

# ANNUAL REPORT LAND 2030 UMBRELLA PROGRAM



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#### **PHOTO CREDITS:**

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#### **ACKNOWLEDGMENTS**

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# ANNUAL REPORT LAND 2030 UMBRELLA PROGRAM

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## Acronyms And Abbreviations

AA:	Administration Agreement
AIN:	Activity Initiation Note
ASA:	Advisory Services and Analytics
CiuData+:	Subnational Government Strengthening in Land Administration and Fiscal Management in Colombia
CN:	Concept Note for a new Multi-Donor Trust Fund
CoPIL:	Government-Donor Coordination Platform for Land
FCV	Fragility, Conflict, and Violence
GLASA:	Senegal Gender and Land Promotion ASA
LVC:	Land Value Capture
MDTF:	Multi-donor Trust Fund
NUCA:	New Urban Community Authority
PFM:	Strengthening Public Financial Management in Colombia
PMA:	Program Management and Administration
RF:	Results Framework
SECO:	State Secretariat for Economic Affairs
S4HL:	Stand for Her Land
TA:	Technical Assistance
TF:	Trust Fund

# Foreword



**Bernice Van Bronkhorst**  
Global Director  
Urban, Disaster Risk Management,  
Resilience and Land Global Practice

Land is at the center of development challenges. The Sustainable Development Goals (SDGs) recognize a critical role for land and property rights reform, which will contribute to economic growth, urbanization, climate change, gender, jobs, and domestic resource mobilization.

Only about 30% of the global population has registered property rights, and in Africa this number is less than 10%. In addition to sustainable economic development benefits, securing land rights is critical for mitigating conflict risk and safeguarding social cohesion. These risks are even greater for women land users.

Acknowledging that universal land tenure security can be achieved only through combined efforts and amplified partner collaboration, the World Bank launched a new global partnership on land in January 2021: The Land 2030 Umbrella Program. The development objective of this Partnership is to assist developing countries in achieving land tenure security for all. Structured as a programmatic Multi-Donor Trust Fund (MDTF), the program is supported by the Government of Canada's Department of Foreign Affairs, Trade and Development and the Government of Switzerland's State Secretariat for Economic Affairs (SECO).

The Senegal Gender and Land Promotion, supported by the Land 2030 Umbrella MDTF, promotes land rights for women in Senegal through analytical work

and sensitization tools calibrated to increase women's land tenure security. In Egypt, the Integrated Land and Urban Management associated MDTF helps foster sustainable and resilient urbanization in new urban communities through supporting, and enhancing the capacity of, local and national authorities towards enhanced property registration, tenure security and urban management.

The Colombia associated MDTF strengthens decentralization by enhancing the capacity for investment planning and revenue generation of municipalities through strengthened land administration systems and local fiscal capacity for revenue collection. At a global level, support for women's land rights activity finances regional and worldwide activities to benefit women's land rights.

It is my great pleasure to present this second Annual Report, showcasing the first full year of Land 2030, which continued ensuring equal rights to ownership and control over land.

I want to thank the Governments of Canada and Switzerland for their continued support for the Land 2030 program, and I look forward to expanding its depth and reach by inviting more development partners to join our vision and support this effort to achieve land tenure security for all.





# Executive Summary

The Land 2030 Global Partnership Umbrella Program, managed by the World Bank, contributes to enabling all men and women to achieve land tenure security.

**The Land 2030 Umbrella was established in January 2021**, with an initial contribution of USD 2.7m to the Umbrella Multi-Donor Trust Fund (MDTF) from the Government of Canada. Two additional contributions of USD 6.64m and USD 8.9m have been received from the Government of Switzerland, through the Swiss State Secretariat for Economic Affairs (SECO), for land activities in Colombia and Egypt.

As a result of these contributions, three country programs and a global activity are currently financed through the Umbrella program, namely:

- **Senegal Gender and Land Promotion**—promotes land rights for women in Senegal through analytical work and sensitization tools calibrated to increase women's land tenure security (financed through the Umbrella MDTF).
- **Subnational Government Strengthening in Land Administration and Fiscal Management in Colombia (CiuDATA+)**— aims to increase the fiscal and urban planning autonomy of municipalities by improving their capacity in land management and

fiscal performance. The program is based on two pillars. The first pillar seeks to build capacity at the municipal level for cadastral data management and maintenance, value capture instruments, and tax administration. Pilot interventions in six prioritized municipalities should lead to better land management and fiscal capacity. In order to provide sustainability and scalability, the work under the second pillar will build capacity to strengthen and align policies, regulations and incentives on land and fiscal management issues at the national level, for application at the subnational level.

- **Integrated Land and Urban Management in Egypt**—fosters sustainable and resilient urbanization in Egypt's new urban communities by supporting and enhancing local and national authorities' capacity to enhance property registration, tenure security and urban management.
- **Global support for women's land rights**—supports regional and global activities to benefit women's land rights globally, including support for the Stand for Her Land (S4HL) Campaign (financed through the Umbrella MDTF).

## DELIVERABLES

While most activities are still in early stages (the Egypt Associated TF started only in the second half of FY22), the teams have already made substantial progress towards achieving the Programs' objectives. One key deliverable for the Land 2030 Umbrella Program is the detailed **legal analysis**, under the Senegal Gender and Land Promotion ASA (GLASA), of the proposed modifications to Decree no. 72-1288 to allow registering more than one person on the land allocation document.

The signed contract for the major **analysis phase** – to build on existing work and initiatives in Senegal while simultaneously drawing on experience in neighboring countries and the West Africa region, and the launch of a **study** looking into the potential economic impact of greater access to land and tenure security for women, enables two other important deliverables under the Senegal Gender and Land Promotion activity.

As part of the global activity, the team developed the new and improved **Gender and Land Toolkit**, and completed a **portfolio review** of land projects under implementation.

Under Component 1 of the associated Colombia MDTF, CiuData+ centered on the **design and application of a diagnostic methodology**. The methodology has been applied in 3 out of the 6 municipalities (Popayan, Pereira, and Cartago). Under Component 2, CiuData+ team developed and piloted a **methodological framework** (Popayan, Cartago, and Galapa) to assess municipal tax administration processes and support tools, and developed **methodological guidelines** to implement the framework. As part of Component 3, the team created (or established) the **LVC diagnostic methodology** and tested in the municipalities of Popayán, Pereria, and Galapa. CiuData+ team designed a Subnational Government's Prioritization Model, using the agreed eligible prioritization criteria, SINERGIA's key sub-national performance indicators, and other reliable institutional sources. For Pillar 2, component 4: In light of the results of the municipal diagnoses, several working groups have been organized at the Instituto Geográfico Agustín Codazzi to design quality control guidelines to improve the quality of the information before delivery to municipalities and their consolidation at the central level. Also, the CiuData+ program was involved in the design of a recommendations document for the national government based on the results of the diagnostic methodology applied at municipal level.

Although activities under the associated Egypt MDTF are still in the inception stage, the team made significant progress towards deliverables. They conducted **Initial assessments** under Component A of the program. These assessments will advance dialogue with NUCA (New Urban Community Authority) about property registration in new urban communities, and address other land sector challenges identified in separate ASA activities. Under Component B, the team provided support to a **pilot study for mapping buildings in 3D using drones** for an urban area within Sheikh Zaid City (as part of a representative sample of new urban communities to be assessed under the geospatial information management analysis). Under Component C, the team launched discussed and analyzed options for **own-source revenue** generation in the form of land value capture, and helped NUCA conduct an exercise to conceptualize how to apply **Smart Cities** to the Egyptian context.

## LOOKING AHEAD

Moving forward, during fiscal year 2023, the Land 2030 program management team plans fundraising and dissemination efforts to grow Land 2030's impact.

The Land 2030 Umbrella will focus its support on a) **finalizing the draft report** for the study, looking into the potential economic impact of greater access to land and tenure security for women; b) supporting further the **Decree modification**; c) for the Analysis Phase contract, preparing the **diagnostic phase report** for the extensive action-research in the field and the desk review of relevant literature; d) for the Global activity, finalizing the revised drafts of the **regional assessments** for both SSA (Sub-Saharan Africa) and MNA (Middle East and North Africa) regions and e) delivering **four country deep dives on women's land rights** (Côte d'Ivoire, Malawi, Jordan and Egypt).

As the Colombia MDTF team moves into FY22-23, it plans to develop the following activities under each of the four Components of the Trust Fund:

- Under Component 1, the team will carry out the **cadaster diagnostic in the three remaining municipalities** (Melgar, Galapa, and Becerril) and deliver the work plans for the six prioritized municipalities. The team will also be conducting a **pilot application** of declarative and collaborative cadastral data gathering models for data maintenance, using the above-mentioned strategy.

- For Component 2, the activities will include the following: 1) Finalizing the **assessments and action plans in all six municipalities**, and 2) Implementing **key action plan recommendations** based on the results of the assessments.
- In Component 3, the team will focus on **sharing diagnostic documents** with municipalities, developing training workshops with officials, and preparing detailed schedule for each Action Plan.
- For Component 4, the team will **facilitate knowledge exchange, organize dissemination workshops**, and support the development of a **toolbox** and methodological guidelines for cadaster management, tax administration, and land value capture.

The Egypt MDTF will focus its support on a) conducting, in partnership with the Gender Focal Point in the Global Unit for GPURL, an **initial assessment concerning gender gaps in the Egyptian land sector**; b) working with NUCA to conduct **rapid baseline assessments of 6 new urban communities** of varying generations, for NUCA to highlight its Smart City initiatives during the event; c) continuing the **support to the development of a National Strategy for Smart City Transformation**; d) completing the **own-source revenue assessment** and e) providing **inputs to the Government's National Strategy for Smart City Transformation**, together with initial assessments and results.



# Chapter

## Introduction

### 1.1. About Land 2030

The development objective of Land 2030 is to assist developing countries achieve land tenure security for all. The Partnership will secure the commitment of both development partners and client countries, and mobilize resources to reach the admittedly ambitious target of securing land and property rights by 2030.

The Land 2030 umbrella has four thematic pillars, aligned with the GPURL Urban Strategy and the Global Solutions Groups, that are proven and effective vehicles for channeling operational and technical support to World Bank teams and clients. The pillars bundle technical activities to spur innovation and improve technical and policy advice along sectoral lines and issues areas, while leaving enough flexibility to respond to emerging challenges and new issue areas.

Land 2030 tracks progress towards achieving its development objective by monitoring progress on almost 30 results indicators alongside results. Early results show that Land 2030 strengthens capacity and creates knowledge that help city leaders and stakeholders in land registration, delivering land titles and ultimately achieving land tenure security for all men and women. Chapter 2 of the present report includes an overview of the Results Framework; detailed results for each Umbrella activity and associated MDTFs are included in Chapters 3 through 5.

This is the second progress report, covering the first full fiscal year of the Land 2030 Umbrella implementation, from July 1, 2021, through June 30, 2022. The report includes descriptions of activities at both Umbrella and individual trust fund levels (Chapters 3 to 5), the financial overview (Chapter 7), and a forward look (Chapter 8).

#### BOX 1.1

#### The Four Land 2030 Pillars



1.2. Land 2030 Umbrella By the Numbers/ Summarizing Infographic

4

**Pillars**

- 1. Client Capacity Building and Training;
- 2. Knowledge Curation and Sharing;
- 3. Operational Investment Capabilities; and
- 4. Strategic Partnerships.

3

**Cross-Cutting Areas**

- 1. Establishing robust mechanisms to increase women’s rights to land and property and their economic empowerment;
- 2. Scaling up efforts to address the land-related aspects of fragility, instability and forced migration\*;
- 3. Increasing the use and application of technologies to bridge the digital / geospatial divide.

1

**Umbrella Trust Fund comprising:**

- 1 Global Program**  
Global Support for Women’s Land Rights
- 3 Country Programs**  
Senegal, Egypt and Colombia

Tracking results through **28** indicators

**20+**

**cities and municipalities in developing countries benefitting from Land 2030 support for....**

Colombia TFs’ goal of delivering

**22,000**

**accumulated property titles to women by 2024 for ....**

**.... achieving land tenure security for all men and women.**



# Chapter

# 2

## Results

This chapter presents an overview of the results achieved by Land 2030 through June 30, 2022. It includes a special section for the overarching program indicators and separate sections by pillars. While special chapters in this Land 2030 Annual Report report on the individual country programs and the Umbrella activities, this section integrates all results reporting from activities funded through the Umbrella MDTF, and the associated country programs in Colombia and Egypt.

Land 2030 is tracking progress towards achieving its development objective by monitoring a set of results indicators. To better balance the reporting requirements of Land 2030's contributing partners with the World Bank trust fund reform principles that require the integration of results indicators of associated trust fund programs into one umbrella framework, the results indicators have been updated in FY22. The updated results framework comprises 28 indicators

and aggregates Land 2030 results under overarching program indicators, while also monitoring results at pillar level and linking back to the theory of change. The Land 2030 team worked closely with country teams to integrate their country program indicators in the global integrated Land 2030 results framework. An indicator tracking database has been developed to facilitate results monitoring and reporting, and internal reporting mechanisms have been established.

