



*RE-410*

***APPROACH PAPER: EVALUATION OF  
RURAL LAND TITLING AND  
REGULARIZATION PROJECTS***

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***Office of Evaluation and Oversight, OVE***

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## TABLE OF CONTENTS

I. INTRODUCTION .....	1
II. OBJECTIVE AND SCOPE .....	3
III. SAMPLE SELECTION .....	6
IV. EVALUATION QUESTIONS .....	11
V. METHODOLOGY AND DATA SOURCES .....	12
VI. TIMELINE .....	15
REFERENCES .....	16

## I. INTRODUCTION

- 1.1 Land is a very important asset. Not only the space on which we live and carry out the majority of our activities, but it is also an integral part of culture and perhaps the main source of material wealth.<sup>1</sup> Indeed, land is the main source of food, water, and almost any material used in production.
- 1.2 The productive potential of land can be affected by the extent to which the rights over property are well defined. According to Besley and Ghatak (2009), the economics literature has identified four mechanisms by which insecure property rights may affect economic activity. First, they cause individuals to dedicate otherwise productive resources to the defense of their property. Second, they hinder transactions in the owned asset and thereby impede that it be used by its most productive user. Third, insecure property rights create the risk that individuals do not reap the benefits of their investments and efforts to improve the owned asset. Fourth, they reduce the ability of the owned asset to serve as collateral in various financial transactions. Ultimately, insecure property rights result in economic inefficiencies:<sup>2</sup> The first two mechanisms imply an inefficient allocation of resources at any given moment (static inefficiency), while the last two mechanisms imply an inefficient allocation of resources across time (dynamic inefficiency).
- 1.3 Land rights have at least three dimensions: the extent or breadth of rights over the land— e.g. the right to dwell in it, to rent it, to build on it, to transform it, etc—, their duration, and their degree of assurance (Simpson, 1976; Bresciani, 2004). The application of the four mechanisms described above is more nuanced in the case of land than in other types of property. To avoid the first and third mechanisms only tenure security is necessary. “Land tenure security can be defined to exist when an owner *perceives* that he or she has rights to a piece of land on a continuous basis, free from imposition or interference from outside sources, as well as ability to reap the benefits of labor and capital invested in that land, either in use or upon transfer to another holder” (Place and Hazell, 1993; p. 19, emphasis added).<sup>3</sup> To avoid the second and fourth mechanisms, more than individual perception is needed. In a land transaction, a potential buyer needs to ensure not only that the seller owns the land, but also that he has the right to sell it, that the parcel is unambiguously defined, and that “all the derivative and subordinate interests which may detract from the value of the land or restrict its use” are known to both parties (Simpson, 1976; p. 13).

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<sup>1</sup> Eighteenth century Physiocrats even argued that land is the source of all material wealth (Fregfogle, 2001).

<sup>2</sup> The costs of insecure property rights may be larger than only economic inefficiencies if combined with weak law enforcement institutions. Disputes over land ownership, for instance, have often resulted in violent confrontations.

<sup>3</sup> Cited in Bresciani, 2004. For similar definitions, see Simpson, 1976; and Broegaard, 2005.

