to provide the USG foreign assistance community in Washington DC and overseas posts with concepts, approaches and tools for the programming of land tenure and property rights in USAID programs involving agricultural and economic growth, natural resources and the environment, and democracy and governance as they relate to transformational development. The first course was held 2-4 May 2007 in WDC, and a second domestic course is now being scheduled for March 2008. A key recommendation of the May course was that a special one-day module for USG staff operating in missions should be held as an add-on to the regional courses, starting with this course on Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa.

Specific objectives:

1. Introduce concepts, approaches, and tools aimed at improving the programming of land tenure and property rights within the context of USAID programming;
2. Have USAID mission staff summarize their programs involving property rights and resource governance as they relate to land and natural resources
3. Review the Action Plans prepared by Country Teams and compare with funding opportunities and priorities in USAID missions.

AGENDA

9:00 – 9:15	Objectives and Overview (P. Hetz)
9:15 – 10:30	Framework (M. Roth and D. Bledsoe) <ul style="list-style-type: none">• Matrix• Country Profiles and Rankings• Situational Assessments• Intervention Assessments (Impact and Sequencing)
10:30 – 12:00	Mission programming and LTPR Country Action Plans (USAID mission representatives)
12:00 – 1:00	Lunch
1:00 – 2:30	PRRGP Task Order – Future points for interfacing with missions on training, LTPR programming, and project development (P. Hetz)



APPENDIX 7. PARTICIPANT EVALUATION FORMS

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male:___ Female:___

DAY 1 (Monday, 3 Dec)—Module 1: Natural Resource Governance and Biodiversity Protection	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
A. Module Content and Effectiveness: Please Rank Your Degree of Satisfaction with the Overall Module and Each of the Sessions						
<i>Overall Module and Module Coordinator</i>						
<i>Session 1: Land Tenure Concepts, Definitions and Framework for Identifying Appropriate Interventions (Michael Roth)</i>						
<i>Session 2: Mechanisms for Strengthening Property Rights to Improve Natural Resource Governance (Margaret Rugadya)</i>						
<i>Session 3: Devolving Resource Rights and Governance to Communities and Local Governments (Frank Muhereza)</i>						
<i>Session 4: Co-management Models for Protected Areas (Patricia Kameri-Mbote)</i>						
<i>Session 5: Rapid Situational Assessment: Natural Resource Governance (David Bledsoe)</i>						
<i>Working Group Session: Rapid Situational Assessment: Natural Resource Governance</i>						
B. Relation of Module Content to Module Objective: Please Rank the Degree to which the Module Content Contributed to Your Understanding Of:						
<i>Why property rights over natural resources are important</i>						
<i>Effective mechanisms for formalizing rights to natural resources</i>						

DAY 1 (Monday, 3 Dec)—Module 1: Natural Resource Governance and Biodiversity Protection	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
<i>Policy and administrative approaches that have been effective for equitably devolving resource rights to local levels</i>						
<i>Options governments can pursue when governance systems are no longer capable of helping people manage and enforce property rights to land and natural resources.</i>						
<i>Tools for appraising an LTPR situation and identifying and sequencing measures to address critical issues.</i>						
B. Overall: Please Rank the Degree to Which the Module was Relevant to:						
Your work						
Your learning objectives for this course						

Additional Comments on the Module:

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male:___ Female:___

DAY 2 (Tuesday, 4 Dec)—Module 2: Gender Issues in Land and Natural Resource Rights	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
A. Module Content and Effectiveness: Please Rank Your Degree of Satisfaction with the Overall Module and Each of the Sessions						
<i>Overall Module and Module Coordinator</i>						
<i>Session 1: Gender Role Play Presentation (Justine Mirembe)</i>						
<i>Working Groups Session: Gender Role Play</i>						
<i>Session 2: Best Practices for Strengthening Women's Land and Natural Resource Rights (Rose Mwebaza)</i>						
B. Relation of Module Content to Module Objective: Please Rank the Degree to which the Module Content Contributed to Your Understanding Of:						
<i>Why women's property rights over land and natural resources are important, and how they differ from property rights for other vulnerable populations</i>						
<i>How the HIV/AIDS epidemic affects women's rights to land</i>						
<i>What policy, administrative, judicial and institutional options exist for strengthening women's rights to land and resources, while still respecting local institutions and customs</i>						
B. Overall: Please Rank the Degree to Which the Module was Relevant to:						

DAY 2 (Tuesday, 4 Dec)—Module 2: Gender Issues in Land and Natural Resource Rights	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
Your work						
Your learning objectives for this course						

Additional Comments on the Module:

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male:___ Female:___

DAY 2 (Tuesday, 4 Dec)—Module 3: Land Administration and Markets	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
A. Module Content and Effectiveness: Please Rank Your Degree of Satisfaction with the Overall Module and Each of the Sessions						
<i>Overall Module and Module Coordinator (Michael Roth)</i>						
<i>Session 1: Land rights and Economic Growth: Understanding the Conditions for Registration and Titling (Eddie Nsamba-Gayiiya)</i>						
<i>Session 2: Policies and Strategies for Facilitating Land Rental Markets (David Thomson)</i>						
<i>Session 3: Alternative Tenure Models for Community Lands (David Thomson and Michael Roth)</i>						
<i>Working Group Session: Pros and Cons of Land Market Models</i>						
<i>Working Group Session: Rapid Situational Assessment: Land Administration and Markets</i>						
B. Relation of Module Content to Module Objective: Please Rank the Degree to which the Module Content Contributed to Your Understanding Of:						
<i>What the links are between property rights, access to capital, investment and economic growth</i>						
<i>What the pros and cons are of registering property rights to individuals, households, groups and communities, and when each are likely to be appropriate</i>						