### 2.1. Program Results

As Land 2030 program indicators measure aggregate results for the entire umbrella program, all activities funded through Land 2030 and its country programs report on these indicators, including the activities from the associated country programs in Colombia and Egypt. The program indicators also monitor progress on Land 2030's crosscutting theme of gender.

## 26 Projects

World Bank projects that incorporate actions/plans/indicators to secure tenure rights for women (Program Indicator 2). A portfolio review of World Bank land projects showed that there are 26 land projects under implementation and that they are producing sex-disaggregated data on land rights and include training, public awareness activities, and other measures of citizen engagement.

## 3 Countries

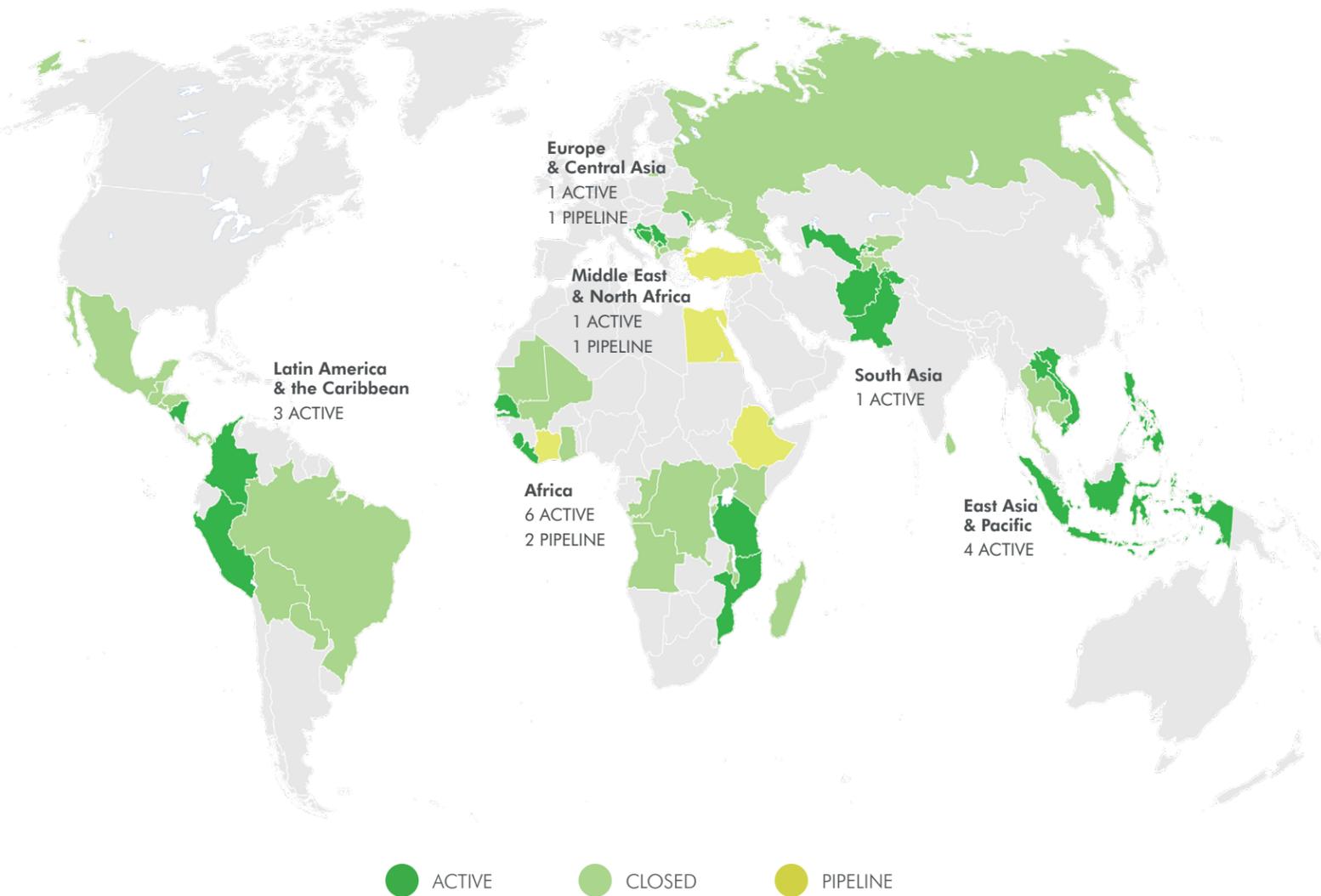
Supported by Land 2030 that are in the process of -or have achieved- land tenure security for all (through concrete plans or on-going/completed projects) (Program Indicator 1)

For **Program Indicator 3** - Government entities that have improved their land management systems, procedures, policies, or capacities, although both country programs and anchor activities are still in early phases and have not yet strengthened government entities' land management systems, upcoming activities on the cadastral system and tax administration are expected to lead to improved land management systems.

**CiuData+ Program** complements the efforts of the World Bank Colombia Multipurpose Cadaster Project by strengthening the multipurpose survey and promoting information maintenance strategies that allow the materialization of policies for the social organization of property aimed at women in the six pilot municipalities.

MAP 1.1

Land 2030 Portfolio



<sup>1</sup> The 22 projects represent the entire World Bank lending portfolio of standalone land projects.

2.2. Cross-Cutting Areas: Gender, FCV and Technology

Land 2030 cross-cutting area – Gender –advances women’s land rights agenda at national, regional, and global levels. All Land 2030 supported activities engage on the topic of gender in one way or another and the anchor supported activities have articulated a specific focus on gender and promoting land rights for women. Both associated trust funds and anchor activities have committed to monitoring and reporting on the Gender cross-cutting area indicators.

While FCV is one of the cross-cutting areas of the land 2030 Umbrella, there are no current global/country level activities funded in this field. Indicators will be reported only when funding for activities becomes available.

Land 2030 cross-cutting area – Technology –supports governments’ improving technology use for land

administration/local revenue generation. Colombia and Egypt associated MDTFs focus specifically on technology by monitoring and reporting on the Technology cross-cutting area indicators.

Both programs only recently started implementation and outcomes are towards the end of the results chain; thus, it is still too early for reporting on outcomes. There was progress, however, towards achieving the targets set at output level. In Colombia for example, the CiuData+ team advanced in diagnosing ICTs for Popayán. The diagnostics will include a review of ICT aspects, and identify improvement opportunities to help the municipality improve its ICT systems. In Egypt, the team supported a pilot study for mapping buildings in 3D, using drones for an urban area within Sheikh Zayed City.



Gender

Under the GLASA activity, several gender-informed interventions improved women’s land rights in Senegal. These included work on joint titling, including a legal analysis of modifying the decree on joint titling, and associated workshops, about overcoming barriers to women’s access to housing and property.

TABLE 2.1

Status of the Land 2030 Gender Cross-Cutting Area indicators



Outcome A	The women’s land rights agenda advanced at national, regional, and global levels	FY22 STATUS	TARGET
Outcome Indicator A.1	Gender-informed interventions with specific measures for securing women’s land rights (# of interventions)	3	19
Output Indicator A.1.1	Land related outputs that are gender-informed and improve women’s land rights (# of outputs, disaggregated by global, national, regional/municipal/city focus) (# of outputs)	2	4
Output Indicators A.1.2:	Government officials and stakeholders participation in land-related learning that incorporates gender sensitization (# of participants, of which are women)	26	120

TABLE 2.2

Status of the Land 2030 Technology Cross-Cutting Area Indicators



Outcome C	Governments improve the use of technology for land administration /local revenue generation <sup>2</sup>	FY22 STATUS	TARGET
Outcome Indicator C.1	Government entities improve the use of technology for land administration / local revenue generation <sup>2</sup> (# of government entities, disaggregated for which acted on land administration vs local revenue generation)	0	8
Output Indicator C.1.1	Products delivered that help government entities introduce/improve the use of technology for land administration/ local revenue generation <sup>2</sup> (# of products, disaggregated by focus on land administration vs local revenue generation)	0	10



<sup>2</sup> Improvements in the use of technology for local revenue generation may relate to land value capture (LVC), local tax administration, and municipal revenue systems.

2.3. Pillar 1 & 2 Results: Capable Clients and Cutting-Edge Knowledge

Pillars 1 and 2 of Land 2030 ensure that government entities have improved their capacity in land administration / local revenue generation (Pillar 1) and that cutting-edge knowledge (Pillar 2) informs land (related) policies, regulations, and plans. While all Land 2030 supported activities on the topics of capable clients and cutting-edge knowledge, Egypt and Colombia programs have a specific focus on these topics, and a commitment to monitoring and reporting on the Land 2030 Pillar 1 and 2 indicators.

**Pillar 1:** While the program in Egypt was in early stages of implementation during FY22 and progress on the results indicators will be reported only in FY23, the team has already set targets for these indicators and initiated activities to support these outcome/output indicators.

In Colombia, CiuData+ team has formulated municipal Action Plans and is preparing a training plan for 2023-2025 that covers the six beneficiary municipalities and some partner entities. In the municipality of Popayán, 30 people received training on land administration systems, updating cadastral processes, and application of methodologies to assess capacity in cadastral management, tax administration, and LVC instruments.

Under **Pillar 2**, the team in Colombia is developing national guidelines for cadastral management, tax administration, and LVC instruments, and establishing a CoP (Community of Practice) for the period 2024-2025. Also, diagnostics will be completed by early 2023, for all six beneficiary municipalities on all three focus areas (cadastral management, tax administration, LVC instruments).

PILLAR 1. CAPABLE CLIENTS



Outcome 1	Government entities have improved their capacity in land administration / local revenue generation <sup>3</sup>	FY22 STATUS	TARGET
Outcome Indicator 1.A	Government entities with improved capacity in land administration / local revenue generation <sup>3</sup> (# of government entities)	1	8
Output Indicator 1.A.1	Capacity building and knowledge sharing events organized that help strengthen government entities’ capacities in land administration / local revenue generation <sup>3</sup> (# of events)	1	16
Output Indicator 1.A.2	Government officials and other stakeholders trained on aspects of land administration / local revenue generation <sup>3</sup> (# of people)	30	120

PILLAR 2. CUTTING-EDGE KNOWLEDGE



Outcome 2:	Land (related) policies, regulations and plans are informed by cutting-edge knowledge	FY22 STATUS	TARGET
Outcome Indicator 2.	A Land (related) policies, regulations and plans are informed by cutting-edge knowledge and introduced / improved / adopted by government entities (# of policies/regulations/plans)	0	5
Output Indicator 2.A.1	Products delivered that contain cutting-edge knowledge relevant to land (related) policies, regulations, or plans (# of products)	0	10

<sup>3</sup> Improved capacity for local revenue generation may include capacity improvements in the area of land value capture (LVC), local tax administration, and municipal revenue.



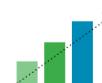
## 2.4. Pillar 3 and 4: Robust Operations and Strong Partners

Pillars 3 and 4 of Land 2030 ensure improved land (related) systems and processes (Pillar 3), that Land 2030 Global Partnership is enhanced, and that donor commitments are increased (Pillar 4). While Egypt and Colombia programs articulated a specific focus on robust operations, and will report on Pillar 3 indicators, the Umbrella activities and associated Colombia MDTF will monitor and report on the Land 2030 Pillar 4 indicators.

Under **Pillar 3 – Robust Operations** – Colombia team has progressed with outputs, delivering four technical inputs/knowledge products: 1) a Diagnostic report for the municipality of Popayan, 2) a Diagnostic methodology for analysis of the available cadaster data and local governments’ capacity to manage cadaster processes and citizen services, 3) Land Value Capture instruments methodology, and 4) the Methodological framework “Mi Gestión Inteligente”.

For **Pillar 4 – Strong Partners** – the teams have already reported substantial progress in collaborating with Government agencies, knowledge entities, donors, NGOs, networks, and other local/regional/global partners on Land 2030 supported activities. To date, CiuData+ Program has worked actively with the local administrations of four municipalities (Popayán, Cartago, Pereira, Galapa), and with three entities at the national level (National Planning Department-DNP, Cadastre and Cartography National Authority – IGAC, and Ministry of Housing – MVCT) as well as other related SECO projects such as SwissTierras and PFM. The teams working on the Umbrella supported activities have engaged with the EU, Ministry of Finance (PROCASEF), Asociacion Jurists Senegalaise (AJS), IPAR (Agricultural and Rural Forecasting Initiative), IED (Innovation, Environment, Development), CICODEV (Citoyenneté, la Consommation et le Développement), Ministry of Women, Stand for Her Land and Landesa.

### PILLAR 3. ROBUST OPERATIONS



Outcome 3:	Land (related) systems and processes are improved/introduced to deliver better operational results	FY22 STATUS	TARGET
Outcome Indicator 3.A	Land (related) systems/processes are introduced or improved (# of systems/processes, disaggregated for: i) Cadaster; ii) Land-Value Capture; iii) Urban Observatory; iv) Municipal revenue / Tax administration; v) Geospatial Information Management Systems; vi) Other)	0	3
Output Indicator 3.A.1	Technical inputs/knowledge products delivered that help improve systems/processes for land management / local revenue generation (# of products)		

### PILLAR 4. STRONG PARTNERS



Outcome 4:	Land 2030 Global Partnership enhanced, and donor commitments increased	FY22 STATUS	TARGET
Output Indicator 4.A.1	Government agencies, knowledge entities, donors, NGOs, networks, and other local/regional/global partners collaborating under Land 2030 supported activities (# of partners)	16	13

# Chapter

# 3

## Land 2030 Umbrella Multi-Donor Trust Fund

The Umbrella MDTF currently finances two activities: Senegal Land and Gender Phase I Analytics and Support for Stand for Her Land.