- 1.4 Land registration systems<sup>4</sup> can increase tenure security and facilitate the process of transferring land because they concentrate, clarify, and provide legal validity to the information on property rights over land. However, their implementation can be very costly and entail various risks, such as land grabbing, unfair acquisition of lands by powerful groups, and increased inequality (Deininger and Feder, 2009; see also Atwood, 1990; Hanstad, 1998; and Carter and Olinto, 2003). These risks are particularly high for vulnerable groups—e.g. indigenous peoples, women, and the poor—as they often lack information, resources, and legal support to defend their interests.
- 1.5 The empirical evidence suggests that establishing or improving a land registration system does not always have the intended economic results. A preliminary review of the literature reveals various studies in rural areas of developing countries that identify a positive effect on investment.<sup>5</sup> However, the results in terms of credit are less robust: A few studies find positive effects<sup>6</sup> while several others find no evidence of a positive effect.<sup>7</sup> In terms of other outcomes, the number of studies finding positive results is more limited, especially for Latin American and Caribbean countries. Deininger and Chamorro (2002) and Field and Torero (2005) find positive effects on land values.<sup>8</sup> The latter also find positive effects on the provision of public goods, while Deininger and Bresciani (2005) find an increase in land rentals as a result of a privatization and titling program in Mexico. Valsecchi (2011) finds that the same program in Mexico also facilitated labor mobility from rural areas. Finally, in urban areas, Field (2007) finds that land titling in Peru had an increase in labor supply as a result of less time spent on guarding the property, and Galiani and Scharfgrödsky (2010) find that titling among squatters in Buenos Aires resulted in reduced household size and higher education of their offspring. At the same time, in small communities where land ownership may be common knowledge and a symbolic act may represent sufficient evidence of a transfer of ownership of land, informal land tenure systems may be functional and even efficient (Simpson, 1976; Atwood, 1990; Deininger and Feder, 2009).
- 1.6 For these reasons, various authors and development practitioners have questioned the convenience of establishing a formal system of land registration in developing countries (Atwood, 1990; Barnes, 2003; Deininger and Feder, 2009). The issue is to identify the

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<sup>4</sup> A land registration system can be defined as “any public system of records concerning legal rights to land” (Hanstad, 1998). It is an element of land administration, which can be understood as “the processes of determining, recording, and disseminating information about tenure, value, and use of land when implementing land management policies.” (Burns, 2007). In paragraphs 1.4 and 1.5 we refer specifically to land registration systems—as opposed to land administration more broadly—because they directly affect land tenure security and the subsequent economic outcomes described in paragraph 1.3.

<sup>5</sup> In Latin America: Carter and Olinto, 2003; Deininger and Chamorro, 2002. In other countries: Feder and Onchan, 1987; Besley, 1995; Deininger and Jin, 2002; Deininger and Ali, 2008; Deininger and Feder, 2009; Deininger, Ali, and Alemu, 2009.

<sup>6</sup> In Latin America: Carter and Olinto, 2003. In other countries: Feder and Onchan, 1987; and Dower and Potamites, 2005.

<sup>7</sup> Field and Torero, 2005; Deininger and Bresciani, 2005; Barham, Boucher, and Carter, 2008; and Deininger and Feder, 2009.

<sup>8</sup> Feder and Onchan (1987) also find positive effects on land values in Thailand.

circumstances under which it is desirable to implement such a system. A situation where land is relatively scarce has been suggested as one (Deininger and Feder, 2009). Hanstad (1998) identifies another five circumstances: Where land title insecurity, uncertainty, or inadequacy restrains development; where there is early development of a market in land; where there is high incidence of disputes concerning land; where there is a need to establish a credit base; and where a redistributive land reform is contemplated.

- 1.7 Several of these conditions are present in Latin America: Land disputes are common, credit financing of agricultural production is relatively scarce—particularly among small farmers—and there is much need for it, land cannot be offered as collateral, and land markets are incipient. Nevertheless, land registration systems and, more broadly, land administration systems already functioning in the region face various institutional, legal, and technical constraints that keep them from operating efficiently, which results in high levels of land tenure insecurity and informality. Most common among those constraints are the complexity of the land administration systems themselves, lack of information and inefficiency of the registry and cadaster information systems, excessive centralization of the institutions in charge of land administration, presence of tenure disputes and lack of mechanisms to solve them, and problems in defining a legal framework related to land policy (OAS, 2006).
- 1.8 Despite their geographic proximity, Caribbean and Latin American countries share only a few problems with their land administration systems (Burns, 2007). The former’s British colonial past, the size of their economies and territories, the inaccessibility of their land, and their legal structure all reflect a different view towards property rights, land tenure, and the use and management of land resources (Barnes, Stanfield, and Barthel, 1999). In the Caribbean, the main problems of land administration systems are dual tenure regimes, multiple registration systems (including recording of deeds and registry of title), inability to identify owners of family lands, complex and outdated systems of land registration, and failures in the administration of funds directed at maintaining and updating them (Barnes, Stanfield, and Barthel, 1999).