DAY 2 (Tuesday, 4 Dec)—Module 3: Land Administration and Markets	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
<i>How to stimulate land rental and sales markets in ways that enable both economic growth and equity</i>						
<i>Alternative property rights and land use models that promote higher economic value on community lands</i>						
B. Overall: Please Rank the Degree to Which the Module was Relevant to:						
Your work						
Your learning objectives for this course						

Additional Comments on the Module:

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male:___ Female:___

DAY 3 (Wednesday, 5 Dec)— Field Tour Learning	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
A. Module Content and Effectiveness: Please Rank Your Degree of Satisfaction with the Field Tour in which You Participated and Working Group Session:						
<i>Field Tour 1: Tenure arrangements for informal urban settlements, Gasabo District, Kigali City</i>						
<i>Field Tour 2: Land consolidation approaches, Eastern Region</i>						
<i>Working Group Session: Tour Group Assessment of Field Experience</i>						
B. Relation of Module Content to Module Objective: Please Rank the Degree to which the Tour Content Contributed to Your Understanding Of:						
<i>Different stakeholders' experiences with land tenure approaches</i>						
<i>The effectiveness of different approaches or models in contributing to efficiency/growth, equity/poverty reduction, stability, and environmental sustainability</i>						
B. Overall: Please Rank the Degree to Which the Module was Relevant to:						
Your work						
Your learning objectives for this course						

Additional Comments on the Module:

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male: ___ Female: ___

DAY 4 (Thursday, 6 Dec)—Module 4: Resource-Based Conflict and Stabilization	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
A. Module Content and Effectiveness: Please Rank Your Degree of Satisfaction with the Overall Module and Each of the Sessions						
<i>Overall Module and Module Coordinator (Chris Huggins and Peter Hetz)</i>						
<i>Session 1: Best Practices for Forming Effective Civil Society-Government Partnerships for Land/Resource Policy (Odenda Lumumba, Rose Mwebaza and Annie Kairaba)</i>						
<i>Session 2: Effective Institutions for Dispute Resolution (Hubert Ouedraogo)</i>						
<i>Session 3: Understanding Resource-based Conflict (Chris Huggins)</i>						
<i>Session 4: Best Practices: Policies and Approaches for Resettlement and Restitution of Land to Refugees and IDPs (Margaret Rugadya)</i>						
<i>Working Group Session: Working with Civil Society</i>						
<i>Working Group Session: Land and Resource Based Conflict</i>						
B. Relation of Module Content to Module Objective: Please Rank the Degree to which the Module Content Contributed to Your Understanding Of:						
<i>Resource-based conflict, and how resources can either prompt or become the focus of conflict</i>						

DAY 4 (Thursday, 6 Dec)—Module 4: Resource-Based Conflict and Stabilization	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents and presenter)
<i>Options that exist for mitigating disputes over resources and for preventing escalation to violent conflict</i>						
<i>How IDPs and refugees can be resettled in a post-conflict environment, ways that diminishes the possibility for conflict to re-erupt</i>						
<i>Policies, actions and processes for engaging civil society in land policy formulation in partnership with governments</i>						
B. Overall: Please Rank the Degree to Which the Module was Relevant to:						
Your work						
Your learning objectives for this course						

Additional Comments on the Module:

USAID Short Course PARTICIPANT EVALUATION

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Please Provide the Following Information about Yourself:

1. Your Ministry, Other Government Office or USAID Mission Affiliation: _____
2. Your Professional Specialization: _____
3. Years of Service with Ministry/Office/Mission: _____
5. Gender (please indicate with an "x"): Male: ___ Female: ___

OVERALL TRAINING COURSE	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents, coordination, module coordinators, presenters and facilitators)
A. Overall Module Content - Please Rank Your Overall Degree of Satisfaction with Each of the Modules, the Field Tours and the Country Group Proposal Day						
Module 1: Natural Resource Governance and Biodiversity Protection						
Module 2: Gender Issues in Land and Natural Resource Rights						
Module 3: Land Administration and Markets						
Module 4: Resource-Based Conflict and Stabilization						
Field Tours (specify):						
Country Group Proposals: LTPR Assessments and Action Planning						

OVERALL TRAINING COURSE	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents, coordination, module coordinators, presenters and facilitators)
B. Relation of Overall Course Content to Course Objective: Please Rank the Degree to which the Course Enabled You to:						
<i>Objective 1:</i> Share experiences, deepen discussion and build understanding of land and natural resource property rights issues affecting countries in the East and Central Africa region.						
<i>Objective 2:</i> Exchange experiences and broaden knowledge of effective property rights policies and approaches to address critical issues in the region.						
<i>Objective 3:</i> Learn and apply tools designed to help assess these issues and formulate targeted property rights interventions.						
C. Overall Program Content (entire 5-day program)						
Course and module objectives were clearly stated						
Content of the training program						
Relevancy of program content to your work						
Effectiveness of methods (presentations, discussions, group exercises) for achieving the course and module objectives						
Appropriate balance between presentations, discussion time and group exercises						
Quality of the Resource Persons and Facilitators						
Quality and Sufficiency of the Course Materials you Received						
D. Logistics Coordination (entire 5-day program)						
Pre-Course Logistical Coordination (invitations, travel arrangements, information provision, responsiveness, etc.)						