This Chapter of the Land 2030 Annual Report provides an overview of the work done by the Land 2030 Umbrella MDTF team as of June 2022, and the results achieved during its first year of implementation.

### 3.1. Senegal Gender and Land Promotion (GLASA)



GLASA promotes land rights for women in Senegal through analytical work and sensitization tools calibrated to increase women’s land tenure security. During the reporting period, the GLASA team implemented concrete steps towards achieving this objective.

The key achievement during the reporting period is the detailed **legal analysis** of the proposed modifications to Decree no. 72-1288 to allow the registration of more than one person on the land allocation document.

- While joint titling of spouses is not specifically mentioned, this modification would allow for such tilting of wives. Therefore, it was important to

assess the draft Decree in the context of women’s specific needs and rights to housing, land and property (HLP), and gender impacts.

- This review covered the legal framework and existing applications and practices (including regional or cultural deviations), and describes how the Decree’s wording potentially impacts women. The analysis of the Decree has been completed and ongoing work assesses and guides implementing the Decree modifications in a gender informed way.
- The analysis was disseminated and discussed during a workshop with government officials, and civil society and women’s organizations.

The contract signed in April 2022 marked the major **analysis phase** – to build on existing work and initiatives in Senegal while simultaneously drawing on experience in neighboring countries and the West Africa region. This phase will identify (i) gaps that restrict women’s HLP access in Senegal and (ii) entry points for the development of tools and methodologies for bridging these gaps. This work is on-going and should be completed by end of FY23.

Finally, August saw the launch of a **study** looking into the potential economic impact of greater access to land and tenure security for women. This follows very keen interest from government partners and other stakeholders for this type of evidence.

SENEGAL LAND AND GENDER PHASE I ANALYTICS AT A GLANCE			
TRUST FUND PROGRAM	Senegal Land and Gender Phase I Analytics		
OBJECTIVE	To promote land rights for women in Senegal through analytical work and sensitization tools calibrated to increase women’s land tenure security and the number of land rights registered to women.		
LAND 2030 RESULTS AREAS	Cross-cutting Areas: Gender Pillar 4: Strong Partners		
CONTRIBUTING DEVELOPMENT PARTNER	Government of Canada		
AMOUNT	US\$ 900,000	IMPLEMENTATION PERIOD	Oct 2021 – Apr 2023

### 3.2. Support for Stand for Her Land



Building upon last year’s work drafting a strategy for S4HL and a communication needs assessment, this reporting period has seen significant progress towards the activity’s objective.

The team is finalizing the new and improved **Gender and Land Toolkit**, which will be published before the Partnership Council meeting (October 2022).

In parallel, the September 2021 **portfolio review** of land projects under implementation found that our land portfolio is producing sex-disaggregated data on land rights, training, public awareness, and other measures of citizen engagement.

In addition, there are two on-going contracts:

- The preparation of **two regional assessments** on women’s land rights – for Sub-Saharan Africa and Middle East/North Africa regions which will engage with a range of stakeholders at the regional and country levels, and assess their interest in and understanding of women’s land rights, and their ability to engage on the topic. A virtual regional consultation workshop will complete the assessment. The final product will define options for strategic engagement at the regional level, and develop both key messages and means of delivery that promote women’s land rights in SSA and MNA regions.
- A study on gender and valuation and taxation including a global review of the evidence, and collecting and analyzing good practices to support women in these processes. The study will result in a global report, and, more importantly, guidance notes for operational teams to be more easily incorporated into projects and activities focused on taxation and valuation.

SUPPORT FOR STAND FOR HER LAND AT A GLANCE			
TRUST FUND PROGRAM	Support for Stand for Her Land (S4HL)		
OBJECTIVE	Advancing the organization and capacity of the Stand for Her Land campaign to support women’s land rights.		
LAND 2030 RESULTS AREAS	Cross-cutting Areas: Gender Pillar 4: Strong Partners		
CONTRIBUTING DEVELOPMENT PARTNER	Government of Canada		
AMOUNT	US\$ 456,000	IMPLEMENTATION PERIOD	Apr 2021 – Jan 2023

### 3.3 Anchor MDTF Results as Part of the Land 2030 Umbrella

The Land 2030 results indicators measure aggregate results for the entire Umbrella program, including for S4HL activities and support provided in Senegal.

The tables below show reporting for Umbrella MDTF supported activities in Senegal and for S4HL, as part of the Land 2030 results framework.

TABLE 3.1

#### Results Indicators for the Anchor MDTF, as Part of the Land 2030 Results Framework

OBJECTIVE	ASSIST DEVELOPMENT COUNTRIES IN ACHIEVING LAND TENURE SECURITY FOR ALL MEN & WOMEN	STATUS
PROGRAM INDICATOR I.	Countries supported by Land 2030 that are in the process of -or have achieved- land tenure security for all (through concrete plans or on-going/completed projects) (# of countries)	1
	Reforming the land sector is a key commitment of Senegal’s national development strategy. In this context, Senegal engages with the World Bank on the Senegal Cadaster and Land Tenure Improvement Project (PROCASEF, US\$80 million, P172422). The project aims to strengthen the recipient’s capacity for the implementation of its cadaster at a national level; and to increase the number of land rights registered in selected areas (including for women). The Senegal Gender and Land Promotion (GLASA) activity is supported by the Land 2030 Umbrella TF and complements the efforts of the PROCASEF project by promoting land rights for women in Senegal through analytical work and sensitization tools calibrated to increase women’s land tenure security.	
PROGRAM INDICATOR II.	World Bank projects that incorporate actions/plans/indicators to secure tenure rights for women (# of projects)	26
	A portfolio review of World Bank land projects showed that there are 26 land projects under implementation and that they are producing sex-disaggregated data on land rights and include training, public awareness activities and other measures for citizen engagement.  More specifically for Senegal, the PROCASEF project incorporates actions, plans and indicators to help secure women’s land rights. For example, one of its key performance indicators tracks the number of occupancy titles registered through project support in the name of a woman (or a group including a woman).	
PROGRAM INDICATOR III.	Government entities that have improved their land management systems, procedures, policies, or capacities (# of government entities)	Too early
	Too early to report.	

### PILLAR 4. STRONG PARTNERS



Outcome 4	Land 2030 Global Partnership enhanced, and donor commitments increased	STATUS	TARGET
Output Indicator 4.A.1	Government agencies, knowledge entities, donors, NGOs, networks, and other local/ regional/global partners collaborating under Land 2030 supported activities (# of partners)	9	TBD

EU, Ministry of Finance (PROCASEF), Association Jurists Senegalaise (AJS), IPAR, IED, CICODEV, Ministry of Women, Stand for Her Land, Landesa

TABLE 3.2

## Gender



Outcome A	The women's land rights agenda has been advanced at national, regional, and global level	STATUS	TARGET
Outcome Indicator A.1	Gender-informed interventions with specific measures for securing women's land rights (# of interventions)	3	11
	<p>Several gender-informed interventions (acts of interfering with an outcome) were taken to help improve women's land rights. These include:</p> <p>Work on joint titling, including the delivery of a legal analysis of modifications to Senegal's decree on joint titling and associated workshops.</p> <p>Steps to enhance the understanding of how to overcome barriers to women's access to housing, property in Senegal. Analytical work has started to identify (i) gaps that restrict women's housing, access in Senegal; and entry points for Bank operations in the Housing sector in Senegal.</p> <p>The team updated the Gender and Land Toolkit to incorporate advancements in the sector, new tools and good practice.</p> <p><b>Some upcoming intervention include:</b>  <i>The planned economic analysis will provide Evidence building on the potential economic impact of greater access to land and tenure security for women. This works includes a global review of evidence and good practices that may support women in these processes. The study is expected to lead to practical guidance for operational teams on these issues so they can more easily be incorporated into projects and activities focused on taxation and valuation.</i></p> <p><i>For the major analysis phase contract, the next milestone is the diagnostic phase report for the extensive action-research in the field. (Due October 2022) Desk review of relevant literature (due Oct. 2022).</i></p>		
Output Indicator A.1.1	Land related outputs that are gender-informed and improve women's land rights (# of outputs, disaggregated by global, national, regional/municipal/city focus) (# of outputs)	2	4
	<p>A detailed legal analysis was completed of the proposed modifications to Decree no. 72-1288 to allow the registration of more than one person on the land allocation document. While joint titling of spouses is not mentioned, this modification would allow for such, and it was important to assess the draft decree in the context of women's specific needs and rights to housing, land and property and what the gender impacts might be. This review covered the legal framework, existing applications, and practices (including regional or cultural deviations) and presented the potential impacts on women of the wording of the decree.</p> <p>Revised Gender and Land Toolkit</p>		
Output Indicators A.1.2:	Government officials and stakeholders participate in land-related learning that incorporates gender sensitization (# of participants, of which women)	26, of which 13 women	60
	<p>In March 2022, a workshop was organized on joint titling, which is important for women's specific needs and rights to housing, land, and property. Twenty-six (26) participants attended the workshop of which [13] women. The legal analysis of the draft decree modifications was discussed during the workshop with government officials, civil society, and women's organizations.</p>		

## 3.4 Implementation Challenges and Next Steps

The Senegal GLASA activity has encountered a few risks, related primarily to delays in finalizing the contracting of a consortium of Senegalese based research institutes<sup>4</sup>. The team anticipated delays in processing the contract of a consortium new to the World Bank, while acknowledging that working with a relevant Senegalese based consortium was essential. The main analysis phase contract is now underway.

The main analysis phase contract for the Global activity is off to a slow start however, the mission planned for Dakar for September 2022 will address improving implementation.

**Next steps** for GLASA, as mentioned above in section 3.1., include a study looking into the potential economic impact of greater access to land and tenure security for women, launched in August. The draft report is expected by December 2022.

The next steps to further support the Decree modification involve providing support tools for civil society to roll out "joint-titling", as well as training sessions for civil society, land commissions, and other authorities.

The next milestone for the Analysis Phase contract is the diagnostic phase report for the extensive action-research in the field (due October 2022) and the desk review of relevant literature (due Oct. 2022).

For the Global activity, the team will finalize the revised drafts of the regional assessments for both SSA (Sub-Saharan Africa) and MNA (Middle East and North Africa) regions by end-September 2022.

Four country deep dives into women's land rights (Côte d'Ivoire, Malawi, Jordan, and Egypt) should be ready by the end of 2022. The team is working concurrently on a Global review for the gender and property taxation/valuation study.

## 3.5 Financial Overview

TABLE 3.3

## Land 2030 Umbrella Multi-Donor TF Financial Overview (as of June 30, 2022)

Thousands USD	Overall Budget	Approved Amount	FY22 Disbursements	FY22 Commitments	% of Approved Amt Disb/Comm
Senegal Land and Gender Phase 1 Analytics	2,000,000	984,008	388,306	259,773	65.9%
Support for Stand for Her Land	456,000	456,000	140,774	181,610	70.7%
Partnership Activities	120,000				
Program Management	121,500	121,500	19,782	4,255	19.8%
<b>Total</b>	<b>2,697,500</b>	<b>1,561,508</b>	<b>548,863</b>	<b>445,638</b>	<b>156.3%</b>

<sup>4</sup> IED- Innovation Environnement et Développement en Afrique and IPAR- Initiative prospective agricole et rurale.

# Chapter

# 4

## STRENGTHENING LAND ADMINISTRATION AND FISCAL MANAGEMENT IN COLOMBIA

In Colombia, a high percentage of outdated cadaster information impacts land administration negatively. Currently, slightly more than 5% of the national territory has updated cadastral information, approximately 65% of the territory has outdated cadastral information, and nearly 30% has none at all. The associated Colombia MDTF strengthens decentralization by enhancing the capacity for investment planning and revenue generation of municipalities through strengthened land administration systems and local fiscal capacity for revenue collection. The program is based on two pillars that comprise four Bank-Executed components. The first pillar builds capacity at the municipal level

for cadastral data management and maintenance, land-based instruments, and tax administration. The program is piloting these interventions in six prioritized municipalities, which should lead to better land administration and tax administration capacity. The second pillar builds capacity at the central government level for supporting subnational governments on land, urban, and tax administration issues by aligning policies, regulations, procedures, and incentives. This Chapter of the Land 2030 Annual Report offers an overview of the Colombia team’s work done as of June 2022, and the results achieved during its second year of implementation.