## **II. OBJECTIVE AND SCOPE**

- 2.1 The IDB has been actively working on land titling and regularization projects since its founding. A first set of projects was financed between 1960 and 1995. These were agrarian reform, settlement, and colonization projects that focused mostly on issuing titles on previously state-owned lands to agricultural households (BID, 2002). In 1995, a second set of projects began in which the objective has been to regularize land ownership and improve its administration. As of December 31, 2011, twenty five projects of this type have been approved throughout the region (Table 1).
- 2.2 The evaluation described in this document will analyze the latter set of projects with two broad objectives. First, it will look at the **implementation** of the projects, seeking to identify which project characteristics and under which circumstances—i.e. country

context—are likely to result in more or less problematic execution. It will also link these characteristics and circumstances to the projects’ progress in the delivery of planned outputs. Second, the evaluation will look at the **results** of the projects, seeking to assess the extent to which they have been effective in increasing security of tenure and ownership, whether there is evidence that this has led to improved economic outcomes such access to credit, investment, and efficiency of land markets.

- 2.3 The evaluation will present a review of the relevant literature—theoretical and empirical—including the definitions of concepts specific to the topic of rural land titling and regularization. It will also include a desk review of the projects in order to identify the main problems of land tenure that the IDB has tried to address and the approach it has generally taken to do so. To gain a better understanding of the Bank’s work in this area, the evaluation will analyze a sample of projects in depth through field visits and documentary research and make a comparative assessment of their implementation and results. This analysis will constitute the core of the evaluation and is expected to create the opportunity to draw lessons on the project characteristics—of design and execution—that make them relevant, efficient, effective, and sustainable.

**TABLE 1. LAND REGULARIZATION PROJECTS FINANCED BY THE IDB, 1995-2011**

Operation	Approval Year	Country	Project Name	Status	Group
PE0037	1995	Peru	Land titling and registration project	Completed	1. Projects involved with most of the following:  * information systems * institutional capacity * surveying * adjudication * titling * registration
PE0107	2001		Land titling and registration program, second phase	Completed	
PN0032	1996	Panama	Programa de modernización de los servicios agropecuarios	Completed	
PN0148	2002		Proyecto de administración y regularización de tierras	Completed	
PN-L1018	2010		Metropolitan region cadaster and land administration modernization program	Active	
CO0157	1997	Colombia	Land titling & registry modernization	Completed	
BL0007	1997	Belize	Land administration project	Completed	
BL0017	2001		Land management program II	Completed	
BL-L1008	2009		Land management program III	Active	
JA0050	2000	Jamaica	Land administration and management program	Completed	
CR0134	2000	Costa Rica	Program for regularization of the cadaster and property registry	Active	
EC0191	2001	Ecuador	Rural land regularization and administration program	Completed	
EC-L1071	2010		National system for rural land information and management and technology infrastructure	Active	
BO0221	2003	Bolivia	Land regularization and legal cadaster program	Active	
BR0392	2005	Brazil	Cadaster and land regularization program	Completed	
GU-L1014	2009	Guatemala	Establishing Cadastral Registry & Strengthening Legal Certainty Protected Areas	Active	
PR-L1061	2011	Paraguay	Cadaster and Property Registry Program II	Active	
HA-L1056		Haiti	Land Tenure Security Program	Preparation	
DR0118	1997	Dominican Republic	Land jurisdiction modernization program	Completed	2. Concentrated on institutional reforms to improve land administration systems
DR-L1010	2006		Programa de consolidación de la jurisdicción inmobiliaria	Active	
BR0274	2000	Brazil	Programa de consolidación y autosuficiencia de asentamientos de reforma agraria	Completed	
PR0132	2003	Paraguay	Programa de registro catastral	Completed	
BH-L1001	2004	Bahamas	Land use, policy and administration project	Completed	
GU0081	1996	Guatemala	Sustainable development of Peten	Completed	3. Sustainable development projects with land titling component
BR0313	2002	Brazil	Acre sustainable development	Completed	
HO0198	2002	Honduras	Programa de manejo ambiental de las islas de la bahía ii	Completed	