OVERALL TRAINING COURSE	High (5)	Somewhat High (4)	Satisfactory (3)	Somewhat Low (2)	Low (1)	Comments (contents, coordination, module coordinators, presenters and facilitators)
Logistical Coordination during the Course (airport pick-ups, packet provision, friendliness and helpfulness of conference support staff, etc.)						
Quality of the Conferencing Facility						
Quality of the Conferencing Services						
Quality of the Accommodations and Hotel Services						
Quality of the Food						
E. Your Overall Satisfaction and Learning						
Overall, how would you rate your training program experience?						

What were the highlights for you from the five-day short course on Best Practices for Land Tenure and Natural Resource Governance?

What topics (if any) would you have liked for us to have covered in greater detail?

What topics (if any) did we spend too much time on?

--

Did you feel that the 5-day training course encompassing a broad array of themes was helpful, OR would you prefer that future course offerings have a narrower thematic focus? If the latter, one which theme(s) in particular?

--

Please provide any additional suggestions regarding how this training could be improved.

--

APPENDIX 8. PARTICIPANT EVALUATION RESULTS

**USAID Short Course
PARTICIPANT EVALUATIONS–Tabulated Results**

Program Title: Best Practices for Land Tenure and Natural Resource Governance in East and Central Africa, 2-7 December 2007, Kigali

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some- what High (4)	(3.5)	Satis- factory (3)	(2.5)	Some- what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Overall Course (entire 3-day program)												
Completed Forms = 9												
A. Overall Module Evaluation												
Module 1: Intro to LTPR Concepts		20	4.5	12							4.29	
Module 2: LTPR, NRM & Biodiversity			4.5	28							3.82	
Module 3: LTPR & Economic Growth			4.5	24			2				3.59	
Module 4: LTPR & Conflict		5	4.5	20			2				3.71	
Module 5: Designing LTPR Interventions		15		12		6					3.88	
B. Overall Program Content Entire 3-Days												
Objectives stated clearly				20		6		4			3.53	
Content of the training program		10	4.5	16		6					4.29	
Relevancy of the training program		20	4.5	16							4.76	
Format for presentations and discussions was appropriate to the material		10		20				4			4.00	
C. Your Overall Satisfaction and Learning												
Overall how would you rate your training program experience?		5	4.5	24	3.5						4.35	
TOTALS		11.11%	11.11%	66.67%	11.11%							

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Module 1: Program Area—NRG & Biodiversity												
Completed Forms = 33												
A. Overall Module Evaluation	13	55		4		3					4.77	<ul style="list-style-type: none"> • Could be more efficient and clear on intro to materials. Have resource staff keep intros concise • Would have been good to refer to national planning frameworks or strategies in place or under development. Nearly all countries have PRSPs, national sector plans, etc. These must be considered as we plan.
Session 1: LTPR Concepts and Definitions	33	115		32		6					4.64	<ul style="list-style-type: none"> • Survey-type presentation gave broad overview. Hopefully, next two days will provide more definitions and terms • Impressive(?) • Very elaborative and understandable • Contents relevant and presenter articulate. • Clear content; presenter ok • Okay and elaborate.
Session 2: Mechanism Strengthening PRs	33	100		48		3					4.58	<ul style="list-style-type: none"> • Resource person knowledgeable • Very elaborative and understandable • Good presentation • Bright and clear; presenter okay • Clear and easy to understand
Session 3: Devolving Resource Rights	33	90		48		9					4.45	<ul style="list-style-type: none"> • Man knows in great detail what he is talking about • Very elaborative and understandable • Good presentation • Okay; presenter okay • Clear and elaborate

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Session 4: Co-Management Models	31	90		44		6					4.52	<ul style="list-style-type: none"> • Knowledgeable • Very elaborative and understandable, but challenging ones • All was well done • Okay; presenter okay • Clear
Session 5: Rapid Situational Assessment Presentation	32	55		48		27					4.06	<ul style="list-style-type: none"> • Adequately covered • Very elaborative and understandable • All was well done • Should be clearer • Materials were not organized
Working Group Session: Rapid Assessment NRM	28	55		44		18					4.18	<ul style="list-style-type: none"> • It was a bit unclear the direction we were headed, but resource persons guided us • Time allocated for the group work was insufficient. • Met need to get broad issues aired in groups, but did not start to move toward more manageable issues/interventions • The session was instructive and useful • Not all countries presented • Very elaborative and understandable • All was well done • Makes everyone participate
B. Relevance of Module Content to Objectives												
Why PRs to NRs are so important	33	85		52		9					4.42	<ul style="list-style-type: none"> • It's key to also to issues on natural resources
Effective mechanisms formalizing rights to NRs	33	35		72	7	16					4.00	<ul style="list-style-type: none"> • How do we address the issue of land ownership? • Impressive(?) for a key topic(?)

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Policy and approaches-- devolution	33	40		60		27		2			3.91	<ul style="list-style-type: none"> • Good policy proposals for Uganda NLP • Would have liked more case studies and examples • Few coverage
Options governments can pursue	33	20		68		27	25	4			3.68	<ul style="list-style-type: none"> • Could be improved, but good topic
Tools for appraising LTPR and sequencing	33	30		64	7	24		2			3.85	
C. Overall Relevance to:												
Your work	33	90		44		12					4.42	<ul style="list-style-type: none"> • Knowledgeable property(?)
Your learning objectives for the course	32	95		40		9					4.50	
Additional Comments:												
<ul style="list-style-type: none"> • Wide knowledge on the modules was gained and was/is very important to the current regional situation. • There is need for print out of the presentations. • Excellent! • Very useful except that the concepts are too many to absorb within the short time. Further reference later will really help. • Focus on land as a resource. • The module was very relevant to my area of working. However, the time allocated was not enough. • The logistics were extremely well done. The presentations were very good. • More time to hands on practical sessions. • Missed opportunity: Country team could come with their country situation and share to others, but missed!!! • The module enabled me to be clear on areas presented and focus on the overall objective of the workshop. • Need to be provided with the necessary materials on time for reading. • Excellent presentations. Offer some examples where possible. • The element of community ownership participation was particularly intriguing because in many contexts this is always left out. • I believe there are more elements of solidarity, values, culture and traditions that seem unconventional, but play fundamental roles in difference property rights and governance as is politics. Otherwise, very good for today. • Some of the issues could have been explained better through case studies and practical examples of where these have made a change. • Time for group work is inadequate and can potentially lead to overlooking important issues. • Comments on the Introduction and Social Hour Sunday: Speeches were ok, but introduction of fellow participants was too long. In future, you can do the same thing, but have pairs introduce each other to 4 (or whatever #) in the group as everyone talks, snacks, drinks. This will lead to other interesting conversations. Or have people do introductions at dinner. Spend less time on agenda review -- could have been 5 minutes. • On materials: Tabs in addition to the table of contents would be helpful on the course booklet and resource document. • End of day summary is good. 												