LAND 2030 IN COLOMBIA AT A GLANCE				
TRUST FUND PROGRAM	Strengthening Land Administration and Fiscal Management In Colombia			
OBJECTIVE	Enhancing municipal government capacity in managing multi-purpose cadaster and property tax collection.			
COMPONENTS	Component 1: Cadastral data management, maintenance, and sustainability	Component 2: Enhanced capacity for revenue collection and tax administration	Component 3: Enhanced capacity for setting up strategic land value capture instruments	Component 4: Capacity building and strategic dialogue with National Level
LAND 2030 RESULTS AREAS	Cross-cutting Areas: Gender; Technology Pillar 1: Capable Clients Pillar 2: Cutting-edge Knowledge Pillar 3: Robust Operations Pillar 4: Strong Partners			
CONTRIBUTING DEVELOPMENT PARTNER	Swiss State Secretariat for Economic Affairs (SECO)			
AMOUNT	US\$ 6.6 million	IMPLEMENTATION PERIOD	Dec 2020 – Dec 2024	



## 4.1 Cadastral Data Management, Maintenance, and Sustainability

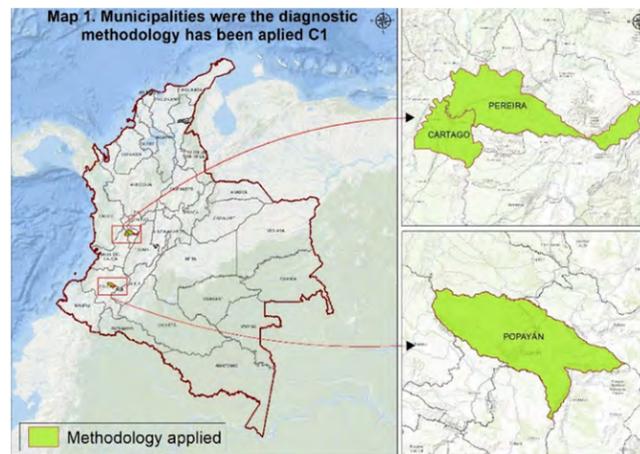
In the first phase executed last year under Component 1, CiuData+ concentrated on designing and applying a **diagnostic methodology** to facilitate a standardized and detailed analysis of the available cadastral data and the capacity of local governments to manage cadaster processes and citizen services. The **methodology** was applied in three out of the six municipalities (Popayán, Pereira, and Cartago), two of which have pending validation with the local administrations.

This methodology includes analyzing the following seven dimensions: (i) status and quality of cadastral data, (ii) data access, (iii) institutional arrangements and human resources, (iv) compliance with technical standards, (v) assessment of the parcel-based land information system, (vi) customer's service, and (vii) data usability. Thirty indicators identify the level of capacity of the municipality to support cadastral management, determine the state of adopting Multipurpose Cadaster standards and processes, and guide a tailored work plan for cadastral capacity strengthening.

In terms of key achievements, the team worked on the **diagnostic** of cadastral data management, maintenance, and sustainability of the following municipalities:

**Popayán:** This diagnostic indicated that the cadastral database does not comply with the Land Administration Domain Model LADM\_COL standard, and that the municipality has limited access to the data, managed by IGAC. **In addition**, the municipality is understaffed, has limited technical knowledge about using cadastral data, and uses the cadastral information only for tax purposes. Also, the cadastral processes documentation is not updated in line with the current regulatory framework. Moreover, there are no agreements or protocols for data exchange, and there is no cadaster-registry interoperability. Finally, the information system has limited support for citizen services.

**Pereira:** The team concluded the following: 1) the cadastral database complies with the Land Administration Domain Model LADM\_COL standard; however full access to data for confirming compliance is still pending; 2) staff is knowledgeable about the new cadaster standards and data model; nonetheless, cadastral data usability and analysis training is lacking; 3) documentation of cadastral processes and procedures has commenced; 4) although there are basic information



exchange agreements, some have not been formalized yet; 5) the information system “IDEAMCO” allows individual queries at the property level, and service channels are provided for some procedures; however, there is no access to massive information reports; 6) the municipality has limited access to cadaster data, e.g., for consultation purposes only; and 7) no progress has been made in cadaster-registry interoperability.

**In Cartago**, the diagnostic revealed that the cadastral database does not comply with the Land Administration Domain Model LADM\_COL standard.

Also, although the staff has technical knowledge about new cadaster standards, they still require training on using the cadaster data for purposes other than tax administration. Although documentation of cadastral processes and procedures has commenced, there are no data exchange agreements. In addition, the diagnostic shows that consolidating cadaster-registry module has not yet advanced; however, the information system does support individual queries at the property level, and a geoportal is available. Finally, the municipality experiences delays when receiving cadaster data from Valle Avanza.

Under Component 1, the team has delivered training on the following topics: (i) land administration systems, (ii) the Colombia Profile of the Land Administration Domain Model (LADM\_CO)<sup>5</sup>, and (iii) social safeguards measures. Upcoming training sessions will cover cadaster processes, and the use of cadaster data for tax administration, urban planning, and infrastructure development. This component will

enhance municipal governments capacity in cadastral data management, maintenance, and sustainability, through technical assistance. Will analyze current land information systems and capacities of the local administrations and will support municipalities in

designing internal procedures that meet national standards on cadaster development and maintenance. Additionally, the component will formulate strategies that guarantee that citizens have permanent access to land administration services.

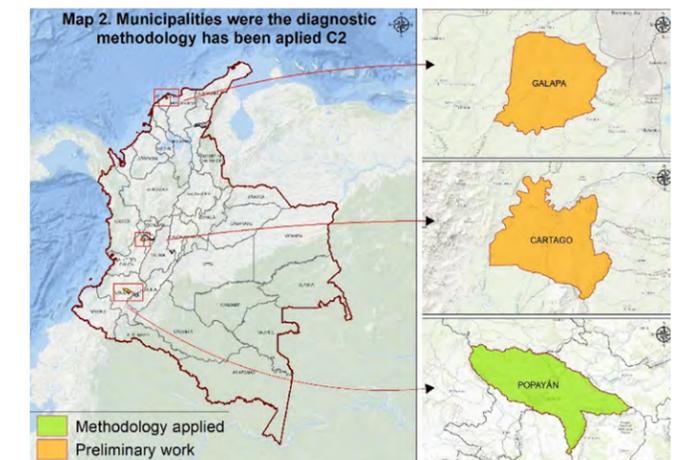
## 4.2 Enhanced Capacity for Revenue Collection and Tax Administration

Under Component 2, the CiuData+ technical assistance supports municipal tax administration capacity building to improve compliance and revenue collection. During the last year, CiuData+ team developed a **methodological framework** to assess municipal tax administration practices and performance against good practices. The framework has been piloted in the municipality of Popayán. Aiming to test the methodology in at least one municipality for each category, the team also undertook preliminary work in the municipalities of Cartago, and Galapa.

The framework presents results in the aggregate dimensions of practices and performance and in the aggregate dimensions of compliance and automation. The latter is critical for modernizing municipal tax administration and make its decisions more accountable and transparent.

The methodological framework “Mi Gestión Inteligente” (My Smart Management) focuses on property tax and other municipal taxes. The methodology revolves around a group of 26 key indicators. A technical card includes correlative numbering and the corresponding coding for each indicator, specifically: (i) the summary; (ii) detailed description; (iii) the assigned weight; (iv) type; (v) admitted values; (vi) order of criterion; (vii) best practice reference(s); (viii) measurement methodology; (ix) scoring criteria; (x) information sources; (xi) the standardization rules; and (xii) dimensions.

**Field guidelines** were produced to implement the framework in the field including a questionnaire and a list of evidence. This will enable municipal governments to self-assess in the future and allow the national government to scale up the initiative. CiuData+ team has started the **assessments** and **action plans** to modernize local tax administration in Popayán, Cartago and Galapa, key achievements.



The team of international and national experts tested the methodological framework in the field. The fieldwork in Popayán, Cartago, and Galapa focused on the areas of (i) administration and finances, (ii) revenue collection; (iii) accounting; (iv) internal audit; (v) legal; (vi) planning; (vii) ICT systems; and (viii) communication.

Ongoing evidence collection will determine results of these assessments. During the field missions, the CiuData+ team disseminated international good practices with local tax administration officials and shared knowledge, engaging in dialogues about further technical assistance. One interesting outcome of these first missions was the engagement of municipal tax administration authorities once they realized that the methodological framework quickly identified gaps, and prioritized actions and resources to bridge them.

At the same time, the methodological framework allows the CiuData+ team to prioritize areas in need of further assistance. For example, during the fieldwork and missions to Popayán, Cartago, and Galapa, the team found that promoting voluntary compliance based on risk analysis is an area for further support in all cases.

<sup>5</sup> The LADM is an ISO standard that facilitates the development and refinement of efficient and effective parcel-based cadaster and land information systems based on a Model Driven Architecture (MDA), and that enables geospatial data sharing and interoperability among national institutions and subnational governments.

### 4.3 Enhanced Capacity for Setting up Strategic Land Value Capture Instruments

Under Component 3, the team created the LVC diagnostic methodology, to identify and measure municipalities' institutional capacity for adopting or strengthening land value capture - LVC instruments - in two dimensions: (i) Macro approach, and (ii) Current degree of implementation in each subnational government.

The macro approach assesses the municipal capacity regarding urban land and real estate markets, urban planning strategies and main urban development projects, and fiscal efforts. This dimension offers insights into potential opportunities and challenges of the land and housing markets linked to LVC tools and expert advice for developing urban land market observatories.

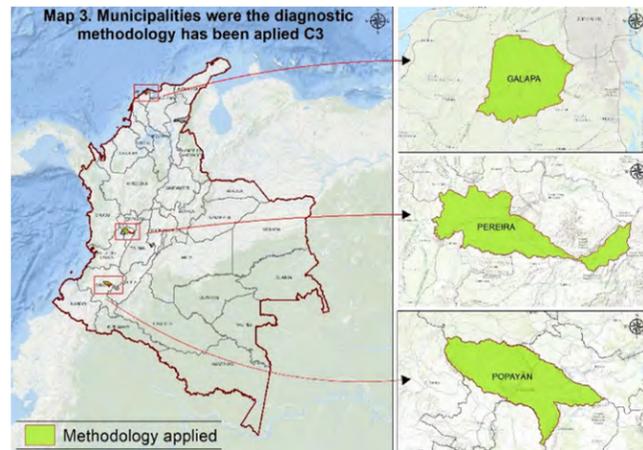
The analysis on current degree of LVC instruments implementation measure performance and its aim are to generate value in component 3. With the value chain approach, first, the team designs the "optimum" process, procedures, and implementation of each LVC tool; it is based on the regulatory framework, expert's opinion, and best local practices. Next, the team applies the survey to the specific municipality and maps the details of implementation which includes the regulatory conditions through the institutional context, data architecture, and citizen attention. Finally, the team built the general urban diagnosis and the current value chain situation of each LVC tool which contrast the "optimal" value chain. It informs about the level of maturity of each LVC tool and valuable opportunities for action and improvement on those tools through strategic projects.

The municipalities of Popayán, Pereria, and Galapa were testing sites.

### 4.4 Capacity Building and Strategic Dialogue with National Level

During the reporting period, a Subnational Government's Prioritization Model used the agreed eligible prioritization criteria, in the steering committee, methodologies conducted by the National Government, key sub-national performance indicators from SINERGIA, and other reliable institutional sources. The Presidency of the Republic, Ministry of Finance (MHCP), National Planning Department (DNP), Ministry of Housing (MCVT), Cadaster and Cartography National Authority (IGAC), and the National Administrative Department of Statistics (DANE) participated in the activity.

As a result, 395 out of 1,123 municipalities met the eligible criteria. A shortlist of 18 municipalities resulted



Actions Plans (AP) for Popayán and Pereira municipalities were also formulated during the reporting period. Each AP covered identifying action lines per criteria (normative and regulatory development, institutional development and human resources, citizen services, and Information technology), strategic projects, and defining actions and products under the value chain of each LVC instrument. The strategic projects offer "learning by doing", through demand-driven support of the most problematic situations.

A valuable finding is identifying lessons learned, best practices, and strategic innovations by local authorities to improve LVC instruments implementation. This discovery will inform policy reforms at the national level to strengthen LVC decentralization framework, a topic to be further explored and developed with the new administration.

after analyzing the initial total using governance performance indicators. Finally, the Bank verified the interest and political will of mayors and local staff of the 18 municipalities by requesting their Expressions of interest in a standardized format. As a result, the six targeted municipalities were: Pereira (Risaralda) and Popayán (Cauca) (Strong Cities); Melgar (Tolima) and Cartago (Valle del Cauca) (Intermediate Cities); and Galapa (Atlántico) and Becerril (Cesar) (Early Development Cities).

As a result of the municipal diagnoses (Pereira, Galapa, and Cartago), the Instituto Geográfico Agustín Codazzi organized several working groups to design quality control guidelines to improve the quality of

the information before delivery to municipalities and consolidation at the central level. Also, the CiuData+ program helped design a recommendations document

for the national government, based on the results of the diagnostic methodology applied at the municipal level.

### 4.5 Colombia MDTF Results as Part of the Land 2030 Umbrella

The objective of CiuData+ Program is to enhance municipal government capacity in managing multi-purpose cadaster and property tax collection. The activities funded through the Colombia MDTF contribute to Land 2030 objectives and outcomes. A subset of indicators was created and placed under relevant Land 2030 pillars, to track and measure results specifically achieved through the MDTF for Colombia, and to help shape Land 2030's overall results framework. As explained in Chapter 2 of this annual report, an updated agreement determined which

Land 2030 performance indicators will be used to monitor CiuData+ results. Given the program's focus on capacity building, the Land 2030 indicators from Pillar 1 (Capable Clients), Pillar 2 (Cutting-edge Knowledge, Pillar 3 (Robust Operation, and Pillar 4 (Strong Partners) are fit to monitor CiuData+ progress, alongside the overarching Land 2030 program indicators. This section of the Annual Report offers a numerical status update of results achieved by CiuData+ as part of the Land 2030 umbrella, and a qualitative account of how the activities achieved those results.