Source: OVE using Bank's data warehouse

### III. SAMPLE SELECTION

- 3.1 The objective of sampling a few projects to analyze them in depth is to gain a better understanding of the way in which this type of projects develop, the problems they face, and ultimately to draw lessons and conclusions that can be useful for the future work of the Bank and to the countries of the region. For that reason, the selection of projects is determined by the desire to produce an informative and relevant analysis.
- 3.2 This means that, first, it is important to look at similar projects and, second, that these projects should correspond to the most common model of intervention of the Bank—if there is one. To assess this, we have looked at the diagnoses made in the projects' loan documents, separated the root causes from the more immediate problems as well as from their consequences, and classified them in broad groups. This exercise is perhaps an over simplification of a complex situation where some causes and consequences likely reinforce each other, yet it allows us to identify the problems and causes typically analyzed by Bank staff prior to the implementation of the projects. Among the causes, normative<sup>9</sup> issues are most often mentioned in the loan documents, followed by inter-institutional organization<sup>10</sup> and technology<sup>11</sup> issues (see Figure 1). In terms of immediate problems, projects most typically mention problems with the information produced by the cadaster and the registry—insufficient, incomplete, inaccurate, contradictory—as well as high levels of informality in land tenure. In second place they mention land tenure security problems—although this can arguably be said to follow directly from informality—and finally they mention land disputes (see Figure 2).
- 3.3 The Bank has helped to tackle these challenges through various activities which we have classified by the process or institution they are directed to—cadaster, registry, titling, other—and the type of activity they represent—support for implementation of the process, institutional reforms, development of information systems, institutional strengthening (training, infrastructure, and equipment), and other. This classification (see Table 2) shows that the Bank has concentrated its efforts on working with the cadasters, followed by the registry and titling processes. Table 2 also shows that the type of work has been approximately evenly distributed among the first four categories. However, almost all projects (19 out of 23)<sup>12</sup> include some direct support to the implementation of cadastral, registry or titling activities. This is noteworthy because these activities are very different in nature from the other three and address the observed problem directly, rather than its causes.

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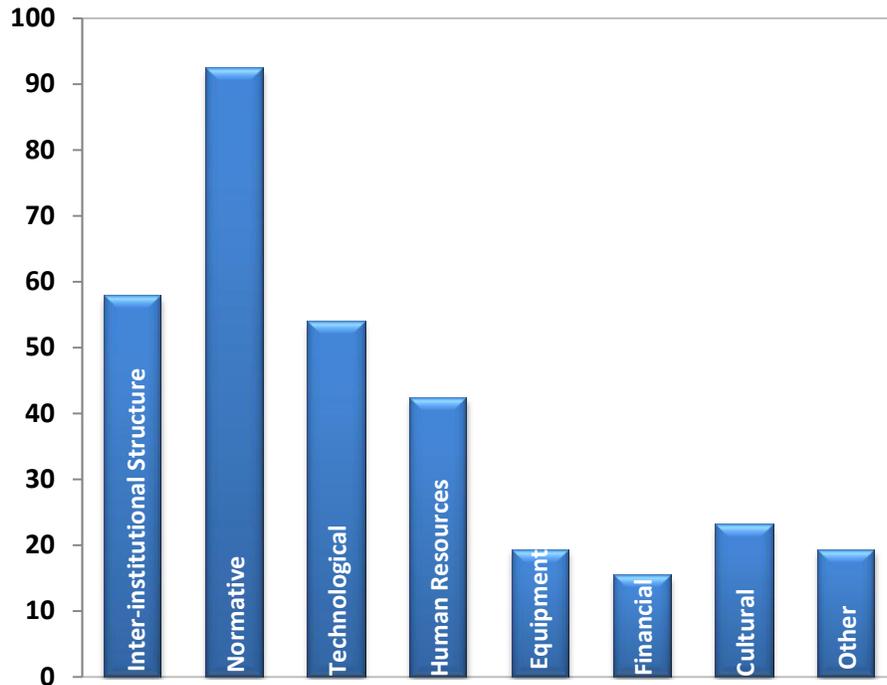
<sup>9</sup> That is, problems in the procedures and regulations ruling the way in which a given institution works—e.g. the number of steps within the Registry that need to be followed before a title is officially registered.