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Module 2: Program Area—Gender Issues in Land and Natural Resource Rights												
Completed Forms = 35												
A. Overall Module Evaluation	17	50		28							4.59	<ul style="list-style-type: none"> All presentations well presented and understandable Very informative and challenging.
Session 1: Gender Role Play Presentation	34	75	4.5	60		9					4.37	<ul style="list-style-type: none"> Role play presented very good discussion and sharing of current practical experience from differing countries Satisfactorily introduced Well thought out Clear enough Adequate and informative Well presented
Working Group Session: Gender Role Play	34	90		52	3.5	9					4.54	<ul style="list-style-type: none"> Very informative and useful exercise Well conducted Very exhaustive and informative Great approach to a complex problem Innovative and relevant Very educative
Session 2: Best Practices Strengthening Women's Land and Natural Resource Rights	35	100		60							4.57	<ul style="list-style-type: none"> Excellent examples and initiatives She was very elaborate and updated. Good Very exhaustive and informative Very interesting to know how other countries are doing in this area. Good analysis Effectively presented and covered. Well covered and informative
B. Relevance of Module Content to Objectives												
Why women's PRs to land are important	35	70		56		15		2		1	4.11	<ul style="list-style-type: none"> Economic incentives mentioned, but no numbers really or consequences of isolating 50% from economy This was good, but there was not a

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Somewhat High (4)	(3.5)	Satisfactory (3)	(2.5)	Somewhat Low (2)	(1.5)	Low (1)	Wt. Avg.	
												<ul style="list-style-type: none"> discussion of other vulnerable groups -- orphan headed households, etc. The presentation by CT was informative. Good summary of issues Women are vulnerable group Rated low not because it's not important, but discussion did not add to my understanding personally. I feel I understood these
How HIV/AIDS affects women's rights to land	35	60		62		15	2.5	10		1	3.73	<ul style="list-style-type: none"> Would need examples More practical examples needed AIDS is affecting family society greatly
Options for strengthening women's PRs	34	45		48		27				2	3.79	<ul style="list-style-type: none"> Little on how to harmonize statutory and customary practices More examples would be good—or point out where to find them in our resource packets Constitution. Land Act. Captured in the CT presentations Need to identify key institutional arrangements Much requires to be done in this area This should have been explored, discussed in more detail. A very rich topic, but was treated very superficially.
C. Overall Relevance to:												
Your work	34	75		56		15					4.29	<ul style="list-style-type: none"> There are many cases that come up in court-related ???s. Critical for the land sector. Gender issues are important in land administration/ management. We have women in

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
												the domestic relations bill in Uganda
Your learning objectives for the course	34	85		44		18					4.32	<ul style="list-style-type: none"> I hope to promote gender in adjudication of cases Objectives clear Gender equality should be a cornerstone of legislative reform My objective is somehow covered
Additional Comments:												
<ul style="list-style-type: none"> In the Gender Role Play, Mariana should have been presented first, then Sophia and lastly the COP. The presentation by the COP did not set a very good context for interventions built on an understanding of Mariana's situation and actual circumstances. Not exhaustive enough to capture all the necessary important aspects. Practical realities need emphasis as it has always been the Mission's element in addressing gender concerns. There is a need to focus on the practical context (environment, constraining factors, etc.) Presentations not very exhaustive -- and not addressing regional prevailing conditions regarding customs, religions vs. legislation in relation to property rights. My objectives were met in the resource presentations as well as in the country team discussions and presentation. Need to get more overall picture of other African countries experiences, especially those that are moving ???. This was a really thought-provoking module. Brought out the complexity and challenges of gender issues in natural resource management. Exercise led to good relevant discussions. Would like more examples including examples of mistakes. Women's property rights issues are very crucial and complicated. So, they don't have clear cut resolutions and they need time, patience and knowledge to deal with. School children and youth's programs to educate on the importance of monogamist type of marital status and the couple, i.e. both men's and women's rights in the marriages are inevitable at this juncture in African communities. My objective in learning this module has been covered and I am now clear on issues to be addressed in my country on gender. 												
Module 3: Program Area—Land Administration and Markets												
Completed Forms = 35												
A. Overall Module Evaluation	19	45		36		3					4.42	<ul style="list-style-type: none"> The presentations were fine
Session 1: Land Rights and Econ Growth: Reg. & Titling	32	80		48		12					4.38	<ul style="list-style-type: none"> Some unclear concepts Thought provoking Well presented, but indicates exactly African community views
Session 2: Policies and Strategies Land Rental Markets	32	65		56		15					4.25	<ul style="list-style-type: none"> Great presentation Well presented and understood, but most issues favor outside investors The presenter was too fast For this and the next presentation,