TABLE 4.1

#### Results Indicators for the Colombia MDTF, as Part of the Land 2030 Results Framework

OBJECTIVE	ASSIST DEVELOPMENT COUNTRIES IN ACHIEVING LAND TENURE SECURITY FOR ALL MEN & WOMEN	STATUS
PROGRAM INDICATOR I.	Countries supported by Land 2030 that are in the process of -or have achieved- land tenure security for all (through concrete plans or on-going/completed projects) (# of countries)	0
	The CiuData+ Program -as part of the Land 2030 umbrella- supports Colombia in working towards land tenure security for all. The program includes executing strategies for permanent maintenance of multipurpose cadastral information and strengthening the cadaster-registry interrelation, allowing identification of vacant land and informal tenure relationships, in both urban and rural land. These inputs will facilitate local governments and national entities (National Land Agency) to advance implementation of social property management policies. All the above is within the framework of the National Policy for Access to Land and Property Formalization led by the Colombian Government.	
PROGRAM INDICATOR II.	World Bank projects that incorporate actions/plans/indicators to secure tenure rights for women (# of projects)	0
	The World Bank Colombia Multipurpose Cadaster Project (P162594) aims to strengthen tenure security, with a specific goal of delivering 22,000 accumulated property titles to women by 2024. The CiuData+ Program complements the efforts of the project by strengthening the multipurpose survey and promoting information maintenance strategies that allow policies which enable social organization of property aimed at women in the six pilot municipalities. One of the Multipurpose Cadaster project's performance indicators tracks the number of women with titles issued -individual or joint- property titles. Currently, the project reports an advance of about 2,000 titles throughout the country for that indicator.	
PROGRAM INDICATOR III.	Government entities that have improved their land management systems, procedures, policies, or capacities (# of government entities)	0
	As of June 2022, the program has not yet strengthened government entities' land management systems, but upcoming activities on the cadastral system and tax administration are expected to improve municipal capacities and generate positive effects on municipal income. Both outcomes will reduce dependency on income from the central level.	
	Currently, for the six beneficiary municipalities, the indicator measuring dependency on domestic resources (central level) stands at an average of 54.64, where 100 represents the greatest dependency of a municipality. The variation of the resource dependency indicator is affected by factors beyond the control of the CiuData+ Program. However, based on the CiuData+ supported strengthening measures, the subnational governments expect to increase local revenues and to reduce their dependence on revenues from the central level.	

**Gender**



Outcome A	The women’s land rights agenda has been advanced at national, regional, and global level	STATUS	TARGET
Outcome Indicator A.1	Gender-informed interventions with specific measures for securing women’s land rights (# of interventions)	0	6
	An initial analysis of the Popayán and Cartago databases has been completed, verifying available gender information. Some property records are not complete, and secondary sources are being evaluated to complete this information.		
Output Indicators A.1.2:	Government officials and stakeholders participate in land-related learning that incorporates gender sensitization (# of participants, of which women)	0	60
	As a first step, the CiuData+ technical team received gender awareness training. For the coming year, gender sensitization training is planned for government officials and stakeholders.		

**Technology**



Outcome C	Governments improve the use of technology for land administration /local revenue generation <sup>6</sup>	STATUS	TARGET
Outcome Indicator C.1	Government entities take action towards improving the use of technology for land administration / local revenue generation <sup>1</sup> (# of government entities, disaggregated for which acted on land administration vs local revenue generation)	0	6
	Colombian municipalities are expected to improve their use of ICT during 2023-2024 through the implementation ICT actions as part of municipal action plans which are currently in the formulation stage.		
Output Indicator C.1.1	Products delivered that help government entities introduce/improve the use of technology for land administration/ local revenue generation <sup>1</sup> (# of products, disaggregated by focus on land administration vs local revenue generation)	0	6
	Of which as per FY22: 1 focusing on land administration & 2 on local revenue generation		
	The CiuData+ team has advanced in diagnosing ICTs for Popayán, including i) cadastral management, ii) tax administration, and iii) LVC instruments.  The diagnosis is closed when the validation by the local government is given; this has not yet been completed. The diagnostics will include a review of ICT aspects and identified improvement opportunities to help the municipality take the proper steps towards improving its ICT systems.  At the beginning of 2023, similar diagnostics for the municipalities Becerril, Cartago, Galapa, Melgar, and Pereira will be completed.		

<sup>6</sup> Improvements in the use of technology for local revenue generation may relate to land value capture (LVC), local tax administration and municipal revenue systems.

**PILLAR 1. CAPABLE CLIENTS**



Outcome 1	Government entities have improved their CAPACITY IN land administration / local revenue generation <sup>7</sup>	STATUS	TARGET
Outcome Indicator 1.A	Government entities with improved capacity in land administration / local revenue generation <sup>2</sup> (# of government entities)	0	6
	Simultaneously with the formulation of municipal Action Plans, the CiuData+ Program is preparing a training plan for 2023-2025 which covers the six beneficiary municipalities and a group of partner entities. As of June 2022, training on land administration systems and the above-mentioned diagnostics strengthened the capacity of the municipality of Popayán.		
Output Indicator 1.A.1	Capacity building and knowledge sharing events organized that help strengthen government entities’ capacities in land administration / local revenue generation <sup>2</sup> (# of events)	1	12
	In the municipality of Popayán, thirty (30) people received a training on (i) land administration systems, (ii) the Colombia Profile of the Land Administration Domain Model (LADM_CO), (iii) updating cadastral processes and (iv) application of methodologies to assess capacity in cadastral management, tax administration and LVC instruments.		
Output Indicator 1.A.2	Government officials and other stakeholders trained on aspects of land administration / local revenue generation <sup>2</sup> (# of people)	30	180
	Thirty (30) people, of which twelve (12) women, attended the above-described workshop in the municipality of Popayán.		

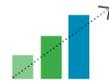
**PILLAR 2. CUTTING-EDGE KNOWLEDGE**



Outcome 2	Land (related) policies, regulations and plans are informed by cutting-edge knowledge	STATUS	TARGET
Outcome Indicator 2.A	Land (related) policies, regulations and plans are informed by cutting-edge knowledge and introduced / improved / adopted by government entities (# of policies/regulations/plans)	0	4
	Developing national guidelines for cadastral management, tax administration and LVC instruments and establishing a CoP are scheduled for 2024-2025.		
Output Indicator 2.A.1	Products delivered that contain cutting-edge knowledge relevant to land (related) policies, regulations, or plans (# of products)	0	6
	Before defining the action plans, the diagnostics are undertaken for the six beneficiary municipalities. Current status:  For Popayan, the diagnostics on i) cadastral management, ii) tax administration, and iii) LVC instruments have been completed.  For Pereira, Cartago, and Galapa, progress has been made in the diagnostics of cadastral management and LVC instruments.  Diagnostics are expected to be completed for all six beneficiary municipalities on all three focus areas (cadastral management, tax administration, LVC instruments) by early 2023.		

<sup>7</sup> Improved capacity for local revenue generation may include capacity improvements in the area of land value capture (LVC), local tax administration and municipal revenue.

**PILLAR 3. ROBUST OPERATIONS**



<b>Outcome 3</b>	Land (related) systems and processes are improved/introduced to deliver better operational results	STATUS	TARGET
<b>Outcome Indicator 3.A</b>	Land (related) systems/processes are introduced or improved (# of systems/processes, disaggregated for: i) Cadaster; ii) Land-Value Capture; iii) Urban Observatory; iv) Municipal revenue / Tax administration; v) Geospatial Information Management Systems; vi) Other)	0	TBD
	The specific number of systems/processes to be improved/introduced with the support of the CiuData+ Program will be defined once the municipal action plans are completed.		
<b>Output Indicator 3.A.1</b>	Technical inputs/knowledge products delivered that help improve systems/processes for land management / local revenue generation (# of products)	4	
	Four technical inputs/knowledge products have been delivered:  1. Diagnostic report for the municipality of Popayan on i) cadastral management, ii) tax administration, and iii) LVC instruments.  2. Diagnostic methodology for analysis of the available cadaster data and the capacity of local governments to manage cadaster processes and citizen services.  3. Land Value Capture instruments methodology to identify and measure the potential of municipalities to adopt or strengthen LVC tools.  4. The Methodological framework "Mi Gestión Inteligente" to assesses municipal tax administration processes and support tools, including 26 indicators and methodological guidelines to implement this framework.		

**PILLAR 4. STRONG PARTNERS**



<b>Outcome 4</b>	Land 2030 global partnership enhanced, and donor commitments increased	STATUS	TARGET
<b>Output Indicator 4.A.1</b>	Government agencies, knowledge entities, donors, NGOs, networks, and other local/ regional/global partners collaborate under Land 2030 supported activities (# of partners)	7	13
	To date, CiuData+ Program has worked actively with the local administrations of four municipalities (Popayán, Cartago, Pereira, Galapa) and with three entities at the national level (National Planning Department- DNP, Cadastre and Cartography National Authority – IGAC, and Ministry of Housing – MVCT).		

**4.6 Implementation Challenges and Next Steps**

In terms of risks, challenges, and potential mitigation measures, the team identified a few key risks : (i) Political change may influence government ownership; (ii) Land administration issues are highly sensitive and political; therefore, understanding the political economy is critical; (iii) The decentralization of land administration is challenging, especially for municipalities with little experience and capacities; (iv) Access to detailed information and cadastral databases has been one of the greatest difficulties; (v) Municipal staff capacity varies, and (vi) Political economy involves risk.

Risk, challenges and potential mitigation measures:

- **Political change:** After a new national administration took office, delays in appointing the IGAC director (National Cadaster Authority) affected the subnational governments without a decentralized cadaster. To mitigate the risk, the TA maintained a strong dialogue and technical support with the local government, while coordinating at the national level with the interim and newly appointed counterparts.



- Land administration issues are highly sensitive and can be a source of conflict:** Updating the cadaster requires updating property values, which has an impact on property taxes, and may generate negative reactions in the population. To mitigate this risk, the WBG technical assistance includes direct guidance in establishing a grievance redress mechanism, a timely dialogue and communications strategy with citizens, and training local officials.
- Decentralization of cadaster and land administration services is challenging, particularly for municipalities with low institutional capacity.** The CiuData+ Program is designed to mitigate this risk, by bringing specialized, demand-driven technical assistance and structured training in key topics such as: cadaster process; Land Information systems and information technology; and analysis of institutional arrangements, data quality, maintenance, and sustainability.
- Access to detailed information and cadastral databases** has been one of the most significant difficulties in municipalities where cadaster services have been decentralized because the municipality has no open access to the databases, despite being the owner of the information. To mitigate this risk, CiuData+ has launched a campaign for key stakeholders (decentralized cadastre), including them as technical assistance participants and program beneficiaries.
- Municipalities are understaffed,** therefore the personnel available to attend the meetings and requirements of CiuData+ is minimal, delaying the planned schedule. Nonetheless, meaningful participation of the personnel is key; therefore, flexibility and an advanced definition of a consensual work agenda will foster involvement and avoid pressure on the local teams.
- Political economy risk:** Despite the government’s overall goal of modernizing and decentralizing land administration in Colombia, their occasional resistance to change at the subnational level hampers program implementation. Although property tax rates will not be raised, local political support is crucial to implementing key recommendations from the action plan. These issues are even more relevant in municipalities with weaker government presence, such as the ones in post-conflict rural areas. To mitigate this risk, the

team will prioritize, together with the municipal authority, recommendations from the action plan to implement following up the assessment.

Moving forward, the Colombia MDTF team will develop the following activities under each of the four Components of the Trust Fund.

**Component 1: Cadastral data management, maintenance, and sustainability.**

Under Component 1, the team will continue to carry out the cadaster diagnostic in the three remaining municipalities (Melgar, Galapa, and Becerril) and formulating and supporting implementation of the work plans for the six prioritized municipalities. CiuData+ program will support the development of the data exchange strategy with key stakeholders, such as: property registry, utility companies, and entities that issue housing and building permits. This exchange includes analyzing each information system and the data repository structures, and developing geographic and alphanumeric data exchange agreements.

The team will also conduct a pilot application of declarative and collaborative cadastral datagathering models for data maintenance using the above-mentioned strategy. The pilot will contain a proposal to standardize data outputs, recommendations to apply data quality canons, and the results evaluation.

In addition, the activities include technical assistance with standardizing processes and procedures for cadastral data maintenance and dissemination. The team will also create a data security strategy and a guarantee that citizens and local governments have permanent access to cadastral data, including the definition of services and roles.

**Component 2. Enhanced capacity for revenue collection and tax administration.**

For Component 2, activities will include: 1) Finalizing the assessments and action plans in all six prioritized municipalities. Results will be compiled in tailored action plans for each municipality; and 2) Implementing key action plan recommendations based on the results of the assessments. Potential action plans may include support designing / re-designing municipal tax administration processes to increase operational efficiency, and support for integrating cadaster and tax administration management systems through conceptual designs and just-in-time technical assistance.