<sup>10</sup> That is, problems in the way various institutions work together—lack of coordination, overlapping of functions, problems of attributions, etc.

<sup>11</sup> This refers mainly to the lack or low quality of information systems (software), but it could also include lack of hardware and equipment.

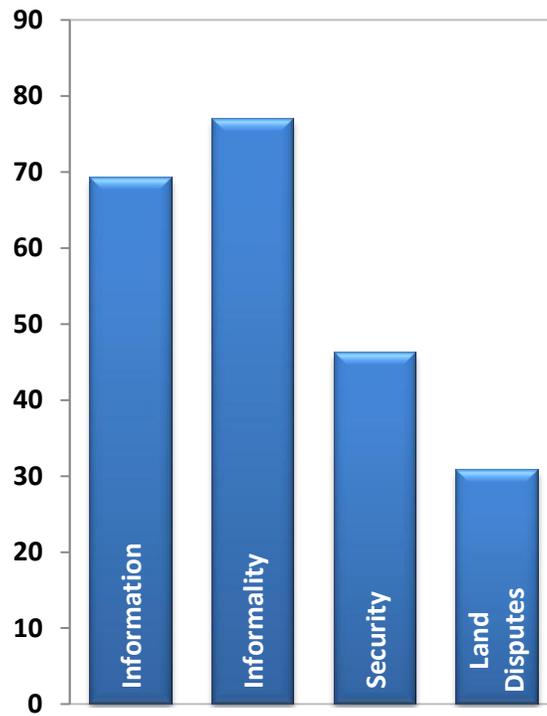
<sup>12</sup> The second operation in Peru (PE0107) did not include this type of activity. That would make only 18 of 23 projects with this sort of activity. However, we consider all the projects approved in any given country as different phases of a program (except in Brazil, where the three operations do not seem to correspond to the same program).

**FIGURE 1. PERCENTAGE OF PROJECTS THAT MENTION EACH CAUSE**



Source: OVE using loan documents

**FIGURE 2. PERCENTAGE OF PROJECTS THAT MENTION EACH PROBLEM**



Source: OVE using loan documents

**TABLE 2. PERCENTAGE OF PROJECTS THAT ENGAGE IN EACH ACTIVITY**

Total (%)	Cadaster	Registry	Titling	Other	% of Projects that implement each action
Implementation support (direct support to the processes and actions)	65%	50%	38%	31%	81%
Institutional Reforms (institutional, legal)	46%	50%	35%	27%	73%
Creation or improvement of information systems	62%	58%	23%	8%	77%
Training, equipment or related	73%	46%	31%	12%	73%
Other	4%	4%	0%	8%	15%