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
												a case study like with the gender module would have been a good exercise here too. Good, but dense information.
Session 3: Alternative Tenure Models for Community Lands	32	70		56		12					4.31	<ul style="list-style-type: none"> • Models explained properly • Provided good summary
Working Group Session: Pros and Cons of Land Markets	N/A	N/A		N/A		N/A		N/A		N/A		
Working Group Session: Rapid Situational Assessment	28	55		40		18		2			4.11	<ul style="list-style-type: none"> • Issues identified • Opportunities for good discussion re: tenure model ?? would bring investment to econ marginal area of Kenya • Questions were good, but both facilitation and participation were waning. It was difficult to stay on task at the late hour • Useful
B. Relevance of Module Content to Objectives												
Links between PRs, access to capital, investment, and growth	31	55		64		12					4.23	<ul style="list-style-type: none"> • Concepts need to be explained better • Excellent
Pros and ons of PRs registration	31	60		52		18					4.19	<ul style="list-style-type: none"> • A lot of controversies • Excellent
How to stimulate rental and sales markets	30	50		60		15					4.17	<ul style="list-style-type: none"> • Need a bit of clarification • I liked the presentations and discussion, but I don't feel I have many new alternative models to reference.
Alternative PRs and land use models for community lands	30	55		52		18					4.17	<ul style="list-style-type: none"> • Principles are important; need more detail • Can benefit from exposure • Very stimulating
C. Overall Relevance to:												
Your work	32	75		48		12		2			4.28	<ul style="list-style-type: none"> • Very relevant

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Your learning objectives for the course	32	85		40		15					4.38	
Additional Comments:												
<ul style="list-style-type: none"> • Would like a summary on land use and sales markets. • The time and materials for discussion are not adequate. Please allocate more time to this. • Very good. • Overall facilitation today ran more smoothly than first day. Would have been beneficial to include gender in examples/presentations. It did not come up in any of the discussions or exercises. • Issues of land administration and markets still needs to get to the over 80% of the population in rural areas who sit on it. The consequences of building a formidable knowledge base at that level could propel this into new directions, else it remains an elitist domain with little practical effects. Thank you. • Some issues on land administration and markets not well understood. • Time was limited. • Land use rights for disabled? 												
Module 4: Program Area—Resource-based Conflict												
Completed Forms = 34												
A. Overall Module Evaluation	25	80		36							4.64	
<i>Session 1: Best Practices - Civil Society-Government Partnerships</i>	33	110		44							4.67	<ul style="list-style-type: none"> • Clear. Brings out points of CSOs • Very clear and elaborate • Well facilitated
<i>Session 2: Effective Institutions for Dispute Resolution</i>	34	105		44		6					4.56	<ul style="list-style-type: none"> • Very professional • Well presented
<i>Session 3: Understanding Resource Based Conflict</i>	33	90	4.5	48		6					4.50	<ul style="list-style-type: none"> • I would have liked to have seen more on how to better assess & understand scale of conflict/disputes over land/resources
<i>Session 4: Approaches for Resettlement/Restitution of Refugees & IDPs</i>	33	105	4.5	44							4.65	<ul style="list-style-type: none"> • Good comparative cases indicated • Excellent list of best practices
<i>Working Group Session: Working with Civil Society</i>	32	110		40							4.69	<ul style="list-style-type: none"> • Great opportunity to discuss issues • This activity could be strengthened by looking at role of each, who should take lead, rather than ranking of where CSOs have greatest role to play

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Working Group Session: Resource-based conflict	33	110		44		3					4.76	<ul style="list-style-type: none"> NR conflict emphasized Need facilitators to help bring issues and proposed action from broad all encompassing to workable tasks
B. Relevance of Module Content to Objectives												
Resource-based conflict and how resources can prompt/deepen conflict	33	100		44		6					4.55	
Options for mitigating disputes/conflict over resources	33	90		56		3				1	4.55	<ul style="list-style-type: none"> Handled professionally Issue of land courts vs. TA not addressed.
How IDPs/refugees can be resettled post-conflict	33	80		52		12					4.36	<ul style="list-style-type: none"> Informative
Policies, actions, processes—engaging civil society in land policy reform	33	95		52		3					4.55	
C. Overall Relevance to:												
Your work	33	115		32		9					4.73	<ul style="list-style-type: none"> Relevant and applicable Everything was well covered
Your learning objectives for the course	33	110		28		12					4.55	<ul style="list-style-type: none"> Objectives met I would have liked to have seen more on how to assess scale of conflict/disputes.
Additional Comments:												
<ul style="list-style-type: none"> Module has been very informative and fed by practical examples. Well needed and helpful in understanding the topics. Very exciting presentation and country team participation was evident. Very important module. Generally good. Extremely useful material to be used for programming for future activities. Very interesting. Very good. The module was covered well. Probably not the best place to note this, but have a real process! -- a plan for donor funding, specifically USAID. Such a reflection of an outdated and inappropriate paradigm. Please get up to speed with the "Paris Declaration of AID Effectiveness." We're moving to age of harmonization, partnership and good responsibility – government committing its own resources to match resources. What you are doing is a step backwards! Otherwise, a good day's discussion and grappling with tough, tough issues. Suggestion: Don't leave the 												