**Component 3. Enhanced capacity for setting up strategic land value capture instruments.**

In Component 3 and 4, these main activities are proposed: 1) Sharing diagnostic documents with municipalities and developing training workshops with officials, within the framework of the action plan; 2) Preparing for each action plan the general budget (without detailed costs), a detailed schedule of the action plan, definition of the municipality’s commitments for its implementation and defining a contractual form for plan implementation; 3) From the field learnings and achievements, identifying “best practices” of activities in the value chain of the LVC instruments defined by the methodology, and 4) Preparing the Communications and Visibility piece in association with municipalities.

**Component 4. Capacity building and strategic dialogue at the national level.**

Three main activities will support Component 4: 1) To assess how the new Government wants to continue supporting the sub-national level in Ciudata+’s fields of action; 2) Facilitating knowledge exchange and organizing dissemination workshops to inform potential policy reforms at the national level to strengthen the decentralization framework; 3) Assisting in the development of a toolbox and methodological guidelines for cadaster management, tax administration, and land value capture; and 4) Facilitating the development of a community of practice to promote peer learning between all relevant stakeholders.

**4.7 Financial Overview**

TABLE 4.2

**Colombia MDTF Financial Overview (as of June 30, 2022)**

Thousands USD	Overall Budget	Approved Amount	FY22 Disbursements	FY22 Commitments	% of Approved Amt Disb/Comm
<b>COMP 1</b> Cadastral data management, maintenance, and sustainability	2,760,000	1,083,000	123,985	103,115	21.0%
<b>COMP 2</b> Enhanced capacity for revenue collection and tax administration	1,880,000	737,000	233,742	37,675	36.8%
<b>COMP 3</b> Enhanced capacity for setting up strategic land value capture instruments	1,100,000	434,000	109,163	53,878	37.6%
<b>COMP 4</b> Capacity building and strategic dialogue with National Level	550,000	217,000	86,232	25,548	51.5%
<b>PMA</b>	330,000	130,000	16,793	5,225	16.9%
<b>TOTAL</b>	<b>6,620,000</b>	<b>2,601,000</b>	<b>569,915</b>	<b>225,442</b>	<b>30.6%</b>

# Chapter

# 5

## INTEGRATED LAND AND URBAN MANAGEMENT IN EGYPT

Rapid population growth and its concentration within only six percent of Egypt’s total territory are among the key chronic challenges facing Egyptian cities. Urban planning, infrastructure, and service delivery have not been able to keep up with rapid urbanization, holding back the economy and posing a challenge for the protection of precious agricultural land from urban sprawl. In December 2021, the World Bank Group established the Integrated Land and Urban Management in Egypt Multi-Donor Trust Fund (MDTF), associated with the Land 2030 Umbrella Program, with a \$8.9 mil. contribution from

Switzerland’s State Secretariat for Economic Affairs (SECO). Over a period of four years, the Egypt MDTF team will conduct a series of assessments to better understand the current situation and practices used for land and property registration and geospatial information management, among other things, as well as the existing institutional framework for land administration throughout all new urban communities. This Chapter of the Land 2030 Annual Report offers an overview of the work by the Egypt MDTF team as of June 2022, and the results achieved during the program’s first six months of implementation.

LAND 2030 IN EGYPT AT A GLANCE			
TRUST FUND PROGRAM	Integrated Land and Urban Management in Egypt Multi-Donor Trust Fund		
OBJECTIVE	Foster sustainable and resilient urbanization in Egypt’s new urban communities through supporting, and enhancing the capacity of local and national authorities towards enhanced property registration, tenure security, and urban management.		
COMPONENTS	4 Components (A, B, C, D)		
LAND 2030 RESULTS AREAS	Cross-cutting Areas: Gender; Technology Pillar 1: Capable Clients Pillar 2: Cutting-edge Knowledge Pillar 3: Robust Operations		
CONTRIBUTING DEVELOPMENT PARTNER	Swiss State Secretariat for Economic Affairs (SECO)		
AMOUNT	US\$ 8.99 million	IMPLEMENTATION PERIOD	Dec 2021 – Dec 2025



### 5.1 Assessing Existing Processes for Registering Properties and the State of Land Information Systems

During the inception phase, the team conducted **initial assessments** of (i) existing business processes for registering properties and associated transactions, including the number of steps required, stakeholders involved, etc.; and (ii) the current state of land information systems housed at NUCA (New Urban Community Authority). The initial assessments conducted under Component A of the Program will advance dialogue with NUCA about property registration in new urban communities, as well as other land sector challenges identified via separate ASA activities.

### 5.2. Supporting a Pilot Study for Mapping Buildings in 3D Using Drones

During the reporting period, the team provided support to a **pilot study for mapping buildings in 3D using drones** for an urban area within Sheikh Zayed (as part of a representative sample of new urban communities to be assessed under the geospatial information management analysis). These activities, conducted under Component B of the project, are part of a larger initiative to map all buildings/units/floors in the context of property registration using remote sensing techniques in order to reduce both the field work required by land surveyors as well as associated costs/expenditures. This information will be used to advise NUCA and the Government of Egypt on ways to utilize geospatial information for improved urban management practices in new urban communities<sup>8</sup>.

### 5.3 Own Source Revenue and Smart City Applications

During the inception period, the activities under Component C were the primary focus of the task team, and covered specific topics related to own-source revenues and Smart City applications, the latter of which was prepared with co-support from the World Bank’s Global Smart Cities Program (GSCP).

Component C produced these outputs during the reporting period:

- **Own Source Revenue:** Discussions and analysis concerning options for own-source revenue generation in the form of land value capture, forms of taxation, etc. in new urban communities commenced during the reporting period. An ongoing assessment concerns the following topics: (i) analyzing the current revenue streams; (ii) reviewing the administration of the revenues; (iii) enhancing capacity building for staff; and (iv) setting benchmarks for future revenue generation. The team expects to complete this assessment during the next reporting period.
- **Smart City applications:** Smart Cities are considered a top priority for NUCA, following requests that these particular activities be prioritized in TA sequencing. During the reporting period, the task team helped NUCA to conduct a conceptualization exercise of how Smart Cities could be applied to the Egyptian context, including key assessments that need to be conducted before investing in technologies and sequencing the transformation of new urban communities into Smart Cities. This exercise was very well received by NUCA, with an endorsement from the Government of Egypt received on June 15, 2022 for a “Smart City Vision” that will act as a guiding post for the development of a National Strategy for Smart City Transformation in Egypt.

### 5.4 Policy Dialogue

As the TA implementation was in early stages during the reporting period, **policy dialogue** discussions remained nascent, as the TA’s task team leader helped NUCA understand specific implementations and achievements during the implementation timeframe. Early discussions in new urban communities took place concerning both the National Program for Property Registration implementation and the National Strategy for Smart City Transformation.

Finally, during this period, NUCA, the Ministry of Housing, and other key stakeholders held extensive dialogue about establishing the **Steering Committee for TA implementation**.

<sup>8</sup> The outputs produced contain confidential information that is sensitive to the Government of Egypt. As such, the outputs cannot be publicly disclosed.

### 5.5 Egypt MDTF Results as Part of the Land 2030 Umbrella

*The Integrated Land and Urban Management in Egypt MDTF* fosters sustainable and resilient urbanization in Egypt’s new urban communities through supporting, and enhancing the capacity of, local and national authorities towards improved property registration, tenure security, and urban management. This objective aligns with the overarching Land 2030 Umbrella’s objective to assist development countries in achieving land tenure security for all men and women. To

measure progress towards achieving the objectives, several performance indicators will be monitored for the Egypt MDTF, as part of the Land 2030 results framework. During FY22 the work in Egypt was still in its inception phase, and therefore progress on the results indicators will be reported annually starting in FY23. Table X offers an overview of the indicators that the Egypt MDTF team will track. To complement the numeric measurement and reporting of results, the team will also provide a qualitatively account of progress.

TABLE 5.1

#### Results Indicators for the Egypt MDTF, as Part of the Land 2030 Results Framework

OBJECTIVE	ASSIST DEVELOPMENT COUNTRIES IN ACHIEVING LAND TENURE SECURITY FOR ALL MEN & WOMEN
PROGRAM INDICATOR I.	Countries supported by Land 2030 that are in the process of -or have achieved- land tenure security for all (through concrete plans or on-going/completed projects) (# of countries)
PROGRAM INDICATOR II.	World Bank projects that incorporate actions/plans/indicators to secure tenure rights for women (# of projects)
PROGRAM INDICATOR III.	Government entities that have improved their land management systems, procedures, policies, or capacities (# of government entities)

#### Gender



Outcome A	The women’s land rights agenda has been advanced at national, regional, and global level	TARGET
Outcome Indicator A.1	Gender-informed interventions with specific measures for securing women’s land rights (# of interventions)	2
Output Indicator A.1.1	Land related outputs that are gender-informed and improve women’s land rights (# of outputs, disaggregated by global, national, regional/municipality/city focus) (# of outputs)	TBD
Output Indicators A.1.2	Government officials and stakeholders participate in land-related learning that incorporates gender sensitization (# of participants, of which women)	TBD

#### Technology



Outcome C	Governments improve the use of technology for land administration /local revenue generation <sup>9</sup>	TARGET
Outcome Indicator C.1	Government entities take action towards improving the use of technology for land administration / local revenue generation <sup>1</sup> (# of government entities, disaggregated for which acted on land administration vs local revenue generation)	2
Output Indicator C.1.1	Products delivered that help government entities introduce/improve the use of technology for land administration/ local revenue generation <sup>1</sup> (# of products, disaggregated by focus on land administration vs local revenue generation)	4

<sup>9</sup> Improvements in the use of technology for local revenue generation may relate to land value capture (LVC), local tax administration, and municipal revenue systems.

**PILLAR 1. CAPABLE CLIENTS**



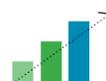
<b>Outcome 1</b>	Government entities have improved their CAPACITY IN land administration / local revenue generation <sup>10</sup>	TARGET
<b>Outcome Indicator 1.A</b>	Government entities with improved capacity in land administration / local revenue generation <sup>2</sup> (# of government entities)	2
<b>Output Indicator 1.A.1</b>	Capacity building and knowledge sharing events organized that help strengthen government entities' capacities in land administration / local revenue generation <sup>2</sup> (# of events)	4
<b>Output Indicator 1.A.2</b>	Government officials and other stakeholders trained on aspects of land administration / local revenue generation <sup>2</sup> (# of people)	TBD

**PILLAR 2. CUTTING-EDGE KNOWLEDGE**



<b>Outcome 2</b>	Land (related) policies, regulations and plans are informed by cutting-edge knowledge	TARGET
<b>Outcome Indicator 2.A</b>	Land (related) policies, regulations and plans are informed by cutting-edge knowledge and introduced / improved / adopted by government entities (# of policies/regulations/plans)	1
<b>Output Indicator 2.A.1</b>	Products delivered that contain cutting-edge knowledge relevant to land (related) policies, regulations, or plans (# of products)	4

**PILLAR 3. ROBUST OPERATIONS**



<b>Outcome 3</b>	Land (related) systems and processes are improved/introduced to deliver better operational results	TARGET
<b>Outcome Indicator 3.A</b>	Land (related) systems/processes are introduced or improved (# of systems/processes, disaggregated for: (i) Cadaster; (ii) Land-Value Capture; (iii) Urban Observatory; (iv) Municipal revenue / Tax administration; (v) Geospatial Information Management Systems; (vi) Other)	3
<b>Output Indicator 3.A.1</b>	Technical inputs/knowledge products delivered that help improve systems/processes for land management / local revenue generation (# of products)	5

<sup>10</sup> Improved capacity for local revenue generation may include capacity improvements in the area of land value capture (LVC), local tax administration and municipal revenue.

**5.6 Implementation Challenges and Next Steps**

A few risks were identified during the reporting period, primarily related to Smart Cities. The conceptualization phase of the dialogue with NUCA revealed Egypt's very low capacities for understanding how to transform new urban communities into Smart Cities. As a result, the team hired a local Smart City expert with extensive experience in working with NUCA to help clarify what is and is not feasible, and where further support in capacity building is needed.

Next, dialogue with NUCA will continue during the next reporting period to determine key priority activities for the agency in support of property registration in new urban communities. In partnership with the Gender Focal Point in the Global Unit for GPURL, the team will conduct an initial assessment of gender gaps in the Egyptian land sector, as part of a broader regional screening that will highlight good practices and key challenges throughout the MNA (Middle East and North Africa) and AFR(Africa) regions.

During the next reporting period, a delegation of Egyptian government officials will travel to Korea to participate in the Global Smart City EXPO, held from August 30 – September 2, 2022. This knowledge

exchange visit will showcase global best practice examples of how geospatial information can be used for a wide variety of purposes in cities.

In anticipation of Egypt's hosting of COP27 in November 2022, the team is working with NUCA to conduct **rapid baseline assessments of 6 new urban communities** of varying generations in order to highlight Smart City initiatives during the event. These assessments are expected to be completed towards the end of October 2022. Moreover, support to the development of a National Strategy for Smart City Transformation will continue, as this is considered a key priority for the Government of Egypt. Additionally, the own-source revenue assessment is expected to be completed towards the end of the next reporting period.

The next key milestone consists of **inputs to the Government's National Strategy for Smart City Transformation**, together with initial assessments and results that can be presented during COP27 in November 2022. The outcomes of COP27 will also help further define key policy priorities for the Government of Egypt that will further frame discussions and support through the TA.

**5.7 Financial Overview**

TABLE 5.2

**Egypt Associated MDTF Financial Overview (as of June 30, 2022)**

Thousands USD	Overall Budget	Approved Amount	FY22 Disbursements	FY22 Commitments	% of Approved Amt Disb/Comm
Component A	1,082,600	540,000	23,470	17,052	7.5%
Component B	1,600,000	540,000	28,006	29,094	10.6%
Component C	3,700,000	540,000	74,253	93,590	31.1%
Component D	1,445,400	540,000	58,052	81,188	25.8%
PMA	464,340	140,000	10,744	6,680	12.4%
<b>TOTAL</b>	<b>8,292,340</b>	<b>2,300,000</b>	<b>194,525</b>	<b>227,604</b>	<b>18.4%</b>

# Chapter

# 6

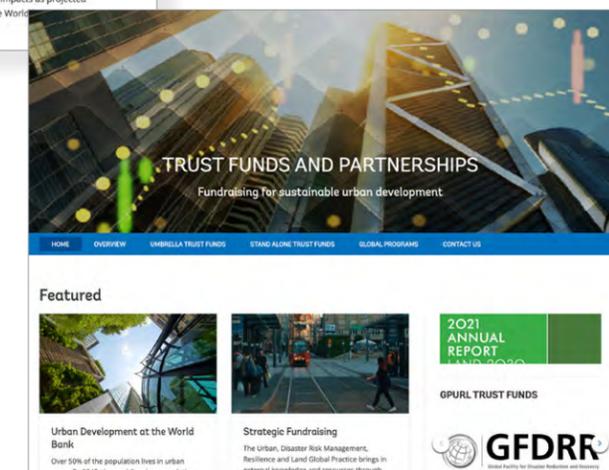
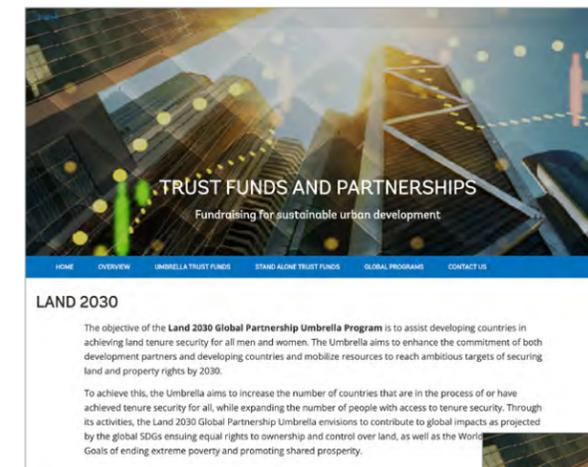
## COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

### 6.1 Outreach and Communications

The Land 2030 Global Partnership Umbrella established several communication fundamentals during the past year. They included developing a webpage and promotion materials, including a slide deck for fundraising and outreach. The team used internal coordination and biannual progress updates to create templates to assure a coordinated communication approach among the various Umbrella and associated Programs.

The Land task teams developed and disseminated branding guidelines and initiated collaboration with GPURL's new communication team to set up regular coordination meetings. This basic communication infrastructure enables the Program to: (i) advocate for action and advance the global land agenda, (ii) disseminate solutions for addressing land tenure security, and (iii) to promote the Land 2030 Global Partnership.

To increase Land 2030 impact, the Program management team will engage in fundraising in Fiscal Year 2023. It will also increase dissemination efforts as new resources and lessons from Land 2030 supported activities emerge. At country level, some dissemination efforts have already taken place. In **Senegal**, for example, the legal analysis on the decree modification for joint titling was disseminated and discussed during two workshops with government officials and civil society and women's organizations. More broadly, the **Gender and Land toolkit** will be promoted in the coming year. The global campaign to secure women's land rights, "**Stand for Her Land**", will also escalate. The **Program in Egypt** has focused primarily on planning its implementation and conducting initial assessments, hence has not yet engaged in major dissemination efforts. **COP27** in November 2022 will see inputs to the Government's National Strategy for Smart City Transformation, including results of initial



assessments. The **CiuData+ Program in Colombia** developed a brand manual with the CiuData+ logo and is defining a communications plan in association with municipalities to support the dissemination of technical assistance actions, results, and training outputs. During the first year, local governments published and disseminated the technical assistance provided by the CiuData+ Program. The WBG team in Colombia also facilitated the coordination among donors supporting the cadastral system, including the Interamerican Development Bank, Embassy of Great Britain, USAID, The Netherlands Cadaster, and the German Embassy, among others. The team also envisages leveraging that

## 6.2 Knowledge Management

The Land 2030 Secretariat launched an internal website for the Land 2030 Umbrella Program. It allows all World Bank Group colleagues and task teams to learn more about the program and download necessary information, including resources from past events. The site also features the 2030 Umbrella donors and information about Pillars and activity streams. Going forward, the website will be populated with additional resources for project teams working on land tenure security. The *Gender & Land Toolkit*, for example, will be hosted on the intranet page and cross-referenced at other Bank intranet pages.

collaboration platform for sharing CiuData+ supported resources and lessons.

The Senegal Gender and Land activity is actively coordinating with the Stand for her Land campaign. Other donors have participated in the workshop, including Canada and the EU, UN Women, and many civil society organizations. The team coordinates with the Stand for Her Land country coalition led by CICODEV. The EU European Union is working together with the World Bank Group on decree modification (for joint titling).

As of June 2022, no major public resources have been confirmed. For the coming years however, several publications are expected, and, as a result, the knowledge management activities will also be augmented. Since the Land 2030 Umbrella is anchored in the GPURL Knowledge Ecosystem, with strong links to Land Global Solutions Group and Land community of practice, close collaboration is established and communication lines with the Knowledge Team are short, facilitating effective dissemination of Land 2030 supported resources both internally and externally going forward. Additionally, the Program will continue to support the creation and dissemination of standardized toolkits, guidance notes, training, and knowledge exchanges.

# Chapter

## FINANCIAL OVERVIEW

This chapter provides financial information about the Land 2030 Global Umbrella MDTF and the associated Colombia and Egypt MDTFs, including donor contributions, activity approvals and disbursements, and Program Management and Administration (PMA) costs. This financial report covers the one-year period, from July 2021 through June 2022.

### Donor Contributions to the Land 2030 Umbrella Program

Total donor contributions to the Land Anchor MDTF received through June 30, 2021, amount to USD 2.7 million—see Table 7.1.

TABLE 7.1

#### Overview of Donor Contributions to Land2030 Umbrella MDTF TF073601 (as of June 30, 2022)

USD	Contributions Canada	Disbursements Canada
AA Sign-off	2,700,000.00	2,700,000.00

For the associated Colombia MDTF, as shown in table 7.2 and Table 7.3 below, the total donor contribution received from SECO amounts to USD 4.4m (out of a total of 6m CHF, or USD 6.6m).

TABLE 7.2

#### Overview of Donor Contributions to Colombia MDTF TF073592 (as of June 30, 2022)

Contributions SECO	CHF
AA Sign-off	6,000,000
Dec 2020	2,300,000
Dec 2021	1,500,000
Dec 2022	1,200,000
Dec 2023	1,000,000
<b>TOTAL</b>	<b>6,000,000</b>

TABLE 7.3

#### Overview of Donor Disbursements to Colombia MDTF TF073592 (as of June 30, 2022)

AA Sign-off	CHF	USD
Dec 2020	2,300,000	2,601,221
Jan 2021	1,500,000	1,632,742
TOTAL	3,800,000	4,233,963

For the associated Egypt MDTF, as shown in table 7.4 and Table 7.5 below, the total donor contribution received from SECO amounts to USD 2.3m (out of a total of 8.55m CHF, or USD 8.89m).

TABLE 7.4

#### Overview of Donor Contributions to Egypt MDTF TF073754 (as of June 30, 2022)

Contributions SECO	CHF
AA Sign-off	8,550,000
Jan 2022	2,100,000
Jan 2023	2,100,000
Jan 2024	2,100,000
Jan 2025	2,250,000
<b>TOTAL</b>	<b>8,550,000</b>

TABLE 7.5

#### Overview of Donor Disbursements to Egypt MDTF TF073754 (as of June 30, 2022)

	CHF	USD
AA Sign-off		
Jan 2022	2,100,000	2,306,982

### Overall Land 2030 Program Management and Administration (PMA) Costs

Program Management and Administration costs are incurred by the Land 2030 Team for governance of the Program. These include expenditures on general program management, monitoring, and evaluation, and donor coordination, among others. Total PMA budget for the Land global Anchor MDTF (including the associated Colombia and Egypt TF) amounts to USD 0.91m. In FY22, USD 19,782 was disbursed for PMA activities, an increase compared to the previous reporting period when only USD 564 was charged for PMA, and it is expected that this will continue to increase through FY23. As it is common in trust-funded programs, initial expenses are primarily geared to program management and administration, related to the design and set up of the program structure and procedures, and review of EoIs and proposals. PMA spending cannot go over 5% of the total Land 2030 Umbrella disbursements.

# Chapter

# 8

## Looking Ahead

During FY22, a new associated TF, Egypt MDTF, and the (to-be associated) Colombia MDTF were incorporated under the Umbrella. Compared to the previous reporting period covering the first six months of the program, the focus has shifted from building the program's foundation to implementation and growth. A detailed work plan for FY23 illustrates next steps for each activity and associated Trust Funds. This section of the annual report summarizes the workplan. Table 8.1 shows the FY22 and proposed FY23 allocations for each activity/Trust Fund.

The program management team will engage in a largescale strategy of fundraising and dissemination efforts to grow Land 2030's impact. Based upon an analysis and donor mapping exercise, the team will engage current donors and potential new partners to explore collaboration options, while advancing the Land 2030 communication and visibility plan. The latter includes disseminating new content on the Land 2030 website, producing promotion materials, publicizing the lessons learned from Land 2030 supported activities, and more.

The Land 2030's Umbrella Trust Fund will focus in FY23 on the completion of the Phase 1 Gender and Land Gap Analysis, including field-based testing of measures to improve women's land rights, and, based on this field testing, produce tools and methodologies including guidance notes, good practice notes, training materials, and field manuals, and advocacy materials to support women's HLP rights in Senegal. The team

will also begin an economic analysis on women's access to land, support the implementation of the decree modification, and provide tools and guidance for government and civil society organizations, including Stand for Her Land-Senegal.

For the Global activity, the team will finalize and hold regional consultations for the two regional and five country-level assessments, to understand and effectively promote women's land rights in SSA (Sub-Saharan Africa) and MNA (Middle East and North Africa). Other proposed activities for FY23 include a) dissemination of the toolkit on Gender and Land; b) a Global Study on gender and property valuation and taxation, and c) support for the Stand for Her Land Campaign.

In FY23, the Colombia MDTF team will develop the following activities under each of the four Components of the Trust Fund.

### Component 1. Cadastral data management, maintenance, and sustainability.

Under Component 1, a series of activities will assist the local governments to prepare guidelines for cadaster data gathering and maintenance, and provide technical support to design standardized manuals, process, procedures, and tools for adequate cadaster registry data maintenance, based on a citizen-centered, service-oriented approach to land administration ("one-stop-shop"). In addition, the activities will support



developing quality assurance mechanisms for data maintenance and design and organize capacity-building workshops.

**Component 2. Enhanced capacity for revenue collection and tax administration.**

For Component 2, the activities will include the following: 1) Developing assessments and action plans to modernize local tax administrations and 2) Supporting the design/ re-design of municipal tax administration processes to increase operational efficiency based on the results of the diagnostics. The team has also developed a methodological framework that will be tested in the municipality of Popayan to ensure sensitivity. Similarly, the team has developed a guideline to implement the methodology.

**Component 3. Enhanced capacity for setting up strategic land value capture instruments.**

Component 3 will contain three main activities: 1) Provide technical inputs to develop LVC instruments (capital gains, betterment levy, and urban development fees); 2) Develop and support the preparing action plans to strengthen the use of LVC instruments, and 3) Enhance technical capacity in prioritized municipalities to develop LVC instruments.

**Component 4: Capacity building and strategic dialogue at the national level.**

Component 4 will concentrate on three main activities: 1) To assess how the new Government wants to continue supporting the sub-national level in Ciudad+’s fields of action; 2) Facilitate knowledge exchange and organization of dissemination workshops; 3) Assist in the development of a toolbox and methodological guidelines for cadaster management, tax administration, and land value capture, and 4) Facilitate the development of a community of practice to promote peer learning between local governments on land administration.

The Egypt MDTF will focus in FY23 on the following activities under each of the four Components of the Trust Fund.

**Component A: Enhancing Property Registration in New Urban Communities**

Under this component, an assessment will cover the following topics: (i) NUCA’s institutional framework; (ii) the land and property registration systems at NUCA and REPD; and (iii) subsequent transaction registration

options. Additionally, and based on the findings of the assessment, the TF will provide TA support to NUCA related to its design of a pilot for testing new methodologies for “first registration”. Upon completion of the pilot design by NUCA, targeted TA support (e.g., capacity building for public awareness campaigns) will be provided during its implementation by NUCA in selected neighborhoods of the Sheikh Zayed new urban community.

**Component B: Building NUCA’s Capacities for Geospatial Information Management**

For Component B, the team will produce assessments related to the utilization, collection, and maintenance of geospatial information at both the national and municipal levels for the successful and sustainable development of all generations of new urban communities. TA support will also advise NUCA throughout its design of prototypes of a geospatial information management office at its central level and an office for municipal spatial data infrastructure at the new urban community level.

**Component C: Supporting the Implementation of Sound Urban Management and Smart City Applications**

Under this component, assessments covering a representative sample of the different generations of new urban communities will be produced concerning the following topics: (i) public asset management and land-based financing; (ii) Smart City applications; and (iii) an address system. Based on the assessments, advisory support will be provided during NUCA’s design and implementation of three pilots in selected neighborhoods of Sheikh Zayed.

**Component D: Support Regulatory and Institutional Reform**

This component will provide technical advice and global best practices for the government to consider during its regulatory and institutional reform efforts, as well as documentation and sharing lessons learned related to property registration, asset management and land-based financing, and Smart City. The findings and activities of the MDTF will also provide advisory and analytical services to the government’s implementation of its National Program for Property Registration in new urban communities and nationwide, and will develop a National Roadmap for the Transformation of New Urban Communities into Smart Cities.

TABLE 8.1

**Land 2030 Umbrella Budget Allocations – Overview**

(in thousands, USD)	Overall Budget	Allocated FY22	Proposed allocations FY23	% of Overall Budget Allocated
<b>Land 2030 Global Partnership Multi-Donor Trust Fund TF073601</b>				
Senegal Land and Gender Phase 1 Analytics	2,000,000	384,008	290,000	33%
Support for Stand for Her Land	456,000	356,000	0	78%
<b>Land 2030 Activities Total</b>	<b>2,456,000</b>	<b>740,008</b>	<b>290,000</b>	<b>42%</b>
Land 2030 Program Management	121,500	25,000	25,000	41%
<b>Land 2030 SUBTOTAL</b>	<b>2,577,500</b>	<b>765,008</b>	<b>315,000</b>	<b>42%</b>
<b>Subnational Government Strengthening in Land Administration and Fiscal Management in Colombia MDTF TF073592</b>				
Comp 1 - Cadastral data management, maintenance, and sustainability	2,760,000	0	1,131,255	41%
Comp 2 - Enhanced capacity for revenue collection and tax administration	1,880,000	0	769,254	41%
Comp 3 - Enhanced capacity for setting up strategic land value capture instruments	1,100,000	0	452,502	41%
Comp 4 - Capacity building and strategic dialogue with National Level	550,000	0	226,251	41%
<b>Colombia MDTF Components Total</b>	<b>6,290,000</b>	<b>0</b>	<b>2,579,262</b>	<b>41%</b>
Colombia MDTF Program Management	330,000	0	66,000	20%
<b>Colombia MDTF SUBTOTAL</b>	<b>6,620,000</b>	<b>0</b>	<b>2,645,262</b>	<b>40%</b>
<b>Integrated Land and Urban Management in Egypt Multi-Donor Trust Fund TF073754</b>				
Component A	1,082,600	200,000	420,000	57%
Component B	1,600,000	200,000	420,000	38%
Component C	3,700,000	200,000	1,000,000	32%
Component D	1,445,400	200,000	320,000	22%
<b>Egypt MDTF Components Total</b>	<b>7,828,000</b>	<b>800,000</b>	<b>2,160,000</b>	<b>37%</b>
Egypt MDTF Program Management	464,340	40,000	146,000	40%
<b>Egypt MDTF SUBTOTAL</b>	<b>8,292,340</b>	<b>40,000</b>	<b>2,306,000</b>	<b>28%</b>
Activities Total	16,574,000	1,540,008	5,029,262	
Program Management Total	915,840	65,000	237,000	
<b>All Total</b>	<b>17,489,840</b>	<b>1,605,008</b>	<b>5,266,262</b>	

# Annexes

## A. Key Umbrella Program Information

## B. Results Framework

### ANNEX A

#### 1. Websites

##### Land 2030 website

The Land 2030 Umbrella program page <https://www.worldbank.org/en/programs/gpurl-trust-funds-and-partnerships/land-2030> was launched in August 2022. The website is hosted by WBG and is part of a centralized website featuring all major GPURL Umbrella Programs <https://www.worldbank.org/en/programs/gpurl-trust-funds-and-partnerships>.

The internal portal can be accessed here: <https://worldbankgroup.sharepoint.com/sites/SUR/tfmp/Pages/Land-2030-Global-Partnership-Umbrella-Program-05182021-140450.aspx>

##### Development Partner Center

The Development Partner Center website can be accessed here: <https://ebizprd.worldbank.org/secure/index.html#/ebiz/dfi/executive-view> includes an overview of donor contributions and a Directory of Trust Funds.

The information on the Land 2030 Umbrella can be accessed here: <https://ebizprd.worldbank.org/secure/#/ebiz/dfi/osprogramdetails/LAND3>

#### 2. Who's Who in Land



**Victoria Stanley**  
Umbrella Program Manager



**Ivonne Astrid Moreno Horta**  
Window TTL, Colombia MDTF



**Mohamed Nada**  
Window TTL, Egypt MDTF



**Rodica Tomescu-Olariu**  
Window TTL, Land 2030  
Umbrella – PM&A and  
Egypt MDTF



**Margaret Johnston**  
Land Umbrella  
Sr. Financial Officer

#### 3. Table with Land 2030 Basic Data

- Umbrella Program Name, Program Manager name, and managing unit
- Associated TF names, Managing Global Practice Group, Effective Date, End Disbursement Date

Trustee	Fund Name	Program Manager	Managing Unit	Effective Date	End Disbursement Date
TF073601	Land 2030 Global Partnership Multi-Donor Trust Fund	Mr Wael Zakout	SURGP	1/20/21	12/31/2030
(associated TF) TF073592	Subnational Government Strengthening in Land Administration and Fiscal	Mr Wael Zakout	SURGP	12/3/2020	4/30/2025
(associated TF) TF073754	Management in Colombia MDTF Integrated Land and Urban Management in Egypt Multi-Donor Trust Fund	Mr Wael Zakout	SURGP	12/14/2025	12/31/2025

## Annex B: Results Indicators Land 2030 Umbrella Program

OBJECTIVE: ASSIST DEVELOPMENT COUNTRIES IN ACHIEVING LAND TENURE SECURITY FOR ALL MEN AND WOMEN			
Program Indicators (All activities supported under the umbrella report on these indicators)			
I. Countries supported by Land 2030 that are in the process of achieving land tenure security for all (through concrete plans or on-going/completed projects) (# of countries)	Senegal/Global WLR [Status: 1]	Colombia [Status: 0]	Egypt [Target: TBD]
II. World Bank Group projects that incorporate actions/plans/ indicators to secure tenure rights for women (# of projects)	Senegal/Global WLR [Status: 26]	Colombia [Status: 0]	Egypt [Target: TBD]
III. Government entities that have improved their land management systems, procedures, policies, or capacities (# of government entities)	Senegal/Global WLR [Status: Too early]	Colombia [Status: 0]	Egypt [Target: TBD]

CROSS-CUTTING AREAS			
Outcome Indicators		Output indicators	
<b>A. GENDER</b>			
Outcome A: The women’s land rights agenda has been advanced at national, regional, and global level			
A.1 Gender-informed interventions with specific measures for securing women’s land rights (# of interventions)	A.1.1 Land related outputs that are gender-informed and improve women’s land rights (# of outputs, disaggregated by global, national, regional/municipal/city focus)		
	Senegal/Global WLR [Target: 4] [Status: 2]	Egypt [Target: TBD]	
Senegal/Global WLR [Target:11] [Status: 3]	Colombia [Target:6] [Status: 0]	A.1.2 Government officials and stakeholders participate in land-related learning that incorporates gender sensitization (# of participants, of which women)	
	Senegal/Global WLR [Target: 60] [Status: 26 of which 13 women]	Colombia [Target: 60] [Status: 0]	Egypt [Target: TBD]
<b>B. FCV<sup>11</sup></b>			
Outcome B: Enhanced (understanding of) land tenure security systems in situations affected by fragility, conflict, and violence			
B.1 Knowledge products that improve understanding of land tenure security in situations affected by fragility, conflict, and violence (# of knowledge products)	B.1.2 Land related activities supported in FCV affected environments (# of activities)		
B.2 Land dispute resolution mechanisms enhanced in FCV affected environments (# of mechanisms)			
<b>C. TECHNOLOGY</b>			
Outcome C: Governments improve the use of technology for land administration/local revenue generation <sup>12</sup>			
C.1 Government entities take action towards improving the use of technology for land administration/ local revenue generation <sup>2</sup> (# of government entities, disaggregated for which acted on land administration vs local revenue generation)	C.1.1 Products delivered that help government entities introduce/ improve the use of technology for land administration/ local revenue generation <sup>2</sup> (# of products, disaggregated by focus on land administration vs local revenue generation)		
Colombia [Target: 6] [Status: 0]	Egypt [Target: 2]	Colombia [Target: 6] [Status: 0]	Egypt [Target:4]

<sup>11</sup> While FCV is one of the cross-cutting areas of the land 2030 Umbrella, currently there are no global/country level activities funded in this field. Indicators will be reported upon only when funding for underlying activities becomes available.

<sup>12</sup> Improvements in the use of technology for local revenue generation may relate to land value capture (LVC), local tax administration and municipal revenue systems.

PILLARS			
Outcome Indicators		Output Indicators	
<b>PILLAR 1. CAPABLE CLIENTS</b>			
Outcome 1: Government entities have improved their capacity in land administration / local revenue generation <sup>13</sup>			
1.A Government entities with improved capacity in land administration/ local revenue generation <sup>3</sup> (# of government entities)		1.A.1 Capacity building and knowledge sharing events organized that help strengthen government entities’ capacities in land administration / local revenue generation <sup>3</sup> (# of events)	
Colombia [Target: 6] [Status: 0]	Egypt [Target: 2]	Colombia [Target: 12] [Status: 1]	Egypt [Target: 4]
		1.A.2 Government officials and other stakeholders trained on aspects of land administration / local revenue generation <sup>3</sup> (# of people)	
		Colombia [Target:180] [Status: 30]	Egypt [Target: TBD]
		1.A.3 Universities or training institutes offer new/improved land courses (# of universities / training institutes) <sup>14</sup>	
<b>PILLAR 2. CUTTING-EDGE KNOWLEDGE</b>			
Outcome 2: Land (related) policies, regulations and plans are informed by cutting-edge knowledge			
2.A Land (related) policies, regulations and plans are informed by cutting-edge knowledge and introduced / improved / adopted by government entities (# of policies/regulations/plans)		2.A.1 Products delivered that contain cutting-edge knowledge relevant to land (related) policies, regulations, or plans (# of products)	
Colombia [Target:4] [Status: 0]	Egypt [Target: 1]		
2.B World Bank / Development partners’ country engagement plans are informed by cutting-edge knowledge on land (# engagement plans)		Colombia [Target: 6] [Status: 0]	Egypt [Target: 4]
Anchor <sup>15</sup>			

<sup>13</sup> Improved capacity for local revenue generation may include capacity improvements in the area of land value capture (LVC), local tax administration and municipal revenue.

<sup>14</sup> Currently unfunded. The Land 2030 Umbrella team will track this indicator once funding becomes available for underlying activities.

<sup>15</sup> Currently unfunded. The Land 2030 Umbrella team will track this indicator once funding becomes available for underlying activities.

<b>PILLAR 3. ROBUST OPERATIONS</b>			
<b>Outcome 3: Land (related) systems and processes are improved/introduced to deliver better operational results</b>			
3.A Land (related) systems/processes are introduced or improved (# of systems/processes, disaggregated for: (i) Cadaster; (ii) Land-Value Capture; (iii) Urban Observatory; (iv) Municipal revenue / Tax administration; (v) Geospatial Information Management; vi) Other)		3.A.1 Technical inputs/knowledge products delivered that help improve systems/processes for land management / local revenue generation (# of products)	
Colombia [Target: TBD] [Status: 0]	Egypt [Target: 3]	Colombia [Status: 4]	Egypt [Target: 5]
<b>PILLAR 4. STRONG PARTNERS</b>			
<b>Outcome 4: Land 2030 Global Partnership enhanced, and donor commitments increased</b>			
4.A IBRD/IDA commitments to land projects (\$)		4.A.1 Government agencies, knowledge entities, donors, NGOs, networks and other local/regional/global partners collaborating under Land 2030 supported activities (# of partners)	
	Senegal/Global WLR [Target: TBD] [Status: 9]	Colombia [Target: 13] [Status: 7]	
Anchor			

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**LAND  
2030  
GLOBAL  
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The Land 2030 Program is a partnership between the World Bank Group and the Government of Canada and SECO aimed at achieving land tenure security for all men and women.