Source: OVE using LPs

- 3.4 With these general patterns in mind, we look again at the projects to classify them. Three operations stand out from the rest because they are sustainable development projects, one of whose components is related to land titling and regularization (group 3 in Table 1). Among the remaining projects, five focus on institutional reform and strengthening (the four projects that do not include support for the implementation of cadastral, registry or titling activities are included in this group). These are the projects that make up group 2 in Table 1. Finally, there are eighteen projects (group 1 in Table 1) that roughly conform to a type of intervention that includes direct support to implementation of cadastral, registry or titling activities as well as elements of institutional reform and strengthening (information systems, and training and equipment). We choose the projects for in-depth analysis from this group in order to analyze projects that are relatively similar and representative of the core of the Bank’s work.
- 3.5 The next criteria for project selection were information potential and relevance. Regarding the former, we have proceeded on the assumption that the experience from working with any given country over the course of several years, through various consecutive and linked operations, should be richer in information than the experience of a one-shot operation. For that reason, we selected projects in Belize,<sup>13</sup> Panama,<sup>14</sup> and Peru<sup>15</sup> as case studies. Regarding the relevance criterion, the issue of rural land titling and regularization is nowhere in the region as important as in Colombia. The government of this country has recently passed a law by which the State commits itself to restituting rural lands to the

<sup>13</sup> BL0007, BL0017, and BL-L1008.

<sup>14</sup> PN0032, PN0148, and PN-L1018.

<sup>15</sup> PE0037 and PE0107.

internally displaced population. The application of this law is one of the current government's top priorities. For that reason, the lessons from the IDB's experience in working with Colombia on the formalization of rural lands may prove particularly relevant for that country.

- 3.6 The evaluation is therefore set to analyze in depth nine projects in four countries: Belize (BL0007, BL0017, and BL-L1008), Colombia (CO0157), Panama (PN0032, PN0148, and PN-L1018), and Peru (PE0037, and PE0107). The broad aspects of land titling and regularization where each of these projects has worked and the type of activities they have carried out are summarized on Table 3.
- 3.7 The rest of the projects are deemed to have a lower level of priority for the evaluation (see Table 4). Ecuador has two projects but the second is too recent to be evaluated. The first project (EC0191) is comparable in nature to Brazil's project (BR0392) in that both constitute comprehensive pilot projects that included cadastral work, adjudication, title registration, and modernization of land management systems. The project in Costa Rica (CR0134) has the objective of establishing a national cadaster and making it compatible with the Real Property Registry throughout the country. The project has faced important delays and so it has executed only in a few areas and is still active. These three projects represent a third priority in the evaluation. Similar to Ecuador, Paraguay has two projects but the second is too recent to be evaluated. Furthermore, the first project focused its efforts on establishing the legal framework that would allow an efficient land administration system to operate. For that reason, the two projects in Paraguay are classified in different groups on Table 1 and the country case study has a third priority. The cases of Jamaica and Bolivia potentially pose greater difficulty for evaluation due to the paucity of information, as declared in the PCR (Jamaica) and an external evaluation (Bolivia; Koeppen, 2008). For that reason, they are listed as fourth in priority. In the same priority group we include the Guatemala and Haiti projects. The former because it is a project that takes place only in a specific region of the country, and the latter because it has not been approved yet and hence cannot be evaluated at this time.

**TABLE 3. AREAS OF WORK AND TYPE OF ACTIVITIES CARRIED OUT IN COUNTRY CASE STUDIES**

		Project Components											
		Panama				Belize				Peru		Colombia	
		PN0032	PN0148		PN-L1018		BL0007	BL0017	BL-L1008		PE0037	PE0107	CO0157
Project Focus	Cadaster		Modernization of National and Municipal Land Administration Services	Land Regularization Services (legal cadastre, titling or certification, registry of properties)	Multipurpose cadastre	New institutional framework for land administration	Land records management (strengthen recordkeeping and information management)	National cadaster and property rights registration	Expansion of the Parcel-Based Land Information System	Support for the Provision of Modern Land Management Services	Cadastre	Cadastre, titling, and registration of parcels of rural land and campesino and native community lands	Modernization of the deed-recording and cadastre systems
	Registry				Land regularization								
	Titling	Expand land titling coverage				Land tenure adjudication				Land regularization (Land Titling)		Titling of uncultivated rural parcels of land.	
	Other			Municipal land-use planning		Land Policy and legal reform	- Land use planning review. - Land policy reform and institutional strengthening			Management and monitoring of renewable natural resources	Environmental and cultural analysis, protection, and monitoring	Environmental protection in rural areas	

Source: OVE using Bank's data warehouse

**TABLE 4. PRIORITIZATION OF PROJECTS FOR EVALUATION**

Priority	Country	Operation	Year of Approval	Status	Year of Completion
1	Panama	PN0032	1996	Completed	2004
		PN0148	2002	Completed	2011
		PN-L1018	2010	Active	
	Belize	BL0007	1997	Completed	2002
		BL0017	2001	Completed	2011
		BL-L1008	2009	Active	
Peru	PE0037	1995	Completed	2001	
	PE0107	2001	Completed	2008	
2	Colombia	CO0157	1997	Completed	2007
3	Ecuador	EC0191	2001	Completed	2009
		EC-L1071	2010	Active	
	Brazil	BR0392	2005	Active	
	Costa Rica	CR0134	2000	Active	
	Paraguay	PR0132	2003	Completed	2009
PR-L1061		2011	Active		
4	Jamaica	JA0050	2000	Completed	2007
	Bolivia	BO0221	2003	Active	
	Guatemala	GU-L1014	2009	Active	
	Haiti	HA-L1056		Active	

Source: OVE using Bank's data warehouse

#### IV. EVALUATION QUESTIONS

- 4.1 Following the OECD-DAC criteria, the evaluation will assess the relevance, efficiency, effectiveness, and sustainability of the projects' results. The following broad questions will help guide the evaluation:

**Relevance:** Diagnosis and design

1. What were the projects' objectives? Did they correspond to priority country needs?
  - a. Did the projects provide sufficient justification for the intervention?
  - b. Were they tailored to the specific circumstances of each country, proposing solutions to observed problems that were logically aligned with the objectives?

2. Did the projects affect land registration among minority groups—e.g. indigenous communities or women? Did this involve a differential treatment?

**Efficiency:** Costs and execution

1. What execution problems did the projects face? Were they foreseen? How were they addressed?
2. Are there recurring execution problems across projects? Can a typology be established and related to project design or land administration system characteristics?
3. What were the nominal costs of the projects? Were they as originally anticipated?
4. How do output-to-input ratios compare across projects?

**Effectiveness and Sustainability:** Results

1. To what extent did the projects meet their output targets?
2. Did the projects achieve their intended outcomes, such as improved tenure security?
3. Have land administration systems improved—i.e. become more comprehensive, efficient, reliable, and accessible—after the projects?
4. What project characteristics—of design or execution—can be associated with the relative magnitude of the improvement?
5. Did the projects have additional outcomes—efficiency of land markets, investment, credit, agricultural productivity?
6. Are the results the same for vulnerable groups than for the general population?
7. Are the results sustainable? Are there indications that the outcomes achieved may revert or vanish over time?
8. Were there any unintended negative results? How large were they?

The evaluation has a comparative approach. Hence, in answering the previous questions it will seek to make comparisons across country case studies by using common indicators—e.g. time or cost required to register a title—where feasible and applicable.

## V. METHODOLOGY AND DATA SOURCES

- 5.1 The evaluation has a thematic, comparative approach. By comparing different projects financed by the Bank, it will seek to draw general lessons that are applicable to other land titling and regularization projects of broadly similar characteristics. An emphasis will be placed on the use of verifiable data and information, so as to allow replicability of the analysis. Nevertheless, information provided by IDB staff and other stakeholders through interviews will be also used.
- 5.2 As discussed in part II above, the evaluation report will first present a background section based on a review of the specialized literature. That section will introduce some basic definitions, explain the theoretical implications of rural land titling and regularization, and

summarize the evidence found by the empirical literature, particularly in Latin America and the Caribbean. The report will then present an overview of IDB's involvement in the area based on a desk review of the portfolio. This review will analyze the diagnosis of each country's land administration problems made by the projects and the actions they proposed to help solve them. It will take into account the projects' general objectives, the country context described by the projects, and whether the interventions proposed in the projects have changed over time—between 1996 and 2011.

- 5.3 Second, an in-depth evaluation of the country case studies (see part III above). This analysis will involve field visits to better understand the associated projects in all their stages and collect both qualitative and quantitative information from various sources: data collected directly by the evaluation team or other organisms—e.g. executing agencies, cadastral, statistical and academic institutions, etc.—evaluations conducted by external entities, and evaluations conducted by the counterparts or by the Management of the Bank—which the team will seek to validate. The information obtained from interviews will be cross-checked and verified—whenever possible—with data and printed documentation. Table 5 presents the information sources that will be used to assess each evaluation criteria.

**TABLE 5. EVALUATION QUESTIONS AND DATA SOURCES**

CRITERIA	EVALUATION QUESTIONS	DATA SOURCES
<p><b>Relevance:</b> Diagnosis and design</p>	<ol style="list-style-type: none"> <li>1. What were the projects' objectives? Did they correspond to priority country needs?               <ol style="list-style-type: none"> <li>a. Justification</li> <li>b. Tailored to specific circumstances of countries and solutions logically aligned with the objectives.</li> </ol> </li> <li>2. Did the projects affect land registration among minority groups—e.g. indigenous communities or women? Did this involve a differential treatment?</li> </ol>	<ul style="list-style-type: none"> <li>• Literature review.</li> <li>• Bank Documents Review.</li> <li>• Staff interviews.</li> <li>• Stakeholder interviews.</li> </ul>
<p><b>Efficiency:</b> Costs and execution</p>	<ol style="list-style-type: none"> <li>1. What execution problems did the projects face? Were they foreseen? How were they addressed?</li> <li>2. To what extent did the projects meet their output targets?</li> <li>3. What were the nominal costs of the projects? Were they as originally anticipated?</li> <li>4. How do output-to-input ratios compare across projects?</li> </ol>	<ul style="list-style-type: none"> <li>• Bank Documents Review.</li> <li>• Staff interviews.</li> <li>• Stakeholder interviews.</li> <li>• Data collected.</li> </ul>
<p><b>Effectiveness and Sustainability:</b> Results</p>	<ol style="list-style-type: none"> <li>1. Did the projects achieve their intended outcomes?</li> <li>2. Did the projects have additional outcomes—efficiency of land markets, investment, credit, agricultural productivity?</li> <li>3. Are the results sustainable? Are there indications that the outcomes achieved may revert or vanish over time?</li> </ol>	<ul style="list-style-type: none"> <li>• Data collected.</li> <li>• Evaluations by external entities.</li> <li>• Evaluations by country counterparts.</li> <li>• Bank management evaluations.</li> <li>• Stakeholder interviews.</li> <li>• Staff interviews.</li> </ul>

Source: OVE

## VI. TIMELINE

6.1 The evaluation will be carried out by Hector V. Conroy (team leader), Johanna Ramos, and Li Tang. The timeline is as follows:

ACTIVITY	TIME OF DELIVERY
Approach paper (1 <sup>st</sup> draft)	January 2012
Approach paper (distribution to Management)	February 2012
Literature review	October 2011 to March 2012
Review of projects' documentation and interviews at HQ	October 2011 to April 2012
Visits to projects	January 2012 to May 2012
FULL DRAFT: First version	June 30, 2012
REVIEW PROCESS	July 2012 to October 2012

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