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
<p>conflict module to the last technical working day. Perhaps move to Day 2.</p> <ul style="list-style-type: none"> • Please include a part on the ??? government. • General comment on country team facilitation -- consider rotating facilitators so participants can gain from various expertise to benefit from different styles and strength of facilitation. Need facilitation to help groups bring issues and proposed actions down from the broad level to a prioritized list of specific manageable actions. 												
Program Area—Field Tours												
Completed Forms = 35												
A. Day 3												
Tour 1: Informal Urban Settlements, Kirehe	14	35		24	3.5						4.46	<ul style="list-style-type: none"> • Very informative (abstracted info) • More discussion, interaction with beneficiaries would have made this trip more useful. Would have liked more info on the livelihoods training and what market analysis was done to select the vocations.
Tour 2: Land Consolidation, Eastern Region	30	85		48		3					4.53	<ul style="list-style-type: none"> • There is a possibility that the good response could be as a result of excitement in the use of a new technology—need to be managed properly • Good demonstration • Great learning experience • Land in the organized settlement ?? the ownership (historically) • Very interesting exercise as for my country faces similar problems • Ok. Program objectives?? sought and discovered.
Working Group Session: Tour Group Asmt	33	80		60		3					4.33	<ul style="list-style-type: none"> • Issue of gender well captured • Conducted well • The work done is very impressive/encouraging • Benchmarking achieving?? objectives?? Of the field trip • Well facilitated, but not much participation by Kigali tour group.

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
B. Relevance of Module Content to Objectives												
Dem different stakeholder experiences	32	70		56	3.5	6					4.23	<ul style="list-style-type: none"> Clearly captured
Demonstrated effectiveness of different approaches	34	55		64	3.5	15		2			4.10	<ul style="list-style-type: none"> There is need for the registrar of easements (paths, common properties) in the parcel and to prepare the community for future adjustment during planning of social amenities and infrastructure Would have compared with non-resettlement areas Impact analysis pending clarification of issues thru study, baseline evaluation, etc. Land use was remark?? land dispute resolution through infancy is encouraging Adequately covered Really only one approach was available for assessment, but that's ok –good chance to observe it at an early teething stage
C. Overall Relevance to:												
Your work	35	90		52							4.40	<ul style="list-style-type: none"> Need to put in place legislation Very relevant as we are piloting as well Chance to see legal reforms in action.
Your learning objectives for the course	35	95		48		12					4.43	<ul style="list-style-type: none"> Great learning lessons Saw practicality of the LTNR.
Additional Comments:												
<ul style="list-style-type: none"> Due to the high number of participants (Tour 2), the structure needed a bit more guidance. However, very informative and interesting. The field tour (tour 2) was very informative. I would like to get copies of the columns titles of the adjudication register and disputes resolution register as well as the questions (in English if possible). (Grace Kabare) Tour 1: A very good example of initiative of land tenure arrangements for informal urban settlements. Fieldwork was a good opportunity for learning issues. Pilot should be looked at as an opportunity to inform development of legal framework to support the system. The program should be fully evaluated for cost effectiveness. 												

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
<ul style="list-style-type: none"> • Educational field trip; very informative. • Comparative studies of efforts done in the countries should be considered. • Ensure observations reach the respective Rwanda office. • The module has helped to understand the participatory approach to land tenure and registration. • We did not have a chance to hear from them on challenges they face regarding the program. • Need to work out the formal institutional framework, updating systems, putting fixed boundary demarcation, work for low cost land administration system by reviewing the current costs. • Tour 2: More attempts to allow participants to talk independently to the local population would have been useful. Great coordination with LTPR project staff on the ground would have ensured that training objectives and themes (growth, poverty, environment, etc.) were addressed during the field tour. • Tour 2: I have this feeling that this was not the most difficult area in Rwanda as far as land tenure issues are concerned. The Mugudugu system makes the adjudication process a formality. The area where people have settled have settled haphazardly on their parcels of land would have been more educative. The issue of easements/need of accesses should be looked at early enough, since if they are to be provided, a re-survey of the area would be required. 												
Program Area—Overall Course												
Completed Forms = 35												
A. Day 3 Module 4												
Module 1: Natural Resource Governance and Biodiversity	34	95		60							4.56	
Module 2: Gender Issues in Land and Natural Resource Rights	34	95		48		9					4.47	
Module 3: Land Administration and Markets	34	85		60		6					4.44	<ul style="list-style-type: none"> • Good stuff. Need more examples of where it has changed matters • Complicated issue
Module 4: Resource-based Conflict and Stabilization	34	110	4.5	36		6					4.60	<ul style="list-style-type: none"> • Useful. Need to show how conflict resolution has helped improve natural resources and livelihood • Professionally handled
Field Tours	28	65		48		6		2			4.32	<ul style="list-style-type: none"> • Interesting to see how Rwanda deals with post conflict sit and urban development • Trip to Kirehe—an area outside of a settlement should be considered • Need to include discussions with beneficiaries • Excellent!! • Good experience

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Country Group Assessments and Action Plans	33	90		48		9					4.45	<ul style="list-style-type: none"> • Not enough time • Very useful exercise • Good exercise to have running throughout. Consider rotating facilitators so groups can benefit from various experience • Participatory
B. Relevance of Module Content to Objectives												
Share experiences, discuss, build understanding LTPR issues	34	135		20		3		2			4.71	<ul style="list-style-type: none"> • Would have liked sharing of experiences other than presentations • Tour to Kirehe was very instructive • Objective ??? Met.
Broaden knowledge of effective LTPR policies & approaches	34	115		36		3		2			4.59	<ul style="list-style-type: none"> • Little direct exchange of experiences • There are many similar problems and challenge • Good orientation
Learn & apply tools to assess LTPR issues and design interventions	34	80	4.5	60		6					4.43	<ul style="list-style-type: none"> • Require more time • Not enough time allotted
C. Overall Program Content												
Course module and objectives clearly stated	34	120		36		3					4.68	
Content of the training program	34	125		32		6					4.79	<ul style="list-style-type: none"> • Too packed up. Some areas needed more time • Good
Relevance of program content to your work	34	120		40							4.71	<ul style="list-style-type: none"> • The Commission is a member of the law working group under JIOS • Very relevant
Effectiveness of training methods for achieving course & module objectives	34	95		56		3					4.53	<ul style="list-style-type: none"> • I want to see more Africa comparisons made. • Good mix of presentations and activities • Burundi discussions took long due to translations • Good organization

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
Appropriate balance—presentation, discussion, group exercises	34	85		56		9					4.41	<ul style="list-style-type: none"> • Time for discussions and sharing experiences was inadequate. Also consideration should have been made on requirement for adult learners • More time devoted to discussions • A bit tight, but generally great
Quality of resource persons and facilitators	32	120	4.5	24		3					4.73	<ul style="list-style-type: none"> • They were well prepared
Quality and sufficiency of course materials	33	115		32		6					4.64	<ul style="list-style-type: none"> • Adequate • I haven't yet reviewed the resource book.
D. Logistics Coordination												
Pre-course logistical coordination	32	115		24		9					4.63	<ul style="list-style-type: none"> • Very good • Excellent • Well organized • Excellent!! • Worked out ok
Logistical coordination during course	34	135		24		3					4.76	<ul style="list-style-type: none"> • Very good. • Wonderful and friendly organizers • This was well done • Excellent!! • Very good handling
Quality of conferencing facilities	34	30		48		12					4.41	
Quality of conferencing services	34	30		48		12					4.41	<ul style="list-style-type: none"> • Internet facility should be available for free • Satisfactory
Quality of accommodations and hotel services	32	70		52		12		2			4.25	<ul style="list-style-type: none"> • Bad first impression • All good except my laundry disappeared • Satisfactory
Quality of the food	34	55		64		18		2			4.09	<ul style="list-style-type: none"> • Monotony. The same food served throughout the program • Satisfactory

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
• D. Overall Satisfaction and Learning												
Overall training program experience	34	125		28		6					4.68	<ul style="list-style-type: none"> • It was a very good and well organized training. Everything was well planned. There is need for refresher or additional training after field experience • It's impressive • Very informative; presentations comprehensive; field tour - useful example; docs very comprehensive • Excellent methodology
HIGHLIGHTS OF THE SHORT COURSE?												
<ul style="list-style-type: none"> • Learning to develop a fundable action plan; experiences from different countries. • The natural resources rights were addressed. The issue of conflicts, i.e. identification of conflicts and resolutions, became quite clear to me and how to address these issues back home. • Not only was I exposed to new ideas/issues/challenges, but my understanding of LTPR was deepened. • The organization of training resulting in an action plan. • NRM, conflict resolution, rental markets. • LT and PRs are fundamental in addressing many natural resource management issues. However, issues of CnT(?), awareness, technical capacity remain quite sticking out as major constraints. • The practical visit to Kirehe. • Understand land tenure, land administration and property rights issues. • I found the module on Land Administration and Markets extremely informative and important as it is my area of study, work, and interest. I also was impressed by the comprehensive focus on gender and the emphasized need to incorporate women's rights in land issues. • Tools for situation assessment is a very good contribution to my future activities. • The theoretical contextualization as a basis for in-depth analysis for program development. • Since it is my first international experience, I am impressed to be the trainee. I am so much satisfied. • Land administration and markets. Natural resource management and the relation to land administration. • The trip to Kihere. I was impressed by the use of a Quickbird satellite imageries for land adjudication purposes and GPS for geo-referencing. Though expensive, this process will result in very accurate property perhaps which minimizes disputes. • The level of participation and coordination of the course. • Natural resource management, land administration, gender, natural resource conflict, land markets. • I expected to have some proposals of solutions in our problem of land and about dealing with returnees. I was happy to meet people of different countries. • Land tenure concepts, definitions and framework for identifying appropriate interventions. Strengthening property rights to improve NR governance. Land rights and economic conditions for registration and titling. Best practice for strengthening women's land rights. • Issues are multidisciplinary and need to make it participatory. 												

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
	<ul style="list-style-type: none"> • The presentation and group work. • The six topics that were discussed are very important, especially dispute resolution and how to plan were of most importance. • Land administration, conflicts and dispute management, gender issues in NRM, NR management and property rights. • Alternative dispute resolution mechanisms, NRM, property rights, best practices of different countries. The importance of: customary land law and the needs for documentation and legislation; community land demarcation as a basis for community land protection; community traditional administration and the need for strengthening and institutionalization. • Gender and conflict presentations and discussions. I also found the land markets to be very relevant. Resource staff were very good. • Dispute resolution is an important issues which should be addressed well. Land administration, especially registration and cadastral survey, are important. • Hearing experiences from Burundi and Sudan. • NR governance and biodiversity protection. Resource-based conflict and stabilization. • Learning more about the law, management and people. Why it's a source of conflict. Meeting people from all over Africa. • Theory and practice well balanced for action. • The visit to Genocide Memorial. That made me think a lot about what human beings can do to destroy their race. NEVER SHOULD THIS HAPPEN AGAIN! • Networking with others. Using the tools in designing the program. There are experiences to share out there. • Importance of addressing the LT and NR governance in order to sustain real peace and justice in the extended African Great Lakes region. 											
TOPICS WOULD HAVE LIKED COVERED IN GREATER DETAIL?												
	<ul style="list-style-type: none"> • Land markets • Gender issues in land and natural resources (3) • All topics • Natural resource rights and biodiversity protection (3) • The topic of compensation (material, moral, financial, symbolic) • Land rental markets (2) • Land administration full scope. Land policy development and implementation. • Land administration (2) • Land administration and markets (6) • Dispute resolution and planning. • Conflict resolution and dispute management (4) • Elaboration on the economic benefits from the land demarcation from the community perspective and how to improve the economic growth within their prevailing situation/conflictions. • Maybe a bit more on land markets -- including at lower levels, not just for layer investments. More practical examples are always welcomed. • It would be nice if experiences out of Africa were included • Law reform ??? in developing countries. • Land policy frameworks • Land administration, in particular the issue of access and rights for the local communities. • Country presentations with background information. 											

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
TOPICS WE SPENT TOO MUCH TIME ON?												
<ul style="list-style-type: none"> • Models • Natural resources governance (3) • Introductions; initial ice breaker • Well balanced allocation of time between the modules. • No! • None (5) • The discussion took more time. • Their was fair balancing. • I think the time allocation was okay. But the topics were too many and too wide to be covered comprehensively within the five days. • Every topic -- fair. • They were balanced. • Poverty reduction strategy and proper natural resource mgmt; web land management. • Resource-based conflict and stabilization • Land and property right part took much time. 												
WAS BROAD ARRAY OF THEMES HELPFUL, OR WOULD HAVE PREFERRED NARROWER THEMATIC FOCUS? IF LATTER, WHICH?												
<ul style="list-style-type: none"> • Themes were relevant, but discussions were limited. • Helpful as a "starter" course. Should be narrowed into particular key areas for focused workshops in future, e.g. NRM or land rights and administration. • The course was quite broad. A more focused course in land administration and markets. • (Prefer a more focused course on) land administration and conflict management • Yes (broad course), but extend by 2 days to cover properly. • Land marketing in relation to citizen rights to land. Land for investment received from private peasants, their compensation and other benefits to bring them sustainable (presumably suggestions for narrower course). • Yes; helpful. • The themes covered were alright. • Broad array of themes okay, but when balanced. • Just adequate. • Resource-based conflict stabilization (presumably suggestions for narrower course). • I'm okay with the session as it is. • Should be extended to 10 days. • Just perfect. • They should have a narrower thematic focus. Land administration and markets with gender and NR conflicts as sub-themes. • This was okay. Allocate more time for questions and answers from the various presentations. • It was well balanced. • The course themes were very comprehensive as a whole. • Probably the time could be increased. The topics are important and interesting. 												

Program Area	Participant Satisfaction											Comments
	N	High (5)	(4.5)	Some-what High (4)	(3.5)	Satisfactory (3)	(2.5)	Some-what Low (2)	(1.5)	Low (1)	Wt. Avg.	
												<ul style="list-style-type: none"> • No! • It was informative and appropriate at this stage, and in future it can be more focused and narrow but within an integrated framework for development of the communities/inds. • The five day course covering an array of issues is helpful because they are so closely linked. It is helpful to spend time reflecting on all the themes together. • The duration of the training is short. • To deepen each issue through successive training. • No. These themes are fine. • Most of the stuff was okay. Could be better to set aside more time for discussions. • This was just fine, but could be narrowed and made in two sequences, but there is the cost that would be prohibitive probably.
ADDITIONAL SUGGESTIONS:												
												<ul style="list-style-type: none"> • Very good training, very useful it has been for me and my delegation. I hope there will be an opportunity to meet the participants for assessment of the implementation of knowledge • We've got from this training. I thank very much the organizers, USAID to have thought and reached this stage. Thank you vry much. • Let countries be prepared in advance and present country situation and challenges. Then through this will improve and seek for solution. • Critical negotiation with the host country to fully take part of the training. Going away from their work area would help a lot in insuring their participation. • Reduce the intensity in terms of numbers of modules or topics in each module to provide more time for participants to discuss and share experiences. • There is a need to have two weeks with 7 hours a day to allow good concentration. • To train trainers in order to go and train local government officials. • More time for specific activities. • The training encompasses every issue I wanted. If expands well it contribute a lot. • Send participant list in advance. • Africa in general suffers from different problems and is varied from place to place, sectoral approaches to development showed less impact, community-based and integrated approaches and area based plan can • contribute more positively to the development of African communities/countries. • It is better if country team present their experiences during the first or second day of training to share experiences from each other based on the information they get during the presentations. • Probably more time should be allocated. • Bearing in mind that the proposals and frameworks form a basis for USAID F government engagements, future workshops would consider having the AO directly involved. • I would recommend the training be structured for 2 weeks to allow reporting from field tours. More time should be allocated for country team discussions. • Keep it same. • Spend more time on the field excursions. • Daily agenda to be reduced in order to give time for reading and also visits to the city. • Include energizers during the sessions; additional time for the country teamwork. • Instances for case studies on specific LTPR reform success and failures need a session. • Summary at end necessary. • The program could be given more time (days) because it was quite crowded and the participants didn't have enough time to think over the materials covered. • The training was supposed to be of at least 2 weeks. One week is too short -- too compacted schedule. • The training should rotate in different countries to learn and share different field experiences and practices.

Program Area	Participant Satisfaction										Comments	
	N	High (5)	(4.5)	Some- what High (4)	(3.5)	Satis- factory (3)	(2.5)	Some- what Low (2)	(1.5)	Low (1)		Wt. Avg.
												<ul style="list-style-type: none"> • I appreciated very much the trainers high performance, the friendship. The course was rigorously organized. It was a success at every level. Thank you for your thinking to us and taking account our problem. • Training period is short. If it includes experience of possessory land for investment. • Balance professionals and include more people who deal with land and policies. • May increase the training to 7 days.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov