



Final Evaluation Report

Final evaluation of project “Land and Corruption in Africa”

Prepared for: The Transparency International Secretariat

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1.1 List of Acronyms and Abbreviations

Acronym/Abbreviation	Full Name / Meaning
ALAC	Advocacy and Legal Advice Centre
ADR	Alternative Dispute Resolution (Mechanism/s)
AMC	Accountability Monitoring Committees (Zimbabwe)
AU	African Union
BMZ	Bundesministerium fuer Wirtschaftliche Zusammenarbeit und Entwicklung / German Federal Ministry for Economic Cooperation and Development
CBO	Community Based Organisation
CCO	Certificates of Customary Ownership (Uganda)
CLS	Customary Land Secretariat/s
CoP	Community of Practice
CSO	Civil Society Organisation
DAC	Development Assistance Committee (OECD)
ECOWAS	Economic Community of West African States
EU	European Union
EUR	EURO (Currency)
FIDA	Federación Internacional de Abogadas / International Federation of Women Lawyers
FGD	Focus Group Discussion
GE(D)SI	Gender, Equality, Diversity), and Social Inclusion
GII	Ghana Integrity Initiative (TI-Ghana)
GIZ	Gesellschaft fuer International Zusammenarbeit
IGAD	Intergovernmental Authority on Development in Eastern Africa
IGO	Intergovernmental Organisation
ILC	International Land Coalition

KII	Key Informant Interview
LCA	Land and Corruption in Africa Project
Logframe	Logical Framework (Planning and M&E Tool)
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
MSU	Midlands State University (Zimbabwe)
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NELGA	Network of Excellence on Land Governance in Africa
OECD	Organisation for Economic Co-operation and Development
OH	Outcome Harvesting
PHP	Plantations du Haut Penja (Cameroon)
ProPFR	Promotion d'une Politique Foncière Responsable (GIZ Project, Cameroon)
SDGs	Sustainable Development Goals
SOLI	State of Land Information (Index)
TI	Transparency International
TI-MG	Transparency International Madagascar
TI-S	Transparency International Secretariat
TI-U	Transparency International Uganda
TI-Z	Transparency International Zimbabwe
ToC	Theory of Change
ToR	Terms of Reference
UCOBAC	Uganda Community Based Association for Women and Children Welfare
UK	United Kingdom

UN	United Nations
UN CESCR	UN Committee on Economic, Social and Cultural Rights
UNCAC	United Nations Convention against Corruption
VAT	Value Added Tax
YILAA	Youth Initiative for Land in Africa
ZACC	Zimbabwe Anticorruption Commission

2 Executive Summary

This executive summary presents the key findings of the final evaluation of Transparency International's (TI) Land and Corruption in Africa (LCA) project, a decade-long initiative (2015–2025) implemented across eight African countries: Cameroon, Ghana, Kenya, Liberia, Madagascar, Sierra Leone, South Africa, Uganda, Zambia, and Zimbabwe, with additional work at regional and international levels. Funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), the project was delivered through TI national chapters, with support and coordination from the TI Secretariat (TI-S). The evaluation was conducted between October 2025 and February 2026, drawing on 43 key informant and outcome harvesting interviews, 10 community-level focus group discussions, 12 survey responses, three in person country case studies (Ghana, Uganda, Zimbabwe), and a comprehensive document review. Findings are assessed against TI's Monitoring, Evaluation and Learning (MEL) impact framework and the OECD DAC evaluation criteria.

2.1 Project Purpose and Design

The LCA project aimed to ensure that corruption in land administration and governance is addressed, thereby improving the livelihoods of men and women in Africa. Phase I (2015–2019) established the evidence base through land corruption risk mapping, stakeholder engagement, and baseline household surveys across a range of sentinel communities in the participating countries. Phase II (2021–2026(March)) built on these foundations to pursue three outcomes: (1) Networks of women, men and youth in Africa are better equipped and mobilised to demand transparency and accountability in the land sector, (2) Diverse and inclusive set of stakeholders from civil society to private sector advance anticorruption initiatives to promote fair and transparent land governance, and (3) National and local decision makers adopt anticorruption laws, policies and measures to prevent and redress corruption in land distribution, acquisition, dispute management and sanctions infractions.

In addition to the three main outcome areas anchored in national level and local change, the project sought to support these dynamics through international and African regional level policy advocacy, in conjunction with other major global NGOs.

2.2 Key Results

Overall, the project has demonstrated proof of concept by showing how a range of specific interventions can effectively promote change at the level of individual and community awareness of rights and processes, attitudes and behaviours on equitable access to land and security of tenure; institutional practice in administrations, traditional authorities and civil society organisations (CSOs); and policy and laws both nationally and regionally in Africa.

The evaluation identified and triangulated 165 significant outcomes across all participating countries and at regional and international levels. The most important regional achievement was establishing land corruption as a recognised field of enquiry and intervention. When TI began this work in 2012, before LCA, the intersection of land governance and anticorruption was virtually unexplored. Over the 10-year project timeline, the project developed foundational tools to address corruption in land services and governance. These included the Land Corruption Risk Mapping Instrument and the Land Corruption Education Modules¹, now used by regional Civil society organisations (CSOs) and many national educational facilities. These tools and dynamics have a life beyond the project.

At the regional level, the project contributed, among other high level policy outcomes, to the African Union (AU)'s land governance strategy, which incorporates anticorruption provisions. In doing so, it established an important principle for promoting anticorruption in a continental policy framework. This

¹ One on urban corruption and one on land corruption

is a significant stepping stone for national level advocacy by CSO coalitions to hold governments to account.

At the national level, legislative and policy changes were documented across multiple countries: for instance, Uganda's draft National Land Policy incorporated a dedicated transparency and accountability chapter; Zimbabwe passed regulations mandating the digitisation of title deeds; Zambia's Minister of Land committed to allocating 10% of state land to persons with disabilities; and Cameroon strengthened the role of local authorities in land acquisition. Ghana progressed significantly after the landmark 2020 Land Act, which, in law, eliminated gender based and other forms of discrimination in land administration and established a transparent structure for traditional land governance.

The project's outputs reached considerable audiences, as measured by digital reach. Over 9.1 million people were reached through broadcast media, and 2.77 million through print media. More importantly, though, the project's support for TI's Advocacy and Legal Advice Centre (ALAC) system processed a growing volume of land corruption cases: 273 in 2022, 518 in 2023, and 878 in 2024. Recording and referring hundreds of cases each year to authorities for resolution delivered tangible steps towards justice for affected individuals and communities. Across countries, government agencies, traditional authorities, and CSOs began to shift their practices towards greater transparency and accountability in land governance.

2.3 Gender, Equality, and Social Inclusion

The project made meaningful progress on gender sensitivity and intersectionality. Women moved from being consistently sidelined to greater visibility in land administration. Rights awareness increased through women's empowerment circles, women-only roundtables, and deliberate creation of safe spaces. In Zimbabwe, women monitors held authorities accountable, in Ghana, women raised concerns about documentation with traditional leaders. In Cameroon, a local women's organisation trained by TI now operates independently to defend women's land rights. However, the application of gender-sensitive approaches was not always consistent across all countries, and the Theory of Change remained essentially silent on gender dimensions. Inclusion of other groups vulnerable and subject to discrimination in land administration and services was present but more fragmented, and similarly not represented in the ToC. Moving marginalised groups from "rights aware to structurally empowered" remains a frontier for future work.

2.4 Key Challenges

The main challenge to societal impact remains scale, both in terms of geographical reach and time. The structural, political, economic, and cultural changes necessary to make the project's success accessible to most people in the participating countries—and ultimately across Africa demand a generational timeframe coupled with sustained, concerted governmental commitment. Three quarters of all land in Africa, often effectively farmed by women and young people, remain unsurveyed, untitled, unregistered, and subject to practices that often exclude women from ownership. Governmental commitment to continued investment in improved and transparent land governance to reduce corruption is not a given, as political priorities are subject to change, public budgets are tight, and commercial and personal vested interests favour the status quo, in which corruption can thrive.

Digital solutions can be a step toward eliminating opportunities for corruption in the land system, but they also bring their own challenges of exclusion, especially for the most vulnerable.

Private sector and media engagement was a significant effectiveness gap. Companies showed little interest in engaging in land corruption due to deep vested interests and sensitivities around government relations. The project reached out to journalists, however at times very restricted civic

space limited uptake of anticorruption topics by media workers, reducing the effectiveness of this pathway to transparency in societies.

The allocation of resources between TI-S and national chapters warrants further consideration. The eight participating chapters received just under half of the total project funding, which constrained the extent of investment at the country level where scaling opportunities existed. Additionally, internal administrative procedures, such as reporting requirements and funding disbursement sequences, were sometimes burdensome and delayed timely actions.

The MEL system initially over-emphasised output indicators and introduced outcome focused approaches, such as outcome harvesting, relatively late.

Sustainability remains a central concern: the international development aid landscape is shifting dramatically, and land tenure risks dropping off government agendas as priorities change. TI Chapters remain committed to continuing work on land and corruption by integrating it in other workstreams, however the impact of overall reduced available funding in the aid sector are likely to be felt despite this commitment.

2.5 Recommendations

The evaluation puts forward some key recommendations in the following areas.

Donors and Transparency International Secretariat (TI-S)

- TI and donors should resource land and corruption work as a sustained, long-term priority, recognising land governance as a strategic leverage point for advancing broader anticorruption objectives.
- Future programming should consider a narrower geographic focus with greater depth, aiming to scale sustainable solutions in fewer countries rather than maintaining broad but shallow engagement.
- Future programming should more explicitly engage with broader demographic and global dynamics including population growth, migration, urbanisation, and extractive and agro-industrial expansion that intensify land pressures and corruption risks.

Transparency International Secretariat (TI-S) and National Chapters

- TI-S and national chapters should engage in more transparent bilateral discussions about achievable results at country level, aligning expectations with capacity and allocating resources accordingly. National chapters should receive significantly greater resourcing, reflecting their demonstrated capacity for context specific innovation.
- Community engagement strategies including ALACs, paralegal support, and mediation should be sustained through a “whole-of-life” approach that responds to communities’ interconnected legal, social, and economic needs.

Transparency International Secretariat (TI-S)

- MEL systems should integrate outcome-focused methodologies alongside output tracking from project inception and ensure systematic disaggregation of target group indicators by gender, age, disability, and ethnicity.
- Internal administrative procedures should be reviewed to ensure alignment with principles of goal-oriented efficiency and to reduce transaction burdens on national chapters.

Transparency International Movement / TI (Strategic Positioning)

- TI should critically assess potential harms associated with digitalisation-driven reform agendas, particularly their unintended exclusionary effects on the most vulnerable populations.

Donors, TI-S, and National Chapters (Programme Implementation)

- Deeply entrenched identity-based discrimination and exclusion continue to hamper progress in addressing corruption affecting vulnerable groups. Future projects should integrate deliberate inclusion strategies into their theories of change, indicators, and implementation approaches.
- Investment in CSO coalition building and organisational capacity strengthening should remain a priority, given their demonstrated contribution to sustainability and systems-level change.

3 Introduction and Context

Equitable access to land, as well as its protection as a sustainable resource, sits at the heart of many of the Sustainable Development Goals (SDGs). The key focus includes the eradication of poverty, sustainable livelihoods, food security and the elimination of hunger, gender equality, and a sustainable environment and climate. Beyond the SDG framework, a range of regional and national development cooperation strategies, such as the AU's Agenda 2063 and the German Ministry for International Cooperation's (BMZ²) 'World without Hunger' initiative, recognises the pivotal role of land and access to it for improving lives across a spectrum of development indicators.

Yet inequalities in the land sector continue to threaten the survival of billions worldwide and limit future opportunities. In Africa, where high poverty levels often coincide with landownership exclusion, stands out as one of the most unequal continents in this regard.

But beyond inequality in land access, corruption in land access is widespread in many countries, affecting both urban and rural areas. As population pressure, economic strain, and environmental challenges intensify, competition for land and resources intensifies. Weak laws and regulations, poor social accountability mechanisms, and opaque, non-inclusive land administration processes further undermine livelihoods, threaten food security, and limit people's participation and access to rights.

Corruption, lack of transparency, and accountability disproportionately impact the poor and marginalised populations. Consequently, land ownership and usage rights are often heavily concentrated among financial and political elites, as well as external investors, including global agricultural corporations. Limited land access, insecure tenure, and disenfranchisement tend to affect women and girls more acutely, due to intersecting factors of exclusion and heightened vulnerability to exploitation.

Improving equity and reducing corruption in land governance are complex, deeply entrenched challenges across many African contexts. In response, TI LCA aimed to address corruption practices in land administration and land deals. Through this work, the project sought to contribute to improved livelihoods for women and men.

Using TI's particular competencies, the first Phase (2015–2019, LCA I) focused on three result areas: A Strong and Engaged Citizenry (Result 1), Engaging Stakeholders from Civil Society, Private Sector and Government (Result 2), and Strengthened Anticorruption Legislation (Result 3).

LCA I therefore aimed to establish a better understanding of the relationship between corruption and land services through qualitative and quantitative data collection, stakeholder mapping, and analysis of land administration systems across eight participating countries.

² Bundesministerium für wirtschaftliche Zusammenarbeit

Building on this phase the second phase from 2021-2026 (March) (LCA II) focused on the following points of intervention in eight countries: **Cameroon, Ghana, Kenya, Madagascar, Uganda, South Africa, Zambia, and Zimbabwe**, plus work at Africa regional level and international level.

1. Addressing the lack of accessible and understandable information about rights and processes related to access to land.
2. Improving inadequate access to justice on land issues to strengthen the capacity to seek and obtain redress for corrupt practices.
3. Exposing and reducing corruption in land administration and land registration procedures, as well as in negotiation and compensation processes on land transactions.

Specifically, the LCA II phase sought to achieve progress against the following outcomes

Outcome 1: Networks of women, men and youth in Africa are better equipped and mobilised to demand transparency and accountability in the land sector.

Outcome 2: Diverse and inclusive set of stakeholders from civil society to private sector advance anticorruption initiatives to promote fair and transparent land governance.

Outcome 3: National and local decision makers adopt anticorruption laws, policies and measures to prevent and redress corruption in land distribution, acquisition, dispute management and sanctions infractions.

Both phases were critical. Phase I established baselines, built alliances across communities, civil society, government, and the private sector, and raised cross-sector awareness of discrimination and vulnerability in land related corruption. Phase II built on these foundations to develop approaches supporting progress at three levels: working with communities to change behaviours and demand accountability; collaborating with organisations to change practices; and contributing to improved laws and policies to reduce corruption in land governance.

4 Scope of the Evaluation

The objectives of the evaluation were to

- Provide an independent, systematic and objective assessment of the achievements of the objectives and outcomes as specified in the project's MEL framework and of the extent to which the project has contributed to its objectives.
- Assess the overall impact of the LCA in Africa project (taking into account Phase I), with attention to long term changes in behaviour at the community-level, as well as land governance and anticorruption practices and policies.
- Examine how the project influenced key stakeholders, including state and local institutions, CSOs, private companies, medias and journalists, as well as community groups, and the extent to which it contributed to shifts in behaviour, practice and policy.
- Assess achievements against the baseline, including against the 'households survey in sentinel communities' baseline (i.e. percentage of people in sentinel communities who are willing to advocate on, report and act against corruption in land matters).
- Identify internal and external factors that shaped the project's outcomes, including strengths, innovations and limitations, and challenges encountered during implementation.
- Generate practical recommendations to support sustainability and enhance future project design, at the national or multi-country levels.

The evaluation used three main lenses to deliver a perspective on project results using

- TI's own impact monitoring approach³, effectively a MEL and impact framework. The focus was on achievement of strategic outcomes and pathways of change in the fields of Behaviour Change at community-level, Organisational Practice, and Policy & Legal Change.
- the OECD DAC evaluation criteria of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability.
- a particular focus on gender aspects and innovative elements in project implementation.

5 Methods and Data Used

The evaluation worked with a range of data collection approaches and sources, including

- Review of TI documentation relevant to the project, provided by TI, and additional external research documentation.

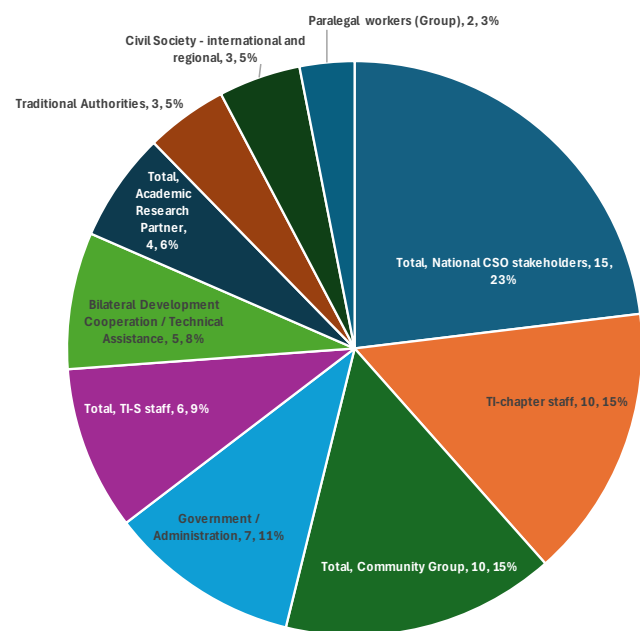
Outcome harvesting was based on the basis of;

- The review of outcomes harvested and validated by the TI Chapters and TI Secretariat (TI-S) including during the Kampala End of Project meeting in October 2025⁴. This meeting also had a special focus on sustainability.
- Three in person country case studies in **Ghana, Uganda, and Zimbabwe**⁵ including through Key Informant Interviews (KIIs) with in-country stakeholders, focus group discussions (FGDs) with community members and paralegal workers in the sentinel communities, 10 KIIs with TI national chapter staff, as well as background research and observation.
- 6 KIIs with TI-S staff.
- 4 KIIs with international and 4 KII with Africa regional stakeholders.

Stakeholder interviews at all levels included in some cases collective calls with multiple participants.

A survey drawing in responses from country stakeholders of TI Chapters where the evaluation did NOT conduct country case study work. Primary data collection was conducted from October to December 2025, with two additional interviews in February 2026 that could not be held earlier due to interviewees' time constraints.

Figure 1: Stakeholders involved in the evaluation



³ <https://www.transparency.org/en/the-organisation/impact-monitoring>

⁴ Evaluators participated as observers in the meeting alongside representatives of TI Chapters, the TI-S and external stakeholders mainly from Uganda.

⁵ The country case studies were selected together with the TI-S to achieve a balance between country conditions and regions in Africa.

In total 41 KIIs were conducted, 12 community-level FGDs held (with in total 87 participants), and 15 survey responses received.⁶

Outcome harvesting, informant interviews, and focus groups were conducted with a commitment to not disclose interviewees' identities in ways that could be linked to specific statements by participants. Indeed, some interviewees specifically requested this. The report therefore does not include a list of named interviewees or a list of outcomes that might allow identification of contributors. Annex 13.4 provides a detailed breakdown of evaluation participants reached for primary data collection.

6 Project Outcomes Through the Lens of TI Impact Monitoring Approach

The evaluation successfully identified and triangulated 165 outcomes reported by project participants and stakeholders across all national, regional, and international levels of intervention.

Numbers and distribution of outcomes should be interpreted as context specific, as the level of detail in outcome descriptions varies by scale. For example, anticorruption mentions in AU policy documents are likely recorded as a single outcome, whereas increased community engagement with land services authorities would be documented multiple times across different national and local contexts. Despite these differences, the evaluation did not aggregate similar local instances of comparable outcomes, aiming to highlight each case that made a difference in people's lives or signified a turning point.

6.1 Outcomes Alignment with Strategic Objectives of the Project

The chart below shows the distribution of outcomes by **topline strategic objectives** (as defined in the LCA II framework).⁷

Noteworthy is the significant share of significant outcomes that observers described in change in organisational practices. This includes for example cases such as

- *Civil society organisations (CSOs) are now actively training their own members and communities on how to identify and report land corruption. This shift followed capacity building sessions delivered by TI-Madagascar under LCA II, which equipped partner CSOs, previously focused mainly on human rights issues, with practical knowledge on anticorruption, land rights, and whistleblowing mechanisms. These organisations have since replicated the approach within their own networks.*
- *Cowdray Park (Zimbabwe) residents, in collaboration with the Bulawayo City Council and government authorities, have begun formalising land ownership through the Presidential Title Deeds Programme. Following the 2024 Land Conference, infrastructure improvements, including roads, water, and sanitation, are being linked to the title-deed issuing process, enabling residents to secure legal recognition of their land while strengthening collaboration between local authorities and communities. TI-Zimbabwe strengthened resident's confidence to be involved in the initiative and represent their interests.*

⁶ Please note that interviews with traditional authorities were only applicable in the Ghana case study, and interviews with paralegals were only conducted in Uganda

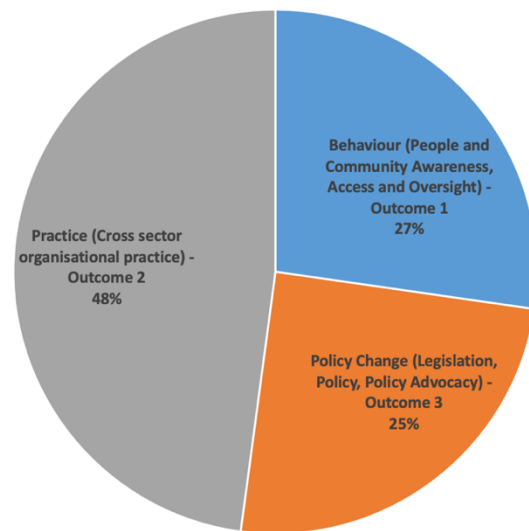
⁷ Outcomes were categorised by the evaluation team involving some judgement as part of triangulation on whether for instance a new observation of, say a consultative practice, constitutes a behavioural change, a firm change in practice of local government authorities, or even is a sign of wider policy change. In some cases boundaries are inevitably fluid.

- From 2022 to 2025, district-level authorities in **Zambia** became more willing to collaborate with TI-Zambia and participate in community meetings where they subjected themselves to public scrutiny on land related decisions.

Observed outcomes connected to policy advocacy and policy change include examples such as

- Between 2021 and 2025, Corruption Watch (**South Africa**) generated a national evidence base on land corruption affecting farmworkers, an area previously undocumented in South Africa.
- In 2025, a new government guideline was published (in **Uganda**) to strengthen cooperation between the anticorruption agency and the Ministry of Lands, holding officials accountable for issuing multiple land titles for the same property. This follows TI-Uganda engagement with the government on improving procedures to reduce corruption in land services..
- During a TI-organised national press conference on the land framework, a representative of the Baka indigenous community (**Cameroon**) publicly presented their land challenges. Following this, the Ministry of Land committed to including Baka representatives in consultations for the new national land law.

Figure 2: LCA outcomes by topline strategic goals



Illustrations of recorded outcomes in terms of behavioural change at the community-level, for instance, include

- Through awareness-raising activities and community workshops involving traditional leaders and official land administrators, communities involved in the project (in **Ghana**) increasingly request documented proof of land ownership.
- Women emerged as the primary coordinators and organisers within sentinel communities (TI South Africa engaged with in **South Africa**) throughout the project period, demonstrating strengthened women’s leadership in land governance and accountability efforts.
- During the project, ALACs (in **Zimbabwe**) set up community-level “Accountability Committees” made up of volunteer monitors who track land and housing issues, report irregularities, and stay in touch with ALAC via WhatsApp. These committees continue to function with little or no external funding, monitoring local land processes and sharing information with ALAC beyond the formal project period.

Outcome harvesting at the community-level through FGDs also showed that for community engagement to be effective, TI Chapters must address community interests comprehensively. People at the local level, whether in peri-urban or rural areas, do not segment their needs.

Access to land and improved livelihoods, as the insights from **Zimbabwe** show, are inextricably linked to access to infrastructure such as equitable healthcare, schools, waste management and water.

Interest in access to land in rural settings, such as in the **Ghana** sentinel community in Atebubu-Amantin is linked to the ability to get to and from farms, check on crops and get produce to market. Competition for land is enhanced by proximity to roads, and traditional authorities realise these factors also in terms of revenue calculations. For women’s farming groups, access to land is just one factor amongst others affecting their ability to generate income, such as prices of agricultural inputs, access to machinery and fuel, as well as storage for perishable crops.

6.2 Outcomes by main pathways of achieving change

An alternative perspective on the outcomes is to identify the primary types of approaches that observers noted the project employed in relation to the significant changes they documented.

The evaluators' categorisation of outcomes is based on the TI Impact Matrix⁸, although the review of outcomes led the team to slightly amend the framework to capture the wide range of approaches used. For instance, organisational development and capacity building does not feature in the main TI Impact Matrix but showed to be of significant relevance for this evaluation, and so has been added.

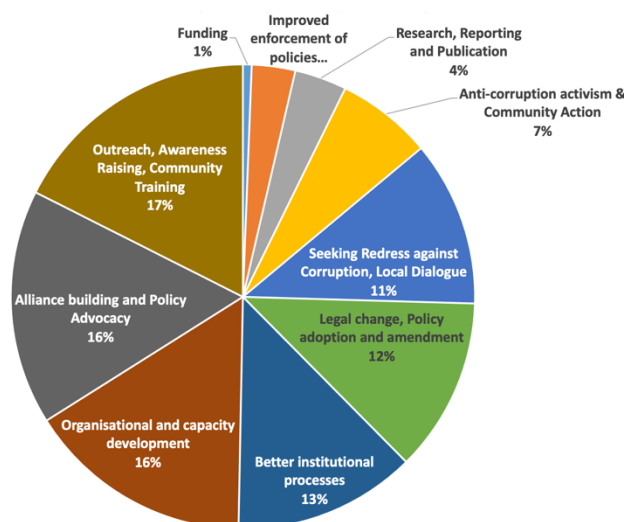
Fully aligned with the strategic objectives of the project are engagement of communities to lift levels of awareness about land rights and processes (strategic objective 1), a focus on improvement of practice in organisations and processes to generate greater transparency and reduce corruption in the system (strategic objective 2), as well as collaborative working with other CSOs in particular to achieve policy and legislative change (strategic objective 3).

Perhaps the most unexpected aspect is the evidence of impact resulting from TI’s investment in organisational capacity building. The outcomes demonstrate how TI collaborated with government and traditional authorities and enhanced its chapter level capacity to ensure sustained work beyond the project.

Examples for results of **TI chapter’s capacity building** work include for instance

- *Formal actors involved in land governance at local level (in **Ghana**) display visible understanding of the intersecting nature of issues of exclusion from access to land and vulnerability to corruption such as gender, poverty, illiteracy, old age, gender based violence in the home.*
- *Over the course of the project life (10 years) LCA has built in TI national chapters' organisational knowledge and capacity through continuous involvement of individual staff members who work across TI-S projects in different thematic areas, and who also assist with fundraising.*
- *The Youth Initiative for Land in Africa (YILAA) integrated TI’s land corruption education module into their e-learning platform, enabling a first pilot cohort of land practitioners and students to engage with the course in a self-paced format. This reflects a shift toward incorporating targeted anticorruption learning into capacity building for emerging land professionals.*

Figure 3: LCA outcomes by main pathway to change



⁸ See TI’s impact monitoring approach in <https://files.transparencycdn.org/images/Are-we-on-the-road-to-impact-Transparency-International-monitoring-guide.pdf>

The analysis also reveals that some approaches initially regarded as crucial were not seen as such by observers. Notably, the outcomes linked to research and publication efforts, as well as anticorruption activism as a catalyst for change, received relatively low prominence. Regarding the latter, it is important to highlight the substantial risks associated with high-profile anticorruption activism in contexts with limited or severely restricted civic space.

7 Evaluation Findings Through the Lens of the OECD Criteria

The OECD DAC evaluation criteria offer a comprehensive framework for assessing the outcomes of an intervention, its implementation, and its sustainability. The OECD DAC summarizes the main questions for each criterion, along with guidance to ensure their contextually appropriate and thoughtful application, preventing a mechanistic or misguided use.⁹:

- I. **Relevance:** did the intervention do the right things?
- II. **Coherence:** how well did the intervention fit?
- III. **Effectiveness:** did the intervention achieve its objectives as planned?
- IV. **Efficiency:** how well were resources being used?
- V. **Impact:** what difference did the intervention make?
- VI. **Sustainability:** will the benefits last beyond the project term?

In the review of project outcomes against the OECD DAC evaluation criteria the team was guided by the original set of evaluation questions set out in the inception report and shown in the annex.

In this section, the results of the review are summarised based on outcomes gathered during data collection, review of project documentation, and analysis of specific aspects, such as the GESI (gender equality, and social inclusion) dimensions and the Theory of Change.

7.1 Relevance: Did the Intervention Do the Right Things?

7.1.1 Addressing a Fundamental Need

The LCA project tackled a challenge identified as fundamentally significant to people's sustainable livelihoods, sense of identity and belonging, equitable access to rights and opportunities, and the reduction of intersecting inequalities and discrimination, as noted in the final evaluation. When the land programme at TI started in 2012, land corruption was, in the words of a TI staff member, "*a completely new field; nobody had heard of land corruption.*" The project emerged from a group of interested colleagues at a 2012 TI Africa regional meeting in Ghana, who recognised that effective and transparent land management and secure land rights were essential for achieving the UN SDGs. However, corruption was undermining those efforts across the continent.

The project's relevance was grounded in robust empirical evidence. A 2020 study by Oxfam and the International Land Coalition found that land sector inequalities were significantly higher than previously estimated, with 2.5 billion people worldwide facing serious threats to their livelihoods. Survey data from TI's Global Corruption Barometer and Afrobarometer further demonstrated that corruption in land administration was widespread, with women, young people, and indigenous communities disproportionately affected. Qualitative evidence from ALAC casework and Land Corruption Risk Mapping exercises reinforced these findings, highlighting how legal loopholes and

⁹ OECD DAC (2019): Evaluation Criteria: Adapted Definitions and Principles for Use, DCD/DAC(2019)58/FINAL, and OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, <https://doi.org/10.1787/543e84ed-en>.

weak regulatory enforcement enabled corrupt land deals that particularly harmed poor and marginalised populations.

7.1.2 Relevance Across Diverse National Contexts

Contextual relevance played out differently across the eight participating countries, reflecting the diversity of land governance challenges across Sub-Saharan Africa. In **Madagascar**, where parliamentary elections in May 2024 led to a change of government, TI-Madagascar implemented adaptive engagement strategies to remain flexible in its risk management, underscoring the need for anticorruption projects to be responsive to shifting political landscapes. In **Zambia**, political instability and intolerance were identified as significant risks likely to increase as the 2026 general elections approached, yet the need for transparent land governance remained acute, particularly for displaced communities facing the construction of mega-infrastructure projects like the Ntuposhi Tollgate expansion in Mansa. In **South Africa**, the project's focus on farmworker equity schemes addressed a previously undocumented area of land corruption, generating what the evaluation described as the first national evidence base on land corruption affecting farmworkers.

The project's relevance was also evident in its **attention to emerging themes**. By 2024, TI began focusing on high-level corruption, commissioning a scoping study on the topic. This represented a recognition that while petty corruption is often discussed, grand corruption, such as state capture, the manipulation of land for political patronage, and land grabbing by political elites, is frequently overlooked despite its far-reaching consequences. The session hosted at the International Anticorruption Conference in Vilnius in June 2024 on grand corruption in the land sector marked a significant expansion of the project's conceptual scope and relevance.

7.1.3 Relevance to Beneficiary Needs

The project responded directly to the needs of those impacted by land corruption, targeting three problems: lack of accessible information about land rights; inadequate access to justice on land issues; and corruption in land administration, registration, and compensation processes. These priorities resonated deeply with communities across participating countries. In **Kenya**, legal aid forums and awareness-raising helped citizens who “*didn't know where to start*” begin formal or informal processes to address land disputes. In **Ghana**, community members approached TI's ALAC with land encroachment issues and received practical assistance. In **Zimbabwe**, residents of Epworth and Cowdray Park and **Uganda** (Busia and Mukono), confronting double allocations of stands, demands for informal payments, and even sex-for-land demands, found in TI a credible intermediary that combined legal assistance with community-level accountability structures.

7.1.4 Gender Sensitivity and Intersectionality

The project identified and implemented an intervention model that sought to be gender-sensitive, understanding also overlapping vulnerabilities, and being protective of marginalised and discriminated groups. In several countries (**Uganda, Zambia, Zimbabwe**), the project succeeded in integrating principles of non-discrimination and gender sensitivity into its frameworks. The mid-term review found this alignment to be a strength. However, this end of term evaluation gathered that the application of an intersectional and gender-sensitive approach was not always consistent across all countries, reflecting differing national starting points, variations in chapter capacity, and uneven levels of collaboration with specialised organisations. In **Cameroon**, for instance, research on women and land revealed the extent of their exclusion, with findings that men were mainly involved in land transactions while women were often unaware of the decisions being made. This led to TI-Cameroon training and supporting a local women's organisation, Kofe Vak, which now operates independently to defend women's land rights. More detail on the GESI's driver of effectiveness and projects impact in the field of GESI can be found in sections 6.3.6 and 7.5.5 respectively.

7.1.5 Alignment with Policy Frameworks

The project closely aligned with TI's Movement strategy 2030, the AU's land governance commitments, and BMZ's development cooperation priorities. However, despite its alignment with formal policy frameworks, engagement with mid-level implementing institutions such as land registries, local land offices, or customary authorities was inconsistent. This sometimes reduced relevance at the operational level, where corruption risks are most pronounced. Additionally, while the project was considered highly relevant by civil society and reform-focused actors, its significance for private-sector stakeholders and market-driven land issues, including large-scale investments, agribusiness, and extractive industries, was not prominent, as engaging private-sector actors proved challenging.

7.1.6 A Pioneering Field

Most notably, the project's significance stemmed from its pioneering nature. One TI staff member described the initial approach as "**highly experimental**." Over a decade, the project established land corruption as a recognised field for research and intervention, creating standardised tools like the Land Corruption Risk Mapping Instrument and shaping international discussions through contributions to the 10th United Nations Convention against Corruption (UNCAC) Conference of States Parties.

7.2 Coherence: How Well Did the Intervention Fit?

7.2.1 Internal Coherence

The project demonstrated strong internal coherence. Its focus on behaviour, practice, and policy change was consistently reflected across community-level activities, investigative work, advocacy, and regional engagement. Diverse activities such as community monitoring, legal empowerment, investigations, and policy dialogue, formed part of an integrated change logic rather than standalone actions. This common narrative of change is notable given the project's geographic spread across eight countries with very different political, legal, and social contexts.

The project also showed coherence between TI Secretariat-level priorities and chapter level action, supported by shared analytical framing on land corruption and common tools and methodologies. The Land Corruption Community of Practice (CoP) played an important role in maintaining this internal coherence, hosting regular sessions where chapters exchanged knowledge and adapted practices based on each other's experiences. For example, **Madagascar's** risk-mapping approach inspired **Uganda** to develop a similar initiative, and **TI-Zimbabwe's** success with integrating land corruption content into Midlands State University's curriculum inspired other chapters to pursue similar academic partnerships.

7.2.2 External Coherence

Externally, the project was coherent with key continental and international frameworks on land governance and anticorruption, particularly those advanced by the AU and by international governance actors. This alignment strengthened the project's legitimacy and avoided duplication with parallel initiatives, instead positioning LCA II as complementary to broader reform agendas. Government and CSO stakeholders recognised the value of the project's community-level engagement in assisting to close the gap between administration and communities. In key countries, the project established TI nationally as a 'go-to' actor on transparency and accountability in land issues, often creating new coalitions and alliances with and between sectoral separate CSOs.

A concrete example of external coherence came through the partnership with the Land Portal Foundation, formalised through a Memorandum of Understanding. Joint research on linkages between land corruption and transparency produced evidence comparing the Corruption Perceptions Index with the State of Land Information Index. The Land Portal Foundation subsequently integrated TI's recommendations on bringing anticorruption into the land sector as part of its own strategy and

has committed to continuing analysis correlating the SOLI (State of Land Information) Index with corruption indicators after TI's project ended. Similarly, the Countering Environmental Corruption Practitioners' Forum and its dedicated Land Corruption Working Group, with sustained participation of over 30 organisations globally, provided a platform for extending the project's influence through shared advocacy, evidence generation, and peer-to-peer mentoring. Recommended resources curated through this community included TI's foundational knowledge products as well as contributions from GIZ, the Basel Institute, and practitioners working on open data, gender, and environmental crime, illustrating how the project's influence radiated beyond its direct implementation footprint.

The relationship between internal and external coherence was not always straightforward. The evaluation found that in **Cameroon**, the sharing of TI's land-conflict analysis tool and field insights with GIZ led to GIZ launching a call for proposals based on that tool's concept, a direct indicator that external actors found the project's approaches credible and worth adopting. This kind of replication by external partners represents perhaps the strongest form of external coherence, where the project's methods become embedded in other organisations' programming.

7.2.3 Coherence Challenges

Despite this strong framework, coherence was not uniform across all national contexts. Differences in chapter capacity, political access, and partnership maturity meant that integration between community-level work, national advocacy, and regional engagement varied. Where the linkages between community evidence, national advocacy, and regional platforms were actively promoted, coherence was stronger and influence more visible; where they were assumed rather than managed, coherence was weaker.

A further tension emerged around alignment with government frameworks. While such alignment enhanced external coherence, it also created constraints. In politically sensitive contexts, close alignment with official policies risked constraining the project's ability to challenge entrenched interests or address politically contentious land corruption issues. Alignment does not automatically translate into strategic complementarity and can, at times, dilute a CSO's critical positioning. The project was also less coherent with interventions and accountability mechanisms addressing private-sector-led land investments, creating a partial disconnect between its anticorruption objectives and some of the most powerful drivers shaping land use and tenure decisions.

The CoP contribution report highlighted an additional coherence challenge: the **Theory of Change underpinning the project was acknowledged to be quite broad and perhaps too ambitious**, spanning multiple levels and numerous stakeholders without fully articulating how different components would connect. This breadth made it at times difficult to concentrate resources for maximum impact. The project experience illustrates that coherence needs to be actively maintained over time. As political contexts, donor priorities, and land governance debates evolved, maintaining coherence required ongoing sense-making and adjustment, not only at the design stage but throughout implementation, asking "*why is this initiative being undertaken here, but not there?*", for instance. Where this occurred, resulting coherence was a genuine asset; where it was neglected, national initiatives risked becoming loosely connected rather than an integrated project.

7.3 Effectiveness: Did the Intervention Achieve Its Objectives as planned?

7.3.1 Progress Against Indicators

Formal achievement levels against project output indicators were significant across multiple dimensions. The 2024 logframe (Logical Framework) annex shows that by the end of 2024, one year before the project's conclusion, several targets had been met or exceeded.

- The number of people reached through radio and television campaigns had reached 192% of target (over 9.1 million people against a target of 8.15 million).

- People reached through printed media campaigns reached 301% of target (2.77 million against a target of 1.62 million).
- By 2024 the number of land corruption cases reported to ALACs had reached 71% of the cumulative target of 2 363, though the project still had a year remaining).
- By 2024, 76% of the target for people reached through face-to-face community workshops and training had been achieved (7,356 people cumulatively), 93% of the target for referred (or in some cases TI implemented) investigations on land and corruption, and 89% of the target for social media campaign reach.

Some indicators lagged behind, however.

- Only 35% of the target for regional partnerships with educational platforms had been achieved by 2024.
- The data also revealed reporting accuracy challenges, with corrections made to earlier years' figures during subsequent reporting cycles. For example, the 2022 ALAC case figure was corrected from 252 to 273, and the 2023 figure from 409 to 518.

This suggests that the project's data systems were being progressively tightened and M&E data was reported more consistently, but that initial reporting was not always reliable.

7.3.2 Outcome 1: Behaviour Change

The project made **meaningful progress in equipping and mobilising communities to demand transparency and accountability**. Across countries, women and marginalised groups participated in dialogues, ALAC processes, legal aid forums, monitoring, research, and advocacy. Participation was most significant where spaces were deliberately made accessible and relevant. Women described project structures as safe spaces to speak on land issues without fear of backlash. Widows who had lost their land stepped forward to talk about land corruption. Youth became involved in data gathering and dialogues and are now more aware of land rights and corruption issues.

Country level examples bring these shifts to life. In **Ghana**, the Ghana Integrity Initiative's (TI-Ghana) work in sentinel communities like Atebubu saw residents engage with senior chiefs to address farmer-herder conflicts and land encroachment. When initial efforts did not yield results, GII organised multi-stakeholder workshops bringing together traditional leaders, community members, land agencies, and community-based organisations. The approach encouraged open discussion, empowered community members, and led to the identification of solutions. In **Kenya**, training on community land governance led committees to independently develop workplans for disseminating knowledge on alternative justice systems, a shift from externally driven interventions to locally planned innovation. In **Uganda**, a network of approximately 180 trained paralegals provided practical support, including helping widows reclaim and resettle on their land.

The sentinel community surveys conducted during Phase I provided important baseline data against which to measure these shifts. In **Ghana** and **Kenya**, the data showed that demands for bribes in exchange for land administration services appeared to have declined between 2015 and 2019, though the picture was more mixed in **Madagascar**, **Uganda**, and **Zimbabwe** where such demands increased. The data also revealed that male respondents across all countries were more likely to be asked to 'give something,' while in **Kenya** and **Zimbabwe**, female respondents were more afraid than males that someone could take away their land. These gendered patterns helped inform the project's GESI strategies during Phase II.

In **Cameroon**, the project engaged local traditional leaders as mediators in land conflicts, with five leaders from communities in Fouola, Malatam, Koundounka, Koukouet, and Njiloum agreeing to mobilise their communities. A December 2023 press conference in Yaoundé, attended by 27 journalists, presented studies on land rights information and corruption affecting indigenous people

and women. This combination of grassroots mediation and media engagement demonstrated the capacity to work across multiple levels simultaneously.

7.3.3 Outcome 2: Practice Change

Practice change in organisations and institutions concerned with land services and governance was the most extensively documented area, with 79 of 165 recorded outcomes in this category. The project demonstrated that cross-sector organisational practice could shift through sustained engagement. In **Uganda**, a 2025 guideline strengthened cooperation between the anticorruption agency and the Ministry of Lands on double titling issues, and the National Land Information Centre was established to track individual staff involvement in transactions following accountability pushes. In **Kenya**, TI-Kenya strengthened engagement with key state institutions including land registries, the National Land Commission, county governments, and the Ministry of Lands, resulting in improved responsiveness to land corruption complaints and greater willingness to participate in multi-stakeholder dialogue.

In **Zambia**, district-level authorities became increasingly willing to participate in community meetings where they subjected themselves to public scrutiny on land related decisions, and police established mobile service desks enabling communities to report land related grievances more easily. In **Zimbabwe**, TI-supported training enhanced community monitors who track land allocations, attend ward meetings, verify waiting lists, and report irregularities, structures that remained active beyond project funding. A particularly noteworthy area of practice change concerned gender-responsive approaches. In **Zimbabwe**, a gender policy developed by TI-S was adopted and applied to all ALAC projects. Through women's empowerment circles and women-only roundtables, women emerged as active rights-claimants in land governance rather than being seen only as survivors of gender based violence.

7.3.4 Outcome 3: Policy Change

Policy change, the area most dependent on external factors and political will, nonetheless showed important progress with **41 documented outcomes**. In **Zambia**, following the publication of a discriminatory corruption report and advocacy by TI-Zambia, Braille-translated land rights materials were developed, and the Minister of Land committed to allocating 10% of state land to persons with disabilities, a direct line from TI research to national policy affecting vulnerable citizens' access to land. In **Zimbabwe**, the government's decision in June 2024 to stop the selling of state land in urban and rural areas was influenced by TI-Zimbabwe's sustained awareness campaigns and advocacy. At the continental level, **TI submitted land governance recommendations to the African Union Advisory Board Against Corruption, providing a lever to hold governments to account over their alignment of land governance with AU agreements.**

The mid-term evaluation's recommendations led to a refreshed emphasis on policy advocacy in the second half of the project, which paid off. Several chapters shifted from primarily awareness-raising toward more systemic advocacy strategies that linked local evidence to national policy debates. The development of national policy recommendations, based on gap analyses of land governance laws and anticorruption frameworks, provided chapters with evidence-based tools for engaging decision-makers.

7.3.5 Effectiveness Challenges

Private sector engagement remained the project's most significant effectiveness challenge throughout both phases. The project's assumption of a proactive private sector role proved unrealistic. As a TI staff member observed, because land corruption cases are so contentious, companies had little interest in engaging. The 2024 logframe showed 0% progress on indicators related to private sector actors adopting improved processes. The emphasis in the mid-term review on a greater focus on extractive industries was hard to realise, given the enmeshed nature of political, corporate, and financial interests, leading to a reluctance of corporate actors to get involved in anticorruption initiatives. Involvement of journalists as a pathway to transparency and public reporting equally proved

challenges as restricted civic space in key countries made media involvement in research and publicising of corruption cases high risk.

Another challenge was the gap between awareness and structural change. In **Kenya**, as in other countries such as **Ghana** and **Uganda**, most rural inhabitants hold customary land without formal titles, a disadvantage that disproportionately affects women, widows, and children. While the project significantly improved awareness and mobilisation, it did not systematically address titling and succession processes across all countries. Similarly, in **Uganda**, GESI-sensitive approaches such as women-only forums were widely appreciated yet remained constrained by deeply entrenched customary inheritance norms, underscoring that innovation at the level of practice must be accompanied by structural and social reforms if behavioural change is to take root.

7.3.6 Innovation as a Driver of Effectiveness

Innovation was a defining feature of LCA II. In the evaluation context, innovation was assessed in terms of chapters' capacity to adapt and refine approaches in response to shifting political environments, evolving community needs, and emerging institutional opportunities. Rather than only introducing entirely new tools, innovation often took the form of iterative adaptation and context-sensitive implementation. Some approaches including adapted ALAC models, hybrid dispute resolution mechanisms, and GESI-responsive outreach strategies emerged across multiple countries. Others were highly context specific, reflecting local legal systems, political constraints, and patterns of land related corruption.

Strategic innovations showed a degree of convergence across East and Southern Africa, where chapters reframed land corruption as part of broader governance and accountability struggles. In **Kenya**, **Uganda**, and **Zimbabwe**, chapters moved beyond awareness-raising toward more systemic advocacy strategies that linked locally generated evidence to national policy debates. In Kenya, for example, training on community land governance prompted land committees to independently develop workplans to disseminate knowledge on alternative justice mechanisms, signalling a shift from externally driven interventions toward locally initiated action. In Zimbabwe, a distinctive pattern emerged in which residents, women's groups, community monitors, and researchers coalesced around shared concerns including double allocations and mistrust of land barons. This alignment strengthened advocacy by consolidating fragmented grievances into a more unified and influential reform narrative. In **South Africa** data collection at community level supported by TI led to audits by government into farm worker equity schemes.

By contrast, in parts of **Ghana** and **Cameroon**, strategic innovation was more constrained by political sensitivities surrounding land allocation and customary authority. These dynamics limited chapters' ability to reposition land corruption more explicitly as a national reform issue. That said, the Ghana chapter's broader engagement with local government across environmental governance and mining initiatives enabled it to leverage institutional relationships beyond the immediate scope of LCA II. This cross-programmatic positioning expanded actor engagement on land and corruption issues, particularly in relation to gender dimensions, beyond what dedicated LCA funding alone would have permitted.

Tool-based innovations showed both convergence and divergence across countries. The consistency in work of **ALACs improved in East and Southern Africa**, particularly in **Kenya**, **Zimbabwe**, and **Uganda** through sharing of good practice. In these countries, ALACs served not only as complaint-handling centres but also as hubs for legal advice, community referrals, and data collection. Women and poorer households benefited the most, as ALACs offered trusted and accessible entry points for recourse. However, in **Ghana** the same model faced some challenges where ALACs lacked sufficient staffing or where community mistrust of formal complaint systems remained high. Digital innovations highlighted even greater divergence. **Kenya** and **Ghana** successfully used social media campaigns to generate awareness among youth, but digital reporting tools had low uptake in rural **Uganda** due to limited digital literacy and fears around traceability.

In countries piloting digitalised land records such as Uganda and Ghana, the innovation became contentious: several communities feared that digitalisation could facilitate elite capture, demonstrating how technically sound innovations can struggle in low-trust environments.

Particularly strong **GESI-related innovations were recorded in Uganda, Kenya, and Zimbabwe**, although outcomes varied. In Uganda, GESI-sensitive approaches, such as women-only forums and targeted outreach to widows, were widely appreciated. Women's fear of engaging with land offices persisted despite sensitisation efforts. In Kenya, women found more accessible platforms for participation in community committees. In Zimbabwe, women leveraged newly created structures, such as community monitoring groups, to challenge both land barons and unfair allocation practices, suggesting a stronger trajectory of empowerment. These differences reveal how GESI-related innovations succeed where local structures can absorb and legitimise them, and falter where statutory and customary systems remain misaligned.

Community-level mediation innovations were widespread but manifested differently across countries. Kenya presented the clearest example of community-driven innovation: after receiving training, Community Land Management Committees devised their own dissemination workplans, independent of project prompting. This represented a strong behavioural shift from passive participation in proactive governance. In Zimbabwe, hybrid justice approaches emerged organically as community monitors, residents' committees, and traditional leaders collaborated to address land disputes, supported by growing trust in ALACs and documentation processes. These innovations accelerated dispute resolution and surfaced patterns of corruption that informed advocacy. In contrast, in countries where customary leaders hold concentrated authority such as Ghana and also Zambia, community mediation structures struggled to remain inclusive. There were isolated cases in which new committees risked entrenching elite authority rather than challenging corruption, particularly when selection processes or accountability safeguards were weak.

There were also clear examples of innovations that hindered progress or proved ineffective. The most notable **cross-country challenge was the introduction of digital tools in contexts where communities lacked digital access, data security guarantees, or trust in institutions due to limited civic space.** In Uganda digital reporting systems were perceived as risky, with some communities fearing political exposure or misuse of information. In these contexts, innovation inadvertently exacerbated mistrust rather than mitigating it. Another problematic pattern emerged where GESI innovations encouraged women to exercise rights in environments where enforcement mechanisms were weak; this occasionally heightened women's vulnerability rather than expanding their agency. Finally, volunteer-based community structures faced sustainability challenges across several countries, particularly where roles demanded sustained time commitments without commensurate incentives.

Despite these challenges, innovations succeeded where enabling conditions were strong. East African countries, especially Kenya, demonstrated that innovation flourished when chapters had stable staff, trust-based relationships with local authorities, and coalitions with other CSOs. Zimbabwe showed that when community voices, evidence from monitors, and research findings aligned, innovations gained political traction more easily. By contrast, in contexts marked by political volatility, weak institutional capacity, or rigid customary authority, innovations were either slow to mature or remained small-scale pilots.

Overall, the cross-country analysis demonstrates that LCA II's most effective innovations were those that responded to clear community-defined problems, were grounded in trusted relationships, and were implemented with attention to political, institutional, and gendered power dynamics. Conversely, innovations that were primarily technical, insufficiently contextualised, or inattentive to structural norms, such as digitisation of registration processes, struggled to take root. Future programming should prioritise strengthening the enabling environments that allow innovation to flourish; undertake feasibility and risk assessments before introducing digital or community governance tools; deepen GESI innovations beyond participation toward shifting decision making power; and invest in sustained

coalitions and capacity building rather than short-term pilots. These lessons offer a strong foundation for designing future programmes with more deliberate and context-responsive innovation strategies.

7.4 Efficiency: How Well Were Resources Being Used?

7.4.1 Value for Money

The project demonstrated fair value for money relative to the scope and ambition of its work. With a total Phase I budget of € 3.0 million, and a Phase II budget of approximately €3.5 million over the period from December 2021 to December 2025¹⁰ (with annual allocations of €500 000 for 2021 and €800 000 for subsequent years). The project operated across eight countries, at the Africa regional level, and at the international level. Project outcomes recorded against strategic objectives demonstrate value for money particularly at the country level where results were significant given the overall limited level of sub-granted funds year on year.

The mid-term evaluation gave the project a good overall efficiency assessment and identified greater opportunities for collaboration between chapters as an area for improvement. By 2023, the project had responded to this by establishing the land CoP, which provided a relatively low-cost mechanism for cross-chapter learning and tool sharing. The CoP sessions led to tangible changes in chapters' workplans, for example, the session on the Education Module enabled chapters to develop concrete strategies for engaging universities, and **TI-Uganda decided to undertake a land corruption risk mapping exercise following a presentation by TI-Madagascar**. Learning exchange programmes took place across LCA II and another project at TI-S focused on GESI: one in Madagascar, one in Ghana and one in Rwanda.

7.4.2 Resource Allocation and Coordination

The TI Secretariat's role in coordinating the project, donor reporting, providing thematic support, managing relationships and advocacy, and developing tools represented a significant portion of the budget. While important parts of TI-S's budget supported collaboration with and between chapters, and regional advocacy results pointed to good use of resources. A number of voices across different TI stakeholder groups described the effective budget distribution between Secretariat and national chapters as uneven. This was also flagged as a donor concern. The evaluation concurs: the balance between resource allocations to TI-S and chapters merits further reflection, particularly on how to build on existing chapter capacities for regional work.

Chapters demonstrated resourcefulness in stretching limited budgets. **TI-Uganda**, for instance, reported that the project budget was not enough to see all the changes they wished to achieve but that through strategic partnerships, the chapter managed to make the most of the budget and was starting to see results at the policy level. In **South Africa**, Corruption Watch maximised resources by coordinating a movement model involving a small number of strategically aligned organisations whose activities complemented one another. Several chapters leveraged pro-bono partnerships: in **Uganda**, community paralegals worked on a volunteer basis, and in **Ghana**, media partnerships provided free airtime for discussing land corruption.

The **partnership with GIZ in Madagascar provides another example of efficiency** through strategic collaboration. Since the launch of LCAII, TI-Madagascar closely coordinated with GIZ's Promotion d'une Politique Foncière Responsable (ProPFR) initiative through regular meetings to align objectives and identify synergies. The partnership was formalised in September 2023 and led to joint activities including thematic debate series on corruption surrounding inheritance and family land disputes, reaching 116 participants across four communities. This kind of institutional partnership allowed the project to extend its reach without duplicating resources. Similarly, in Madagascar, TI-MG participated in a sharing session on land governance hosted by Société Générale Madagasikara, which laid the foundation for deeper cooperation between civil society and the business community

¹⁰ Then extended to March 2026

under the Anticorruption Business Club initiative, representing an efficient approach to the persistent challenge of private sector engagement.

7.4.3 Efficiency Challenges

The efficiency and balance of burdens between reporting to TI-S, funding release, and timely progress regarding on-the-ground activities was identified as an area with potential for improvement. Annual reporting relied on substantial narrative consolidation by TI-S, placing a heavy burden on both chapters and Secretariat teams. The scale of activities across eight countries and multiple advocacy layers made systematic learning difficult to extract and contributed to year on year discrepancies in indicator reporting. The corrections made to 2022 and 2023 data in subsequent reporting cycles illustrate this challenge. The development of a more robust centralised database on indicators, outcomes, and project risks in early 2024 was a direct response to these concerns and significantly improved TI-S's ability to assess performance.

The MEL system represented an efficiency challenge in the early stages. A key lesson from Phase I was the need for a more in-depth inception period. During Phase II, TI contracted an MEL expert to develop a coherent framework, revise indicators, and train staff, but this consumed time and resources during early implementation. The subsequent introduction of outcome harvesting in 2024, while valuable for capturing complex change, added methodological complexity requiring training across all eight chapters.

7.4.4 Adaptive Management and Course Correction

The project demonstrated adaptive management capacity. The 2023 mid-term evaluation served as a critical inflection point, with TI-S incorporating findings into a management response and collaborating with chapters to develop tailored in country activities. This demonstrated institutional learning and efficient use of evaluation findings. For instance, the mid-term review's recommendation to strengthen policy advocacy focus led directly to the development of national advocacy plans and gap analyses of legal frameworks across participating countries, which in turn produced tangible policy results in the project's final years.

Chapters also demonstrated adaptive efficiency at the national level. In Cameroon, the chapter's response to access challenges in the Plantations du Haut Penja (PHP) investigation illustrated both the difficulties and the resourcefulness involved: verifying sources and cross-checking data proved particularly difficult due to clear power imbalances, as the company was the primary employer in certain localities and its managers obstructed data collection efforts. The chapter adapted by working through indirect channels and leveraging relationships with community members. In Zimbabwe, the chapter overcame slow government responses to CSOs by leveraging networks with influential officials to encourage engagement, turning a potential blockage into a collaborative relationship.

7.5 Impact: What Difference Did the Intervention Make?

7.5.1 Establishing Land Corruption as a Field

The most significant impact of the ten-year LCA project was establishing land corruption as a recognised field of enquiry and intervention. When TI began this work in 2012, the intersection of land governance and anticorruption was virtually unexplored. Over a decade, the project built a body of research, practical tools, and advocacy approaches that other organisations could adopt. The Land Corruption Risk Mapping Instrument, the Education Modules, and the data correlating the Corruption Perceptions Index with the SOLI Index all represent knowledge products with a life beyond the project.

The recognition of corruption in the AU land governance strategy was characterised by outcome harvesting as a "*major win for highlighting land corruption in a significant regional policy.*" The strategy explicitly addresses the need to combat corruption in land service delivery, creating a continental policy framework to which national governments can be held accountable. TI consistently highlighted

land corruption in engagements with the AU through multiple channels, including delegations to AU convenings, formal submissions, and masterclass presentations.

In 2024, the AU, through the 11th Africa Regional Forum on Sustainable Development, incorporated key messages on combating corruption and increasing transparency in resource mobilisation. The Forum established that mechanisms to improve accountability and reduce corruption were prerequisites for achieving the SDGs. This represented significant elevation of anticorruption concerns within Africa's sustainable development agenda and created linkages between corruption, land governance, and broader development objectives. The integration of anticorruption language in agreed regional strategic policy documents at the AU level provides what the outcome harvesting described as *"an important anchor for holding AU member governments to account over land and corruption issues and their related commitments long term."*

A landmark policy achievement at the international level was also the UN CESCR General Comment No. 26, issued in December 2022, which explicitly recognised land corruption as a violation of human rights. The outcome harvesting documented this as marking *"a significant shift from previous frameworks that largely overlooked the intersection of land governance and human rights."* The General Comment outlined state obligations to prevent and address corruption in land administration, including land registration, demarcation, leasing, land use planning, and compulsory land acquisition. This created a human rights framework within which land corruption could be addressed, potentially enabling access to UN human rights mechanisms for land corruption victims.

Through IGAD (Intergovernmental Authority on Development) reform processes, the project supported the development of anticorruption policy proposals for land policies in Kenya and Uganda. The outcome harvesting noted *"early positive results [can be] seen in Kenya, with anticorruption measures included in draft land policy."* TI-S supported TI-Uganda and TI-Kenya in developing policy proposals and monitoring reform processes through collaboration with IGAD, ILC Africa, and National Land Commissions.

In **Uganda**, the draft National Land Policy 2022-2027 incorporated a dedicated chapter on transparency and accountability, a significant shift from the previous policy which lacked such provisions. The word "corruption" appeared 10 times in the new draft compared to five times in the old policy, with a dedicated provision (paragraph 185) outlining concrete strategies to address corruption in land governance. TI-Uganda actively contributed to drafting these sections and sharing recommendations with policy consultants.

In **Zimbabwe**, the Deeds Registries Regulations 2025 (SI 76/2025) passed in July 2025 mandated digitalisation of title deeds, replacing the paper-based system that had been prone to fraud and manipulation. This regulatory change aligned with regional digitalisation advocacy, though it also raised concerns about potentially excluding the poorest who cannot afford digital processes. In **Kenya**, the multi-stakeholder Ardhi Caucus platform submission contributed to government incorporation of anticorruption language into the draft National Land Policy.

In **Zambia**, the National Land Coalition established with TI-Z's active participation created a unified multi-stakeholder platform for advocacy. Following advocacy by TI-Z and development of Braille land rights materials, the Minister of Land committed to allocating 10% of State land to persons with disabilities, a significant inclusion policy achievement. The government also withdrew the Lands and Deeds Registry Amendment Bill No. 13 (2025) for further consultation following National Land Coalition concerns about insufficient accountability provisions. In Cameroon, the Minister of Land Affairs issued a decree (0002/MINDCAF/CAB/LC) in February 2024 strengthening the role of local authorities in land acquisition processes, requiring traditional leaders to co-sign land titles and reinforcing accountability in land transactions.

7.5.2 Normalising Land Corruption in Policy Discourse

Beyond specific policy documents, the project contributed therefore to a broader shift in how land corruption is discussed in policy spaces. *"The first major achievement was that we managed to normalise conversations about corruption in the land sector. Previously, this topic was largely avoided, even in professional spaces, people hesitated to discuss it. Over time, however, the project helped make corruption in land governance a legitimate subject of policy and public debate."* This normalisation created conditions for policy engagement that had not existed before the project.

7.5.3 Community-Level Impact

At the **community-level, the project's impact was most visible in shifts in knowledge, confidence, and behaviour among marginalised groups.** Women increasingly spoke publicly about land corruption. In **Ghana**, women raised concerns about documentation and traditional leaders responded. In **Zimbabwe**, women monitors followed up cases with councils and became known locally as people who hold authorities accountable. Youth moved from passive observers to active agents; in some sites, young people began challenging elders on transparency in land committees. In **Zambia**, a sample assessment made in Kasempa found that 97% of 39 students who attended a land transparency orientation session reported that the training improved their understanding of the Land Transparency Portal (<https://tizambia.org.zm/land-transparency/>) and its role in information access and reporting land corruption, with all sampled students indicating they would become student disseminators.

These shifts did not happen overnight. Phase I laid critical foundations between 2015 and 2019, providing access to information tools on land rights and redress mechanisms to approximately 9.5 million people, directly engaging at least 6 300 youth, women, and marginalised groups, and legally empowering more than 12 000 men and women to claim their land rights. Three waves of household surveys in sentinel communities provided a rich baseline understanding of perceptions and attitudes. This meant Phase II could build on established relationships, tested methodologies, and community trust.

The ALAC system played a central role in translating awareness into tangible impact. Over the life of Phase II, the project processed a growing volume of land corruption cases: 273 in 2022 (corrected figure), 518 in 2023, and 878 in 2024, representing 71% of the cumulative target. More importantly, these cases achieved concrete results: 121 cases were resolved through referral in 2022, 364 in 2023, and 323 in 2024. The impact stories collected by the project are illustrative of the realities behind these numbers. In **Ghana**, a couple was saved from dispossession when GII facilitated communication between them and a new village leader who was claiming their land. In **Kenya**, a widow from Kilifi County whose land was being encroached upon by a private developer, and whose concerns had been dismissed by local authorities, received advocacy support that led to their case being taken seriously. In **Zambia**, the Ntuposhi Tollgate case in Mansa saw TI-Zambia support communities affected by a road expansion project to demand fair compensation and local employment opportunities, resulting in the Roads Development Agency committing to assessing displacement costs and ensuring affected families would benefit post-relocation.

7.5.4 Impact on Institutions and Systems

The project's impact extended beyond individual case resolution to influence institutional practices and systems. In **Uganda**, the Ministry of Lands, Housing and Urban Development, in consultation with the Attorney General's Office, issued a directive in August 2023 stating that officers would be directly responsible for civil damages resulting from double titling, which is criminal and can be sanctioned under the Registration of Titles Act. This directive emerged from sustained advocacy in which TI-Uganda played a significant role. In **Zimbabwe**, the government's 2024 decision to halt the sale of state land in urban and rural areas was connected to the sustained pressure created by TI-Zimbabwe's community accountability structures, media campaigns, and engagement with the Zimbabwe Anticorruption Commission (ZACC).

In **Zimbabwe**'s urban settlements of Epworth and Cowdray Park, the impact pathway was particularly well documented. Change unfolded across three interconnected levels, behaviour, practice, and system, driven by the voices of residents, women's groups, community monitors, legal advice centres, and researchers who together shaped a new narrative of accountability. Accountability Monitoring Committees (AMCs) institutionalised grassroots oversight and bridged the gap between citizens, civil society, and national bodies such as ZACC. In Cowdray Park, young community members became central to the project's success, organising community meetings, engaging duty bearers, and ensuring that recommendations were documented and followed up. Their efforts contributed to a shift in local governance culture, as duty bearers began prioritising regular feedback sessions and responding more effectively to community concerns.

Phase I's institutional impact should not be overlooked. Between 2015 and 2019, TI Chapters organised over 160 national events with stakeholders from civil society, public institutions, and the private sector. They established ties with 38 CSOs and public institutions to join forces against land corruption. At the international level, TI-S was elected to the Council of the International Land Coalition, which amplified the topic of land corruption by sharing tools developed through the project. TI also co-founded the Defending Land and Environmental Defenders Coalition, which facilitates coordination of joint messaging for changing policy on land and environmental defenders and coordinates responses in cases where activists are attacked. These institutional achievements from Phase I provided the platform upon which Phase II's deeper advocacy and policy impact could be built.

At the regional level, TI's engagement with the African Union, including the submission of land governance recommendations to the AU Advisory Board Against Corruption, provided a potentially powerful lever for holding governments to account. The project's involvement in the International Land Coalition, its partnership with the Land Portal Foundation, and its written submission to the 10th UNCAC Conference of States Parties on land corruption all contributed to elevating the issue on international agendas. In 2024, TI hosted a session titled 'Losing Ground: Grand Corruption in the Land Sector' at the International Anticorruption Conference in Vilnius, Lithuania, marking the project's ambition to address not just petty corruption but the systemic manipulation by political elites.

7.5.5 Impact in the Field of Gender, Equity, and Social Inclusion

7.5.5.1 GESI: An Integral Though Unevenly Operationalised Principle

GESI was central to LCA II implementation, though not articulated in the Theory of Change (see below). TI's GEDSI (Gender, Equality, Disability and, Social Inclusion) plan and chapter level checklist set expectations for: (i) targeted outreach to marginalised groups (women, youth, persons with disabilities, indigenous and minority communities); (ii) inclusive event design (gender-balanced panels, adapted venues and timing, use of accessible formats such as sign language); (iii) safe spaces and reporting channels; and (systematic use of disaggregated data and qualitative insights in MEL).

Across the eight countries, these tools were applied with varying depth. For example, the **Zimbabwe, Kenya and South Africa** chapters intentionally embedded LCA II within its Citizen Demand & Oversight and Access to Justice programmes, and "*had these people in mind from the onset*", deliberately targeting women, youth and persons with disabilities (PwDs) and adapting engagement to "*meet them where they are*". In other contexts, such as **Zambia, Cameroon and Uganda** a more thorough gender analysis at design stage would have helped anticipate persistent barriers such as women's low participation in activities and their limited access to decision making spaces.

LCA II recognised marginalised groups as central change agents rather than passive beneficiaries. In practice, this was realised most strongly in **Kenya, Zimbabwe, Ghana and Zambia**, and more superficially in more constrained contexts such as **Cameroon and Madagascar**, where structural limitations and weaker gender analysis decreased depth.

In practice the LCA addressed GESI dimensions through a range of ways that panned out differently in different country contexts.

Across countries, women and marginalised groups participated in a wide range of activities, community dialogues, ALAC case processes, legal aid forums, monitoring work, research and advocacy spaces. Evidence shows that participation was significant where spaces were deliberately made accessible, safe, and relevant. Women repeatedly described project structures as “*safe spaces for them to speak on land issues without fear of backlash*”. Widows who had lost their land to surviving spousal relatives “*stepped forward to talk about land corruption*”. Youth were “*involved in data gathering and dialogues*” and are now “*more aware of land rights and corruption issues*”.

But differences across contexts were pronounced:

Women’s inclusion in **Zimbabwe** and **Ghana** was particularly robust. Women did not only attend, but they also shaped agenda-setting and follow-up and women community monitors followed up cases with councils and became known locally as people who hold authorities accountable.

TI-**Kenya** explicitly prioritised marginalised groups, including PwDs, and used measures such as sign language interpretation and locally accessible venues to facilitate participation. ALACs, legal aid forums and community dialogues offered clear entry points for women, youth and others to raise concerns and seek advice.

TI-**Zambia** used adaptive scheduling and venue selection to overcome gendered constraints. Women and youth were consistently present and vocal in sensitisation sessions, with women particularly active in reporting. The chapter also went beyond standard inclusion by producing Braille land rights materials and distributing them across three provinces, an explicit adaptation for persons with visual impairments.

Although no stand-alone gender programmes existed, TI-**Cameroon** integrated GESI through research, organisational capacity building and voice-centred advocacy. A study on women and land revealed the extent of their exclusion, that “*Men are mainly involved in land transactions and women are not aware of the decisions being made on the land*”. This led to TI-Cameroon training and support a local women’s organisation, Kofe Vak, which now operates independently to defend women’s land rights.

Corruption Watch in **South Africa** deliberately structured workshops to ensure women’s voices were heard. Facilitators explicitly created space for women to contribute, stating: Inclusion was shaped less by customary exclusion and more by racialised spatial inequality and bureaucratic barriers; women’s roles were often tied to urban informal settlement struggles.

Very low turnout of women in activities led the **Uganda** chapter to conclude that stronger, earlier gender analysis would have been needed. Additionally, the lack of capacity to engage with the visually and hearing-impaired prevented paralegals, holistic inclusion practices.

Madagascar’s GESI approach centred primarily on sensitisation and awareness-raising, reflecting both civil society’s capacity constraints and the country’s legal context, which positioned knowledge as a key foundation for marginalised groups to claim land rights. TI-Madagascar conducted sensitisation and awareness-raising sessions that brought together groups identified as particularly vulnerable to land-related discrimination—specifically women, youth, and persons with disabilities—based on earlier discrimination research conducted by TI-S. While these groups were engaged collectively rather than through separate stand-alone activities for each category, the sessions aimed to strengthen their awareness of land rights and corruption risks and support their ability to navigate land governance processes.

Overall, LCA II addressed GESI meaningfully where chapters operationalised targeting and accessibility measures and could draw on existing structures such as ALACs and women’s networks. Where design did not adequately interrogate gendered power relations, or where civic space was restricted, inclusion tended to default to numeric representation rather than genuine influence.

7.5.5.2 *What Changed for Women, Youth, People with Disabilities, and Other Marginalised Groups?*

The project's strongest GESI contributions are visible at the community level in shifts in knowledge, confidence, and behaviour. Women increasingly spoke publicly about land corruption as they “no longer fear speaking about corruption in land”. In **Ghana**, “women raised concerns about documentation and traditional leaders responded”. In **Zimbabwe**, women monitors “followed up cases with councils... [and] became known as people who hold authorities accountable”. Youth moved from passive observers to active agents: in some sites “youth are now challenging elders on transparency in land committees”. In **Ghana** social minority groups were engaged less consistently but, where they did participate, they highlighted how customary leaders ignore their claims or allocate land in discriminatory ways.

In **Kenya**, legal aid forums and targeted awareness-raising helped citizens who “didn't know where to start” begin formal or informal processes to address land disputes. Promotion of constitutionally recognised Alternative Dispute Resolution (ADR), involving chiefs and local administrators, enabled quicker, lower-cost resolution of some disputes, especially in coastal areas. This combination, voice, procedural knowledge and accessible resolution pathways, reduced reliance on costly, exclusionary courts and is particularly important for poorer households and women. These changes expand the accountability ecosystem. When women, widows, youth and other marginalised people gain voice and public legitimacy, corrupt practices become harder to hide, community pressure for fair allocation processes increases, and duty bearers face clearer scrutiny. This is the core GESI contribution to LCA II's anticorruption impact.

The **Kenya** context exposes a critical gap between awareness and structural change. Most rural inhabitants hold customary land without formal titles¹¹, this disproportionately affects women, widows and children. As one interviewee explained, “they are prevented from fully utilising the parcels of land or accessing credit... because they do not have ownership of their title”. In the context of compulsory acquisition for mining in Kwale or affordable housing in urban areas, people without titles, again, often women and widows, are highly vulnerable to dispossession and inadequate compensation. LCA II in Kenya significantly improved awareness and mobilisation but did not directly address titling and succession processes. It is therefore argued that future efforts should partner with women's rights organisations to support groups of women to complete succession and obtain titles. Similar patterns appear elsewhere: in **Madagascar**, progressive laws have not translated into consistent practice; in **Zimbabwe and South Africa**, tenure insecurity in informal settlements continues to undermine women's rights despite stronger advocacy. The project clearly shifted norms and behaviours at community-level but structural inequalities in tenure, inheritance, documentation and compulsory acquisition continue to limit the extent to which women and other marginalised groups can translate awareness into secure rights and economic empowerment.

Through TI-chapter collaboration with other CSOs LCA strengthened partner capacity to recognise, document and act on the gendered dimensions of land corruption across several countries. In **Kenya**, partnerships with specialist organisations such as the Federation of Women Lawyers (FIDA-Kenya) ensured that women's cases requiring litigation could be referred appropriately, an explicit acknowledgement that no single organisation can meet all GESI needs. Collaboration with climate and natural resource governance programmes also enhanced CSO capacity to address intersecting issues, including advocacy with mining companies for human rights-based approaches and legislation guaranteeing communities a share of mining revenues. TI-**Zambia** developed a dedicated GESI strategy and action plan and used its LCA experience to anchor larger initiatives, including an EU-funded good land governance project with the Zambia Land Alliance, showcasing how coalitions can extend the reach and sustainability of GESI work. **Madagascar and Ghana** also showed evidence of capacity gains, though in different forms. In Madagascar, CSOs increased their understanding of how discriminatory implementation, not the law itself, excludes women, prompting focused engagement

¹¹ Alden Wily, L., 2018. The community land act in Kenya opportunities and challenges for communities. Land, 7(1), p.12.

with traditional and administrative authorities to challenge inheritance norms that deny women land. In **Ghana**, collaboration with community monitors and women's land rights actors strengthened CSO ability to document gendered violations, support women in customary settings, and channel evidence towards district assemblies and traditional councils. In **South Africa**, LCA II strengthened CSO capacity by deepening understanding of how land corruption affects farm worker communities and by equipping the national chapter and its partners to document, surface and act on these gendered injustices. This expanded CSO capacity to generate credible, rights-based evidence linked to women's and families' lived experiences in rural agricultural settings. By contrast, in **Cameroon and Uganda**, CSO capacity strengthening remained limited. Civic space restrictions, patriarchal norms, security risks and weak partnerships with women's or youth organisations meant that inclusion often remained awareness-level rather than strategic. In these contexts, partnerships were weak because: **Cameroon** lacked strong women's land rights networks for CSOs to collaborate with, and Uganda reported very low turnout of women and limited pre-existing alliances, making deeper GESI integration difficult.

Overall, LCA strengthened CSO GESI capacity most where chapters invested in alliances, embedded GESI within organisational systems, and leveraged broader sectoral linkages. Where foundations were weaker, particularly in **Cameroon, Uganda**, and to some degree **Madagascar**, capacity gains remained more project-bound and vulnerable to contextual constraints.

Across countries, LCA created new spaces for women, youth and other marginalised groups to engage government actors, but institutional GESI responsiveness remained uneven and often fragile. In **Kenya and Zambia**, facilitated dialogues and ADR processes enabled women and youth to question land allocation practices and speak directly to local officials, an important procedural gain. Some authorities adapted their behaviour, inviting women to meetings, participating in ADR sessions, or responding to community scrutiny in district-level forums. In **Uganda**, district land authorities showed greater willingness to address gendered harms, intervening in widows' disputes, issuing Certificates of Customary Ownership to strengthen tenure for vulnerable households, and engaging more constructively with women who had gained rights awareness through sensitisation, but these improvements remained highly localised and constrained by customary inheritance norms. **Madagascar** saw early signs of attitude shifts among traditional and administrative authorities following targeted sensitisation on women's inheritance rights. These gains, however, were localised and largely dependent on individual officials rather than institutional commitment.

At the structural level, government practices continued to reproduce gendered and social exclusion. **Kenya's** compulsory acquisition for housing, mining and infrastructure disproportionately harmed women, widows and households without titles, while opaque digitalisation reforms limited transparency. In **Zambia and Madagascar**, patriarchal customary systems continued to override statutory equality. **South Africa** and **Cameroon** showed minimal institutional uptake; authorities rarely acted on women farm workers' testimonies or indigenous land claims, reflecting entrenched political and economic interests. Overall, LCA II expanded opportunities for marginalised groups to voice concerns and provided evidence for more inclusive governance, but it did not shift the deeper political economy dynamics, customary male dominance, extractive interests, weak safeguards and bureaucratic opacity, that determine whether often marginalised groups such as women, youth, indigenous groups and people with disabilities, can meaningfully benefit from land governance reforms.

GESI-relevant impact on private sector behaviour remained limited and largely indirect. In **Kenya**, collaboration between TI-Kenya and climate governance colleagues in Kwale contributed to policy reforms guaranteeing communities a share of mining revenues. Through this work, mining companies were encouraged to adopt more explicit human-rights-based approaches, an important development in a context where compulsory acquisition disproportionately harms women, widows and households without titles. In several countries, investigative journalists trained under LCA II exposed land corruption cases affecting marginalised communities. These stories occasionally prompted reactive private-sector adjustments, such as developers agreeing to compensate women following negative

media coverage, but such changes were temporary and driven by public pressure rather than institutionalised commitments to inclusive practice. In **South Africa**, testimonies from farm worker women highlighted exploitative labour–land arrangements by commercial farmers, yet there was little evidence of private-sector response, reflecting entrenched power imbalances in the agricultural value chain. In **Cameroon** and **Uganda**, the project data showed no significant private-sector engagement; local elites and land barons remained opaque and largely unaccountable. LCA II did not generate sustained or systematic shifts in private-sector behaviour. Its most tangible GESI-related influence occurred where land, extractives and community rights intersected such as in **Kenya** and **Madagascar**. More broadly, the project strengthened communities and CSOs to challenge abusive private practices rather than transforming private-sector norms or incentives across the board.

7.5.5.3 Barriers and Mitigation

Across all countries, LCA, in the second phase encountered entrenched structural and social barriers that limited women’s, youth’s and marginalised groups’ ability to engage fully in land governance. These barriers were remarkably consistent: patriarchal norms, lack of documentation, fear of retaliation, administrative opacity and resource constraints. The project made meaningful progress on barriers it could influence, creating safer reporting spaces, improving access to information, and strengthening confidence among women and youth, but deeper constraints in customary systems, inheritance, tenure, whistleblower protection and land related political economy remained outside its direct sphere of control. LCA II therefore achieved practical improvements in participation and voice, but the underlying systems that shape women’s and marginalised groups’ land security will require longer-term, multi-actor strategies to shift.

Table 1: GESI Barriers and Mitigation Measures Identified Across Countries

Barriers	Mitigation by LCA
<i>Patriarchal norms and discriminatory customary rules (e.g., women excluded from land decisions; widows and daughters unable to inherit)</i>	Sensitisation of chiefs and local authorities (Madagascar, Uganda); community dialogues that legitimised women’s participation; women’s rights organisations engaged in events.
<i>Lack of land titles and succession processes, leaving widows and children vulnerable (especially under compulsory acquisition in Kenya and Uganda)</i>	Support to certificate of customary ownership (CCO) processes (Uganda); legal aid forums explaining rights; referrals to specialised organisations (e.g., FIDA- Kenya) for litigation and succession support.
<i>Fear of retaliation and weak whistleblower protection, particularly in contexts with land barons, elites or politically sensitive claims</i>	ALACs providing safer, non-partisan reporting spaces; digital reporting enabling anonymous or remote submissions where travel or visibility posed risks.
<i>Economic, care and time burdens, limiting women’s participation in meetings and reporting</i>	Adapted event design: local venues, small group formats, scheduling adjustments; targeted outreach through women’s organisations.
<i>Administrative opacity and institutional resistance (e.g., officials dismissing women’s claims as “family issues”; reluctance to share information on digitalisation reforms in Kenya; slow documentation in Uganda)</i>	Evidence-based advocacy through cases documented by ALACs; coalition messaging pushing for clearer mandates; district-level dialogues facilitating direct accountability exchanges.
<i>Corruption “fighting back” through adapted tactics, loopholes or political interference</i>	Training of journalists and public exposure of cases; strengthened CSO monitoring capacity; community monitors’ follow-up roles increasing visibility and pressure.

LCA II mitigated barriers closest to its operational reach, access, voice, confidence, safety, while structural issues in land tenure, inheritance, digitalisation, and political economy remained largely unshifted. The project laid groundwork for deeper reform but cannot alone resolve systemic gendered exclusion embedded in national land governance frameworks.

7.5.6 Impact Limitations

Impact was also constrained by several factors.

Corporate land acquisitions to the detriment of local communities remained a significant and largely unaddressed problem. The project tended to focus on smaller, more localised cases while complex and politically sensitive large-scale land acquisitions were largely avoided.

The drive toward digitalisation, while productive in some respects, raised concerns about excluding the poorest who cannot afford digital processes. In **Uganda**, digitalisation increased access to secure titles for middle-income earners while remaining inaccessible for the vast majority due to cost and lagging land surveys.

Powerful interests in land corruption persisted and the limitations of civic space in several countries did not allow a fundamental shift. Restricted media freedom in **Kenya, Zimbabwe and Cameroon** illustrate this. The project eventually had limited ability to leverage investigative journalism for impact, with the detention of journalist Blessed Mhlanga in Zimbabwe underscoring the risks faced by reporters working on land corruption.

While there is positive evidence of the project's influence at regional policy level, the cascade from high level international and regional work to national level change remains a fragile construct. National level dynamics, including shifting government priorities can create very strong barriers to the impact of for instance regional level policy changes in AU documents at national level. Without a strong civil society network at country level the stepping stones offered by regional policy change may remain without effect locally.

7.6 Sustainability: Will the Benefits Last?

7.6.1 The Centrality of Sustainability Concerns

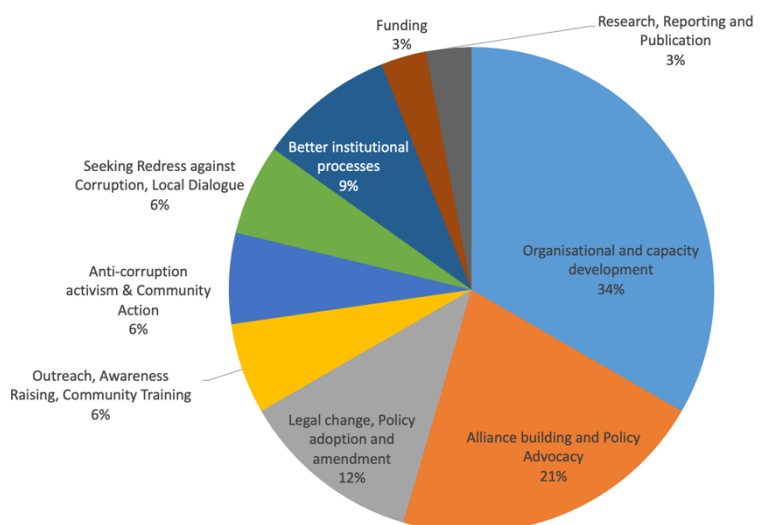
Sustainability loomed large throughout the evaluation. Outcome harvesting showed that observers related 20% of triangulated significant changes primarily to questions of sustainability. After impact and effectiveness, whether benefits would survive the project's end ranked third among evaluation inputs.

This is unsurprising: after ten years, funding was ending and the international development aid landscape was undergoing dramatic shifts.

Three main factors were identified as particularly relevant to ensuring lasting impact.

- Organisational and capacity development was cited most frequently, reflecting the recognition that investing in people and keeping them in teams across project contexts was vital for sustaining impacts.
- Alliance building and joint policy advocacy ranked second, speaking to the importance of working in coalition rather than isolation.

Figure 4: Factors supporting sustainability



- Legal and policy change ranked third, with women community stakeholders in particular recognising the importance of changes in law and policy to make achievements endure.

7.6.2 Mechanisms for Sustainability

The LCA II Sustainability Approaches, Mechanisms and Partnerships document outlines how the project's legacy is intended to persist across five main channels.

First, knowledge transfer and capacity building will continue through the dissemination of the Land Corruption Education Modules, the Land Corruption Risk Mapping Instrument, and research products. In **Zimbabwe**, the incorporation of corruption related content into Midlands State University's land governance course ensures sustained access to this topic. In **South Africa**, knowledge and skills will be transferred to grassroots partners in Western Cape and KwaZulu-Natal. In **Madagascar**, trainings of trainers were organised for local organisations on land rights, anticorruption measures, and whistleblowing systems, creating multiplier effects: between 2023 and 2024, an initial cohort of 143 association leaders extended their reach to an additional 102 people through peer replication across six provinces.

Second, ALACs will remain active in **Ghana, Zimbabwe, Zambia, Madagascar, Cameroon, Kenya, and Uganda**, either continuing to register land corruption cases or utilising referral pathways established through the project. In **Uganda**, pro-bono community paralegals trained through the project will continue supporting land corruption cases. In **Madagascar**, cases will continue to be referred directly to the Ministry of Land through the MoU signed with them. This is critical because ALAC data collection and analysis will also be sustained to support advocacy.

Third, key partnerships and networks built during the project will be maintained. TI-S will maintain its partnership with the Land Portal Foundation (MoU active until 2027) and the International Land Coalition. Country-specific partnerships will continue across all project countries: in **Ghana** with the Lands Commission and the Ministry of Land and Natural Resources; in **Madagascar** with the Ministry of Land Use Planning; in **Uganda** through government platforms and the National Land Coalition; in **Kenya** through a focus on climate and natural resources; and in **Zambia** through the Land Transparency Portal. Media partnerships in **Uganda** and **Ghana**, and networks with investigative journalists in **Madagascar's** Malina Network, **Kenya** and **Cameroon**, are also intended to persist.

Fourth, TI-S will integrate land corruption advocacy into its broader public resource governance programme and through a regional lens, including dissemination of key policy briefs targeting the AU and ECOWAS. At the national level, chapters will incorporate elements from their National Advocacy Plans into their broader strategies. TI-**Zimbabwe** and TI-**Uganda** have both integrated land corruption as a priority focus in their chapter strategies, meaning it will be carried across projects and accompanied by sustained fundraising efforts. TI-**Ghana**, TI-**South Africa**, and TI-**Kenya** will look at intersections with climate governance and mining and extractive industries.

7.6.3 Sustainability Success Stories

Several country level examples illustrate how sustainability has already been realised in practice. In **Ghana**, a previously dormant civil society coalition on land was revitalised with support from the Ghana Integrity Initiative (GII), and CSOs became more coordinated and active in advocating for land management reforms. This coalition is currently less active than in Phase I until passing of the 2020 Land Act but continues to function and provides a platform for sustained advocacy even without direct project funding.

Similarly, in-country CSO and bilateral donor stakeholders recognised the importance of connecting land governance issues with other sectoral concerns and this requires the capacity to be nimble and engage with opportunities.

In **Ghana** interviewees were clear that while overall land governance is not [anymore] a current government priority, land related corruption returns as an issue to more prominence in Ghana

because of the role of land and plot acquisition in the context of illegal gold mining (Galamsey) which affects environmental and public health due to pollution but also generates important under-cover income.

In **Uganda**, the community paralegal network represents a lasting infrastructure for legal empowerment. In addition, partnerships with other CSOs are key. TI-Uganda worked for instance with a child welfare and women empowerment organisation (UCOBAC) to better understand women's and children's needs and improve the ability to engage with women in TI's own activities. This demonstrates that sustainability lies in people, practices, and coalitions rather than just project funding.

The academic partnerships offer another sustainability pathway that the project has developed. This approach made use made of 'propagators' such as academic and practical training and education modules and degrees that through the project and the GIZ supported NELGA (Network of Excellence on Land Governance in Africa) include anticorruption focused components on which young professionals and students are trained and supported in their application in projects. Once land corruption content is embedded in university and other professional development curricula, it can reproduce itself through each new cohort of students, independent of any single project's funding cycle.

The project's ability to shift policy and laws is also seen as a conducive factor for lasting change. Particularly, women, as community stakeholders, recognized the importance of legal and policy changes connected to the project's work to ensure that achievements endured. Women looked forward to 'more and better laws' to protect women's status more broadly.

Finally, the Land Transparency Portal in **Zambia**, which attracted 2441 unique visitors by end-2024 and continues to grow, provides a digital platform that can persist at relatively low ongoing cost. The portal facilitated the submission of formal land complaints directly to the ALAC, demonstrating that digital infrastructure can outlive the projects that create it.

7.6.4 Risks to Sustainability

The main risks to sustainability reside in the currently very difficult international development funding environment, characterised by significant reductions and contraction of priority country focus by major donors, as well as key national governments moving on from a focus on land issues. Without continued funding, several key routes to sustaining impact remain fragile: civil society alliance building and joint advocacy was described as difficult without external resources; continued access to justice through ALACs depends on chapter level funding; and the community-level accountability structures that have shown such promise require ongoing support to function effectively.

Similarly, certain activities are inherently dependent on funding: support for existing structures at community-level such as paralegal workers need funds and practical means to operate. This includes ways to travel, materials in local languages, and training on evolving land tenure and anticorruption techniques and scaling up of activities to meet growing demand for support from communities.

The CoP's institutional sustainability was also uncertain. TI's decision not to continue direct fundraising for land work reflects uncertainty about how this type of work fits into TI's broader understanding of public resources. This strategic ambiguity at the organisational level poses a significant risk to maintaining the relationships and functions the project has cultivated. Political instability in several project countries adds further risk: in **Zambia**, political intolerance was expected to increase as the 2026 general elections approach; in **Zimbabwe**, shifting power dynamics within government create uncertainty; in **Madagascar**, a new government following 2024 parliamentary elections required adaptive engagement strategies.

One of the most important sustainability insights is that connecting land issues into wider environmental and SDG-related issues will be key to maintaining relevance and attracting future resources. The intersection of land corruption with climate change, mining and extractive industries,

and food security offers natural entry points for continued engagement, even if dedicated land corruption funding proves difficult to secure. Several chapters have already begun this pivot, with **Ghana, South Africa, and Kenya** looking at intersections with climate governance and mining, and the TI-S scoping study on high level corruption in land governance may offer a new framing that connects land to broader anticorruption and governance agendas.

7.6.5 *Lessons for Sustaining Multi-Country Anticorruption Programmes*

The LCA project's decade-long experience yields several broader lessons about sustainability in multi-country anticorruption programming. First, sustainability is not an add-on consideration for the final year of a project; it must be woven into design and implementation from the outset. The most sustainable outcomes, such as the academic partnerships, the ALAC referral pathways, and the CSO coalitions, were not one-off activities but reflected years of sustained relationship-building and institutional embedding. Second, the project demonstrates that sustainability is fundamentally about people. Investing in individuals within chapters and partner organisations, and retaining them across project cycles, proved vital. Over ten years, LCA built organisational knowledge and capacity in specific individuals who form part of TI's projects across different thematic areas and who also assist with fundraising for future work.

Third, the project shows the importance of diversifying sustainability pathways rather than relying on a single mechanism. The combination of knowledge products embedded in academic institutions, ALAC infrastructure integrated into chapter operations, formalised government partnerships through MoUs, civil society coalitions, digital platforms, and mainstreaming of land corruption into broader advocacy strategies provides multiple reinforcing channels through which the project's impact can persist. If any single channel proves unsustainable, others may compensate.

Fourth, sustainability is context specific. What works in Uganda, where government platforms and a strong National Land Coalition provide institutional anchors, may not work in **Zimbabwe**, where political volatility makes partnerships more fragile. Each chapter's sustainability plan must reflect its own political economy and opportunity structure.

8 Country Case Studies

In addition to data collection across all participating countries and at international and regional levels, **the evaluation conducted three case study visits to Ghana, Uganda, and Zimbabwe**. These were selected to provide a richer picture of both challenges and approaches to change, and to cover the diversity of circumstances in which LCA operated, from open civil society space (**Ghana**) to restricted settings (**Zimbabwe**), and from contexts where traditional authorities play a critical role in land governance (**Uganda** and **Zimbabwe**) to those where they are less prominent (**Ghana**).

8.1 Ghana: Navigating Reform in a Customary System

8.1.1 *Context: Land Reform at the Crossroads of Tradition, Growth, and Inequality*

Land governance in Ghana sits at the intersection of deep-rooted customary authority and an evolving statutory reform agenda. Approximately 80% of land remains under customary tenure¹², administered by traditional authorities, while freehold ownership is largely confined to urban centres. This dual system has long generated ambiguity, discretion, and opportunities for corruption, particularly where land allocation, documentation, and dispute resolution remain weakly regulated.

The passage of the Land Act 2020¹³ marked a significant moment in Ghana's land reform trajectory. The Act sought to consolidate fragmented legislation, strengthen transparency, decentralise services,

¹² COLANDEF (2019): Traditional Areas in Ghana. A reference source for Traditional Leaders, Government Officials, Land Practitioners and the General Public, Accra

¹³ <https://ir.parliament.gh/handle/123456789/1875>

and formalise the role of Customary Land Secretariats (CLSs) under traditional authorities. Importantly, it explicitly voided discriminatory land practices, including those based on gender, age, or social status. Yet the reform unfolded against a challenging backdrop. Rapid population growth, accelerating urbanisation, climate stress, extractive pressures (including illegal mining), and widespread poverty have increased competition for land and raised the stakes of land governance failures. Women, especially widows, divorced women, and those without male relatives, remain disproportionately vulnerable, despite legal protections.

It was within this dynamic and contested space that TI-Ghana implemented the LCA II project, positioning itself as a bridge between communities, traditional authorities, and state institutions at a moment when land governance reform was possible, but far from guaranteed.

8.1.2 Ghana: Changing a system from within - from Awareness to Action to Reform

PATHWAY 1: Behaviour Change – From Resignation to Awareness

The first shifts emerged not in institutions, but in how people understood land, power, and corruption. Across communities engaged by TI-Ghana, including the sentinel area of Atebubu-Amantin, a largely agricultural Municipal District in the Bono East Region, northeast of Ashanti, land corruption was widely recognised as part of everyday life. Multiple allocations of the same plot, rising and arbitrary customary fees, and retaliation by chiefs when complaints were raised were seen as risks to be managed rather than injustices to be challenged. Many people did not know where to seek advice at all.



Through sustained community engagement, dialogues that brought together community members, traditional leaders, and government land officials, TI-Ghana helped change this starting point. Community members began to understand who, what in the land system does, what the Land Act promised, and which institutions could, in principle, provide redress.

For women, this shift was particularly significant. Many reported that they had previously assumed they had no standing to claim land independently of husbands or male relatives. Awareness-raising activities and discussions about discrimination in the law helped women articulate their exclusion as unjust rather than inevitable. As one participant put it, *“women need husbands otherwise the traditional authorities do not look at them”*, a statement that, once voiced openly, became a basis for questioning rather than acceptance.



This behavioural shift did not eliminate fear or risk, but it laid the foundation for people to engage with the land system differently.

PATHWAY 2: Practice Change – Navigating, Negotiating, and Testing the System



As awareness increased, changes in practice followed, unevenly, but tangibly.

At community-level, people became clearer about available routes for dispute resolution: mediation by traditional authorities, documentation through emerging Stool Lands Secretariats, and formal registration via the Lands Commission. TI-Ghana was widely credited for connecting communities to institutions they had never interacted with directly, often for the first time. In Atebubu, the establishment of a Stool Lands Secretariat was viewed as a positive development, signalling greater structure and record-keeping in customary land administration. At the same time, members were clear about its limitations. Documentation fees were often unaffordable for smallholder farmers, and the Lands Commission office remained several hours away, making formal registration costly and impractical.

Women’s practices shifted in more subtle but important ways. Women increasingly organised themselves in farming groups to stabilise livelihoods and support one another in navigating land access. Some sought to assert seasonal use rights more consistently; others began engaging chiefs collectively rather than individually to reduce vulnerability to arbitrary decisions. Awareness of the Land Act strengthened women’s confidence in disputes, even where outcomes remained uncertain.





At institutional level, TI-Ghana invested in relationship-building rather than confrontation. The organisation supported capacity development for both CLSs and Lands Commission offices, helping them understand their complementary roles under the new law. By convening joint engagements with communities, TI-Ghana helped reduce mistrust and clarify expectations on all sides. These practice-level changes did not resolve structural problems, poor record-keeping, discretionary authority, and unequal access persisted, but they altered how communities and institutions interacted with the system.

PATHWAY 3: Policy and System Change – Shaping Reform from Within



Ghana represents one of the strongest examples within LCA II of policy-adjacent influence during ongoing reform in the sector. TI-Ghana played a recognised role, alongside other civil society actors, in shaping key provisions of the Land Act 2020, particularly those related to non-discrimination, transparency in land transfers, and the mandated responsibilities of CLSs to engage and educate communities. These contributions helped ensure that gender and vulnerability were not peripheral concerns but embedded in the legal framework itself.

Beyond legislation, TI-Ghana's influence extended into implementation pathways. Its work to strengthen collaboration between Lands Commission offices and CLSs supported the gradual operationalisation of the Act, even as progress remained slow and uneven. Lands Commission officials acknowledged TI-Ghana's role in closing the gap between administration, traditional authorities, and communities, an essential but under-resourced function within the reform agenda.



At system level, the case also reveals the limits of reform. Customary fees for small-scale land allocations, where most corruption affecting ordinary people occurs, remain outside formal revenue tracking and oversight. Conflicts between traditional authorities over land boundaries continue to undermine tenure security. These issues sit beyond the reach of any single project, but TI-Ghana's work has helped make them visible within national conversations about land governance.

8.1.3 Sustainability: Enduring Gains and Fragile Frontiers

The story of change in Ghana as we see it today is a continuation of decades of collective work on land governance by successive governments. This journey started already during colonial times and received continued and more attention over the decades after Independence in 1957. Some gains have taken root in ways that communities and institutions can sustain, while others remain fragile, shaped by financial barriers, geographic distance to services, and deeply embedded power dynamics within customary systems.

What appears most durable is the increase in awareness, confidence, and connection, between communities, traditional authorities, and state institutions. Less secure are the material pathways that require affordability, proximity, and sustained political commitment to reform.

8.1.4 Ghana's Contribution to the LCA project

Within the LCA project Ghana stands out for operating at the heart of systemic reform. The case demonstrates how anticorruption work can meaningfully engage with customary land systems rather than bypass them, and how gender and discrimination can be addressed within, not outside, traditional governance structures, even though at a slow pace.

Ghana shows that behavioural change can occur even in highly constrained environments; that practice change depends on trust and relationships as much as on rules; and that policy influence is most effective when civil society engages reform processes as they unfold, rather than after the fact.

Taken together, Ghana's experience underscores a central lesson of LCA II: reducing corruption in land governance is not about replacing tradition with state law, but about reshaping how power, accountability, and equity are exercised within both.

8.2 Uganda: How community paralegals, women’s mobilisation, and national advocacy shifted local practices of land governance

8.2.1 Context: Uganda’s Evolving land governance Landscape

Uganda’s land governance landscape is shaped by overlapping tenure systems, rapid urbanisation, mining pressures, and entrenched corruption across administrative and customary structures. At the same time Uganda is a leader in terms of adoption of digital technologies to streamline processes and data relevant to the land tenure system. Yet the challenge remains prominent. According to multiple interviews only around 30% of all lands in Uganda are currently included in the digital system¹⁴.

So, in addition to working with the government on transparency and new solutions on land titles centrally, TI-Uganda worked in two sentinel communities in Busia and Mukono.

In **Busia**, on the Kenya border, intensified artisanal and corporate mining activities have heightened competition for land, reducing agricultural access and fuelling boundary disputes, illegal surveying, and coercive evictions. Weak state intervention has left residents vulnerable to both corporate and family-level land grabbing.

In **Mukono**, a rapidly urbanising district on the outskirts of Kampala, rising land values and speculative pressure have driven displacement, fraudulent sales, and widespread exploitation. Women, widows, orphans, and youth are particularly affected, often dispossessed through informal transactions, patriarchal control over property, and family interference.

Across both contexts, local pressures are exacerbated by weak institutional oversight, corruption involving local councils, police, and land administrators, and limited public awareness of land rights. Many residents lacked clarity on tenure procedures or access to justice mechanisms and reported intimidation, bribery demands, and document falsification.

Against this backdrop, TI-Uganda implemented LCA II through a combined strategy of community legal empowerment, coalition-based advocacy, and evidence-informed policy engagement, working with paralegals, sentinel communities, and the National Land Coalition to strengthen land justice and accountability.

8.2.2 What Changed and for Whom? - (Behaviour → Practice → Policy)

Change in Uganda followed the progression envisioned in the LCA II Theory of Change. Increased awareness of land rights and corruption risks strengthened communities’ confidence to question irregular land transactions and seek support. This, in turn, contributed to changes in how disputes were handled locally, with greater use of mediation, documentation, and other mechanisms to protect land rights. Over time, experiences and evidence from these local processes fed into national advocacy platforms, helping elevate corruption as a key issue within ongoing land policy reform discussions.

Together, these pathways illustrate a clear progression: behavioural change enabling new practices, and those practices informing system-level reform, showing how empowered communities can drive lasting improvements in land governance and accountability.

¹⁴ <https://bsc.hks.harvard.edu/2024/05/10/applying-pdia-to-land-conflicts-in-uganda/>

PATHWAY 1: Behaviour Change – New Awareness, Confidence, and Accountability

Community Behaviour Shifts: LCA II contributed to important shifts in awareness and confidence among community members in Busia and Mukono. Residents reported a better understanding of land rights, land administration procedures, and common corruption risks, which reduced dependence on informal brokers and other intermediaries who had previously exploited gaps in public knowledge.

Because of the project, sentinel participants described being better able to recognise illegitimate land sales, boundary manipulation, and abuse by powerful actors. They repeatedly described the project as having “opened our eyes”. But the project did more than that; it drove them to action, enabling them to assert rights previously unknown or inaccessible. Women’s behaviour changed markedly. Those trained through TI-Uganda began actively challenging husbands, brothers, and in-laws, attempting to sell land without consent. Widows who previously accepted dispossession now confronted relatives and sought paralegal assistance. Youth also began reporting corruption and seeking lawful land documentation, signalling early generational shifts in attitudes toward land governance.

PATHWAY 2: Practice Change – Improved Mediation and Documentation

LCA II contributed to changes in how communities and institutions managed land disputes and documentation processes. The use of paralegal mediation mechanisms increased significantly. Disputes that previously escalated to formal courts—including inheritance conflicts, boundary encroachments, and disagreements over marital property—were increasingly addressed through local mediation facilitated by trained paralegals. This contributed to faster resolution of disputes and reduced costs for affected households.

Households also began adopting more proactive approaches to land documentation and boundary management. Some families marked or formally surveyed land boundaries to reduce long-standing conflicts and protect land from encroachment, particularly in areas where mining activity had increased pressure on land ownership. Vulnerable groups—including widows, orphans, and HIV-affected households—reported greater use of support mechanisms such as paralegals and land documentation processes. In some cases, families successfully obtained CCOs, strengthening tenure security and enabling access to credit opportunities that were previously unavailable.

PATHWAY 3: Policy and System Change – Embedding Anticorruption into National land governance

Local officials in some districts began participating in mediation without demanding informal facilitation fees, recognising dispute resolution as part of their mandated roles. University students and future land professionals who participated in TI-Uganda’s training also reported improved understanding of corruption risks, an important early behavioural influence among future duty bearers. Institutional practices also showed signs of improvement. District land offices reported reduced misinformation among residents regarding land procedures and observed increased engagement by communities in formal documentation processes. In some districts, local officials also participated more consistently in mediation processes as part of their official responsibilities, reflecting gradual shifts toward more transparent dispute resolution practices.

These local shifts created momentum at national level. Evidence from paralegal cases and community experiences fed into National Land Coalition dialogues, helping position corruption as a central issue in the draft revised National Land Policy. The policy now proposes personal liability for corrupt officials

and improved accountability mechanisms, while anticorruption has been institutionalised as a long term coalition priority.

Key System-Level Outcomes

- Corruption formally recognised as a thematic priority in the draft revised National Land Policy.
- Introduction of personal liability for land officials implicated in corruption, moving beyond institutional blame to individual responsibility.
- Increased tracking of individual staff actions by the National Land Information Centre.
- The National Land Coalition institutionalised “Land Corruption and Accountability” as a core thematic area, ensuring ongoing civil society leadership in anticorruption work.

8.2.3 Sustainability: What Will Last, and What Remains Fragile?

Even though there are risks that could undermine sustainability (e.g., mining pressures, patriarchal norms, lack of paralegal resources), community members themselves believe that the visible involvement of TI-U acts as a deterrent against land grabbing, corruption, and family-level exploitation. *“If TI stops coming, our land will go. Their eyes on the land keep us safe.”, Woman, Busia Sentinel Community*

Some key factors emerge that support sustainability of project results, while other areas remain fragile.

Likely to Endure	Fragile Areas
<ul style="list-style-type: none"> • Certificates of Customary Ownership (CCOs) provide long-term tenure security and access to finance. • Paralegal networks remain embedded, trusted, and active in both districts. • Improved institutional practices, including reduced informal fees and more responsive mediation. • Coalition-level institutionalisation, with anti-corruption now an official thematic area of the National Land Coalition. 	<ul style="list-style-type: none"> • Paralegal sustainability: Volunteers lack transport, stipends, and materials; districts are vast and cases numerous. • Mining pressures in Busia risk new waves of dispossession. • Patriarchal norms persist, especially around inheritance and widows' rights. • Digital land systems remain inaccessible for low-literacy residents and are not available in local languages. • Potential policy stagnation if reform champions change or funding declines.

8.2.4 Uganda's Unique Contribution to LCA II

Uganda stands out across the eight-country programme as a model of vertical integration, where community-level legal empowerment directly informed national policy reform. Its gender gains are among the strongest observed, with women not only reclaiming land but actively organising to protect one another and challenge harmful norms. The partnership ecosystem, paralegals, district officials, legal aid providers, and national coalitions, illustrates how anticorruption outcomes emerge when institutions and citizens shift together.

TI-U's role was catalytic: amplifying grassroots voices, generating actionable evidence, strengthening accountability networks, and influencing the strategic direction of national land governance. The Uganda case demonstrates that sustainability lies in people, practices, and coalitions, not just projects.

8.3 Zimbabwe: Urban Land, Politics, and Gendered Accountability

8.3.1 Context: Urban Expansion, Land Barons, and Everyday Corruption

Zimbabwe's land governance is deeply political and highly contested. Urban and peri-urban settlements have expanded rapidly, often without matching water, sewerage, or road infrastructure.

In **Epworth**, a large informal settlement **on the edge of Harare** with around 160 000 residents, much of the land developed outside formal planning systems. Irregular allocations by land barons and local elites created widespread informal housing, weak service delivery, and recurrent disputes over stands and demolitions.

In **Cowdray Park in Bulawayo**, one of the city's largest and fastest-growing high-density suburbs, residents face similar challenges. Large sections remain under-serviced, with inadequate roads, overstretched schools and clinics, and thousands of households relying on basic sanitation. Access to stands is heavily politicised; ruling-party allegiance and ability to pay bribes often determine who gets land, while women and opposition supporters are systematically sidelined.

Across these communities, corruption in land allocation is intertwined with broader patterns of exploitation. Participants described double and triple allocations of stands; demands for informal payments to resolve disputes; and, in Epworth, explicit sex-for-land and sex-for-water demands by politically connected actors and water committee members. Clinic staff solicited informal fees for maternal health services that should be free, with knock-on effects on birth registration and access to documents. Women, widows, and young people are particularly vulnerable. Widows remain on waiting lists for years or die before receiving stands. Young people lose homes to extended family after parents' death and often lack the confidence or knowledge to challenge this.

Within this landscape, TI-Zimbabwe implemented LCA II through a strategy that combined community-level accountability structures, legal assistance via the ALAC, and evidence-informed research and policy engagement with residents' movements, academia, and state bodies such as the ZACC.

8.3.2 How communities, movements, and institutions shifted together in Zimbabwe - (Behaviour → Practice → Policy)

Change in Zimbabwe's urban land governance did not emerge from a single source. It unfolded across three interconnected levels, behaviour, practice, and system, driven by the voices of residents, women's groups, community monitors, ALACs, legal advice centres, and researchers who together shaped a new narrative of accountability. What follows is the combined story of how these shifts took root in Harare and Bulawayo.

PATHWAY 1: Behaviour Change – When People Began Naming Corruption Aloud



The first signs of transformation appeared in how people spoke about land and power. In both Epworth and Cowdray Park, residents recalled a time when “*we kept quiet because nothing would change.*” Councillors controlled waiting lists, land barons allocated stands in exchange for money or political loyalty, and women, especially widows, were told that property must be registered under men. Through TI-Z’s dialogues and awareness sessions, people began naming corruption aloud. Women started asking:

“*Why must a husband be the only owner?*”

“*Why should I pay a councillor for a stand that is supposed to be public land?*”

Residents who once accepted irregular stand allocations began questioning who benefits, why documents were missing, and why some families received multiple stands while others waited for decades. A gender justice advocate observed, “*Women are coming out of their shells, they want to speak, they want to ask.*” This behavioural awakening, shared across women, youth, residents’ associations, and even some officials, formed the emotional and cognitive foundation for all subsequent change.

PATHWAY 2: Practice Change – Acting on Knowledge, Not Just Feeling Powerless

As people found their voice, they began changing what they did. Across both cities, residents began:



- Reporting double allocations
- Contacting the ALAC for advice
- Demanding receipts and written allocations
- Turning to mediation rather than violence

The AMCs acted as local “*watchdogs with notebooks,*” changing how councillors behaved in meetings and how disputes were resolved at household level. The Harare Residents’ Trust described it as a shift from passive frustration to active citizenship: “*People now ask the councillor the difficult questions.*”

Gendered practice shifts

Women took concrete steps to protect their homes by:

- Adding their names to property records
- Setting up family trusts
- Confronting in-laws about inheritance
- Supporting each other through council procedures



A participant in Cowdray Park described helping dozens of women update records so they were recognised as co-owners, not “occupants.”

Institutional practice shifts

Local leaders became more responsive because “*the community now knows the rules.*” Through ALAC referrals, families took municipal bodies to court and won. These are not isolated testimonies but a collective pattern of communities learning to use the system rather than merely suffer under it.

PATHWAY 3: Policy and System Change – When Local Voices Began Entering National Rooms

The final pathway lies not in a single policy victory, but in the growing presence of community concerns within national and municipal land governance discussions. Through advocacy, evidence from community monitoring, and partnerships with research institutions, several reforms and institutional shifts began to emerge. Key developments included:

- Title deeds for long-term municipal tenants: Advocacy from TI-Zimbabwe and partners contributed to a national reform enabling long-term municipal tenants—many of them women—to obtain title deeds, transforming insecure rental arrangements into secure ownership.
- Digitalisation and planning reforms: Evidence gathered through AMCs and the ALAC informed city-level reforms, including:
 - digitalisation of layout plans
 - reviews of peri-urban expansion
 - improved record-keeping to reduce manipulation of land information.
- Academia bridging community experience and policymakers: The partnership with Midlands State University (MSU) created a rare platform where councillors, planners, resident leaders, and researchers could debate corruption in land governance openly. The MSU short course on land governance introduced a generation of officials to community-grounded evidence, helping embed learning within institutions beyond electoral cycles.

8.3.3 Sustainability: Enduring Gains and Fragile Frontiers

The dynamics of land governance transformation are fragile and very much in flux. Some gains have taken root in ways that communities can sustain on their own, while others remain fragile, shaped by the pressures of politics, urbanisation, and economic precarity. The following section explores what is likely to endure, and where risks remain.



Even with these risks, participants stressed that knowledge and organised community structures have changed what is possible. Residents now know they can question allocations, attend council meetings, contact ZACC, or seek legal aid, options that did not exist for many before the project.

8.3.4 Concluding Note: When Behaviour Shifts, Practice Shifts... and Systems Begin to Move

The story of Zimbabwe's LCA journey is ultimately a story of voices aligning in a landscape where silence once protected corruption. As behaviour began to shift, so did practices and, slowly but meaningfully, systems.

Residents found their voice; Women found new power; Community monitors found structure; Legal advice found uptake; Researchers found policy traction.

Where voices unified, around mistrust of land barons, the unfairness of double allocations, or the exclusion of women, change accelerated.

Where voices differed, whether on digitalisation or distrust of political intermediaries, those tensions sharpened advocacy and grounded recommendations in real community experience.

This is the Zimbabwean narrative of LCA: change built not from one intervention, but from many voices finally speaking to each other, and being heard.

Within the wider LCA, Zimbabwe's contribution is distinct. It brought urban and peri-urban land corruption, from land barons to politicised allocations, squarely into the anticorruption agenda. It surfaced the deeply gendered dimensions of urban land and service corruption, from sex-for-land demands to women navigating co-ownership and inheritance in hostile environments. It demonstrated how AMCs can institutionalise grassroots oversight and bridge the gap between citizens, civil society, and national bodies such as ZACC. And it pioneered civil society–academia partnerships that transformed research into practical training, cross-sector dialogue, and early system reform.

These pathways show a clear progression: behavioural change enabled new community and institutional practices, which in turn began influencing policy and system reforms. Zimbabwe's experience underscores that confronting land corruption in rapidly growing cities requires more than legal tools, it requires empowered residents, credible intermediaries, and institutions prepared to engage with the political economy of land.

9 Risks and Outcomes Not Aligned With the Project's Intended Goals

The evaluation was able to record and verify 165 outcomes seen as significant by internal and external project stakeholders. Inevitably some of these outcomes involved expressions of risks associated with the project, or unintended outcomes which were observed during the project period but that did not align with the project goals.

The main risks represented in these outcomes include

- While the drive towards digitalisation of land services can drive down corruption by reducing and documenting transactions and intermediaries, digital literacy and accessibility of digital systems remain unequal across social groups including by age, gender, disabilities, education and income. Digitalisation of services and procedures is therefore not a panacea to reduce corruption and achieve greater equality. In fact, it can also lead to new although different barriers and patterns of exclusion and openings for corruption.
- Greater awareness about procedures, rights and options for redress and demand for accountability was reported to meet in some instances with retaliation from those with power in the system with issues ranging from sextortion, demands for arbitrary fees and bribes to accept challenges, arbitrary denial of access to land, family tensions when gender roles were challenged, and threats against paralegal workers.

- Unequal and inconsistent application of procedures in land services opened opportunities for exploitation of knowledge differentials, use of falsified documentation, leverage and abuse of political connections, and corruption in the court system. This risks has the potential to undermine gains of the project made in relation to general improvement of land services procedures.
- ALACs and similar systems were seen to play an important role in documenting reported levels of corruption in the land system. Given their limited resourcing and limited effective powers to follow up ALACs could however also not meet expectations about them as effective channels for redress, leading to expressions of disenchantment.
- In some country settings, young people are found to initially engage, but also, having grown up witnessing their parents' battles, also quickly disengage because land struggles felt repetitive and emotionally draining with not always visible change in sight. This limited the project's effectiveness in sustaining youth mobilisation.
- Overall, outcomes observed as part of the project on community-level empowerment and change of practice in organisations are limited to the communities and agencies that TI directly engaged with. This demonstrates the validity (and value) of the project approaches but also shows that taking the project impact to scale remains difficult both within the time frame and resources available to the project.
- Beyond the fact that in many countries two thirds of lands or more remain unsurveyed, non-demarcated, and untitled, corporate land acquisitions to the detriment of local communities remain a significant problem as global agri-industrial and mineral extractive industry interests grow and focus on Africa. Current land governance systems were described as not being able to effectively protect local communities against land grabbing including its frequent negative effects on the environment. Government / corporate collusion to grant lands against the interests of local communities remained high on people's list of concerns and work against the project's gains on the procedural side of land services.

These non-aligned dynamics, as project outcomes or overall changes observed during but not necessarily connected to the project, do not imply a failure of the project. They do however give cause for thought on levels of ambition, geographical scale at which the project can effectively operate, how to manage risk, and how to ensure sustainability of change dynamics that the project has achieved to promote and set in motion.

10 Review of the Theory of Change (ToC)

A Theory of Change (ToC) expresses the anticipated causal connections between factors that drive change. Key factors are within the project's control, its design and activities. However, important external factors are also relevant: parameters (stable elements enabling success) and variables (anticipated dynamics such as a change of government) that must be accounted for to ensure progress towards objectives.

The following chart shows the main assumptions in the ToC of the LCA project as presented to the donor in the LCA II application.

Figure 5: Main Assumptions contained in the original ToC



The insights gained during the evaluation reveal a number of challenges with the ToC which are useful to consider for any future programme design including but not limited to LCA issues. Overall, the evaluation finds that originally articulated ToC assumptions capture key issues relevant for the project, but omit some important others, and in some cases are not specific enough to allow a testing of the ToC, i.e. developing a consistent view on whether the pathways of action in the project design were indeed conclusively instrumental for the projects' achievements.

The following examples serve to illustrate where ToC assumptions would benefit from review or greater specificity.

- The assumption that more transparent standards and systems are likely to reduce corruption is valid per se. However, the project experience shows that governments (and key donors) translate this mainly into a shift to predominantly digital systems and services. These have some clear advantages for them, particularly in relation to revenue and spatial planning, but at the current level of resourcing the introduction of these systems are a double-edged sword when it comes to
 - effectiveness of spatial roll-out in settings where ¾ of all lands remain unsurveyed and unregistered.
 - accessibility for marginalised groups in society receives little support, and
 - where also in a digital system opportunities for abuse and corruption remain.

→ **A future ToC may thus need to be more specific about the nature of mechanisms that an anticorruption project intends to drive because the generic push for more transparent standards and mechanisms may produce unintended and potentially harmful consequences for marginalised groups.**

- While the top-level discourse of the project recognises and focuses on gender-based and other forms of discrimination and project activities sought to realise a gender equity perspective, the ToC is essentially silent on the position of women and other groups who are disadvantaged and marginalised in land governance systems and are disproportionately affected by corruption in them.

→ **Future TOCs may need to be more specific on gender and other forms of discrimination risks and how a programme would address these.**

- Population growth, migration and urbanisation alongside sustainability challenges arising from climate change and environmental resource use are not addressed in the ToC. Observed outcomes suggest that these factors are highly relevant and their dynamics may outpace the current methods and pace of change in the land sector, obliterating gains made on anticorruption.
→ Future ToCs may need to be more specific about how achievements can be scaled up rapidly to keep up with global dynamics such as population growth, migration, urbanisation, environmental and climate change.
- In key countries government and administrative officials were concerned that without civil society capacity to support engagement of communities the momentum on roll-out of new systems and policies would stagnate in particular in more remote areas but also rapidly growing informal settlements in urban areas.
→ The ToC was built on an assumption that civil society can lead social change. However, in reality space for CSOs and also the media to operate freely is limited in key countries. These limitations need to be reflected in a ToC beyond articulating the requirement for civic space.
- Government commitment to combating corruption in the land sector in the systems that affect and are relevant to ordinary people rings hollow when big players are seen to exploit the system with impunity.
→ The ToC assumes that governments are concerned to maintain social legitimacy and confidence of citizens and to do this will show themselves responsive to them and their needs. In key countries this assumption proved inaccurate as visible and continuing dynamics of high-level corruption in many countries send a mixed message to the public about government commitment to combat corruption.
- Access to redress remains limited with overwhelmed court systems, patchy records of alternative dispute settlement systems, only very slowly changing mindsets in traditional systems of land allocation regarding women, unfulfilled promises of administrative decentralisation and bringing services closer to communities, advertised complaints procedures that lead nowhere, and valuable civil society initiatives that can record complaints but overall have little powers and resources to follow up on them.
→ The ToC assumes that constructive engagement with government can lead to legislative change to the benefit of citizens. Overall, this is an accurate observation, but the project also reveals that the policy implementation challenges are vast. The project sought to address some of these through capacity building support, but the ToC is largely silent on the implementation challenges.
- The ToC pinpoints the need for change also in the private sector to effectively combat corruption in the land sector. The project experiences clearly demonstrate how critical this remains for success in reducing corruption and its effects on people.
→ Private Sector actors however have proved hard to access and engage with in most of the project settings. Future ToCs may need to be more specific about ways of engaging private sector actors.

In conclusion, the ToC of the project does outline important factors that are relevant to the project's success. Some of these are in the gift of the project, and others are not. However, key issues that the evaluation has found to affect long term sustainable impact of project results are absent or poorly developed in the original ToC narrative.

To some degree this is inevitable and unearthing these challenges is part of the purpose of evaluations. However in particular the silence of the ToC on the position of women, the pace of change in terms of urbanisation and overall population dynamics, and the difficulties of making accessibility and utility of new digital and fee based solutions work for often excluded and marginalised groups in society are topics that are useful to reflect upon for future project design especially for social justice focused organisations such as TI.

11 Monitoring, Evaluation and Learning (MEL)

11.1 Overview of the MEL Approach

LCA and specifically LCA II implemented a multi-layered MEL system comprising the project logframe, annual workplans, sentinel community surveys, case data, country narrative reporting, cross-chapter learning platforms, and (from 2024 onwards) mandatory outcome harvesting (OH). The system was designed at project inception to track progress across eight countries and three interlinked outcomes (behavioural, practice, and policy change), supported by a ToC that anticipated incremental shifts building toward systemic reforms.

A review of the MEL framework, annual reports, mid-term evaluation findings, and the 2024 management response shows that the MEL system evolved substantially over the project period. It became more adaptive and increasingly capable of capturing qualitative and relational shifts, which proved essential in a complex governance environment where influence processes are non-linear.

11.2 Strengths of the MEL System

A Well-Structured, Multi-Level MEL Architecture: The MEL framework, aligned with the ToC, clearly set out expected results, measurement approaches and roles across TI-S and Chapters. It combined output monitoring, outcome tracking, citizen engagement and ALAC case data, alongside periodic sense-making through the Land Corruption CoP. This multi-level architecture enabled the project to capture progress not only at community-level but also across civil society, state institutions and regional networks.

Strong Performance on Output Monitoring: Across 2022–2024, TI consistently delivered reliable quantitative reporting. Community outreach far exceeded expectations, including more than nine million people reached via radio and television in 2024 alone, representing 192% progress toward the 2025 target, and printed media campaigns reached 301% of target. Investigations on land corruption reached 93% of the indicator target, reflecting growing evidence-based practice. Corrections applied to 2022 and 2023 data demonstrate an increasingly robust culture of data accuracy within Chapters.

Adaptive Learning Orientation Strengthened Over Time: The 2023 mid-term evaluation prompted a shift toward more adaptive management. TI-S introduced a management action plan, quarterly monitoring of follow-up actions and enhanced support to Chapters. Annual reporting shows that Chapters revised workplans, incorporated new strategies such as legal analysis and reprioritised activities based on emerging conditions. This evolution reflects a notable transition from compliance-focused reporting to an adaptive learning approach.

Improvement in Data Ecosystems for ALAC Case Monitoring: The Land Data Pilot (2023–2024) significantly strengthened ALAC monitoring by introducing new land-specific fields, standardising categories of issues and institutions involved, and improving documentation of discrimination grounds and tenure systems. Retrospective data entry did not yield the expected results for further enhanced trend analysis. These improvements lay the foundation for more precise, evidence-driven advocacy based on citizen complaints and systemic bottlenecks.

Active Facilitation of Peer Learning: Peer learning platforms, including the CoP, ALAC workshops and cross-country exchanges, played a central role in MEL. Chapters adapted practices based on

each other's experiences; for example, Madagascar's risk-mapping approach inspired Uganda to develop a similar initiative. These exchanges reinforced shared learning and helped Chapters refine both strategy and implementation.

11.3 Limitations of the MEL System

Logframe Misalignment with Complexity of Influence Pathways: Several logframe indicators, carried over from LCA I, did not adequately reflect the incremental and relational nature of influence processes. Indicators on coalition building, government engagement and private sector change struggled to capture the real dynamics of advocacy. Measures such as the number of private sector actors adopting improved processes, showing 0% progress by 2024, did not align with realistic influence pathways, even where meaningful groundwork had occurred.

Insufficient Measurement Tools for Behaviour and Agency: The first outcome focusing on stakeholder engagement relied heavily on reach indicators rather than tools capable of capturing behavioural, attitudinal or agency - related shifts among citizens. While sentinel community surveys were intended to fill this gap, the absence of updated rounds during the evaluation period limited the ability to assess deeper empowerment outcomes such as willingness to report corruption or confidence engaging with land institutions.

Underdeveloped Systems for Capturing Policy Influence Pathways: Chapter engagement with ministries, parliamentary committees and regional bodies was extensive but primarily captured through counts of interactions or decision-makers reached. Such metrics do not distinguish depth or quality of influence, responsiveness of duty bearers, or the stage of policy reform. As a result, MEL under - reported progress in complex national reform processes, including those unfolding in Kenya, Uganda and Cameroon.

Heavy Reporting Burden Without Adequate Automation: Annual reporting relied on substantial narrative consolidation by TI-S, placing a heavy burden on both Chapters and Secretariat teams. The scale of activities, across eight countries and multiple advocacy layers, made systematic learning difficult to extract and contributed to year on year discrepancies in indicator reporting, evidenced by multiple corrections in the 2022 and 2023 datasets.

Limited Integration of GESI and Discrimination Metrics: Although important GESI research was generated, routine MEL tools did not sufficiently capture gendered or discriminatory patterns in land governance. Disaggregation was inconsistent across countries, and GESI insights were often embedded indirectly under other indicators. This limited the project's ability to systematically demonstrate progress in addressing land related discrimination, despite strong anecdotal evidence.

11.4 Learning from the OH roll-out

OH Increased the Ability to Capture Significant and Incremental Changes: The introduction of OH in 2024 improved the identification of meaningful behavioural and institutional shifts, including changes in administrative responsiveness, strengthened local dispute resolution mechanisms, and new collaborations with traditional leaders. OH also surfaced important academic and community-level practices that were invisible in the logframe.

OH Improved Feedback Loops for Adaptive Management: Chapters began to adjust their own MEL processes based on OH learning. Ghana redesigned event attendance tools to capture richer qualitative insights, while Zambia equipped district partners to document outcomes in real time. These adaptations indicate a growing decentralised learning culture within the programme.

OH Helped Surface Work Hidden by Quantitative Indicators: OH provided evidence of policy windows and relational shifts, particularly in Kenya and Uganda, that were not captured through numeric indicators alone. This allowed the evaluation to trace influence pathways more accurately and understand how advocacy efforts contributed to emerging reforms.

Remaining Gaps in OH Use: Despite progress, challenges remain. Chapters varied in their ability to articulate contribution, documentation systems were not consistently structured to store OH evidence, and outcome narratives ranged in quality and depth. Some Chapters continued to conflate activities and outcomes. These gaps point to the need for ongoing mentorship and integration of OH into broader MEL routines.

11.5 Overall Assessment of the MEL System

The MEL system strengthened significantly over the project period and demonstrated clear improvements in accuracy, adaptive management, and the ability to document complex change. The introduction of OH, and strengthened chapter support mechanisms represent meaningful enhancements. However, the MEL system still under-represents systemic, relational, and behavioural dimensions of change, and it does not consistently capture decision-maker responsiveness or shifts in discriminatory practices. A future MEL system would benefit from rebalancing quantitative and qualitative indicators, embedding GESI metrics, and integrating digital tools for real time learning.

12 Conclusion: Overall Achievements and Challenges

The evaluation identified the following top-level achievements and remaining challenges.

12.1 Achievements

- A. Together with partners LCA addressed a complex challenge to which solutions are of fundamental relevance to people's sustainable livelihoods, sense of identity and belonging, equitable access to rights and opportunities, and the reduction of intersecting inequalities and forms of discrimination.
- B. The LCA project has helped giving higher visibility to the issue of land related corruption across different countries in Africa and at regional policy level.
- C. It has shown that both problems and potential solutions are and can be shared across many social, political, economic and cultural settings in different countries.
- D. Civil society, its space to operate, mutual respect and constructive relationships with government and administration have shown themselves to be important parameters enabling progress on the land related anticorruption agenda.
- E. With a focus on gender issues LCA moved groups in communities that faced significant obstacles in access to land and were disproportionately exposed to impacts of corruption from being consistently sidelined to greater visibility and from uninformed to being aware of their rights. Progress is tangible while there is still a considerable step to be made to structurally empower women and other groups suffering from structural discrimination.
- F. The project has demonstrated proof of concept by showing how a range of specific interventions can effectively promote change at the level of.
 - individual and community awareness of rights and processes, attitudes and behaviours regarding equitable access to land and security of tenure;
 - Institutional practice in administrations, traditional authorities and CSOs;
 - and policy and laws both nationally and regionally in Africa.

12.2 Ongoing challenges

Ongoing challenges in the field of intervention of the project however include

- F. Broader societal and cultural change regarding land governance and the eradication of related corruption is only achievable long term, well beyond the projects time horizon and resources.
- G. While the LCA project received generous and long-term funding, the eight national countries benefited for their direct costs from access to just under 50% of the total funding envelope¹⁵, the remainder being allocated to and managed by TI-S. This distribution of resources between TI-S and national chapters arguably contributed to some limitations on how focused investment into change has been at country level, especially in countries that presented significant opportunities to scale up or deepen engagement for change.
- H. Civil society and NGO action, work in mutual alliances, and engagement with policy makers and communities is key to maintain attention and momentum on the challenge but equally remains dependent on sustained resourcing which in many cases cannot be found and mobilised in country.
- I. The project increased women's, youth's and other marginalised groups' confidence and participation in land governance. LCA moved many marginalised groups from silenced to visible and from uninformed to rights aware. Future work will need to move them further, from rights aware to structurally empowered.
- J. Key sets of actors such as corporate entities remain hard to involve in anticorruption efforts due to deep vested interest in profits (and corruption) from land deals and sensitivities around government relations.
- K. Important pathways to reduce opportunities of corruption in land services, such as digitalisation of surveying, title processes and registry remain hard to access for some of the most vulnerable and marginalised groups in society including. women especially widows and divorcees), orphans, less educated or illiterate people, people living with disabilities, and more generally those with no means to pay fees while struggling to meet basic needs.
- L. Land tenure and reducing corruption in the system is a critical issue for people, but these issues are at risk of dropping of the government agenda again as development aid is cut, priorities shift and high level corruption is not tackled in many countries.

13 Recommendations

1. Donors and Transparency International Secretariat (TI-S)

These recommendations relate to strategic direction, programme design, and resourcing decisions.

R1. Long-term resourcing of land and corruption work

Equitable access to and good governance of land has been established by the project as a powerful point of leverage for driving a broader anticorruption agenda across intersecting issues of exclusion, discrimination, and development progress. TI and donors should find ways to effectively resource a continuation of work in relation to land and corruption over the long term.

R2. Strengthen coalition building and institutional capacity pathways

CSO coalition building for joint advocacy, coupled with organisational capacity building—including support to governmental services—emerged as key pathways for change and sustainability of results. TI and donors should focalise future practical programming using these effective approaches.

¹⁵ This proportion is based on project spending to date as shown in the 2024 LCA II Annual Financial Report, and the 2019 Final Financial report for LCA I.

R3. Increase resourcing for chapter and regional innovation

National chapters demonstrated strong capacity to innovate and drive context-specific approaches. TI and donors should reflect this potential in programme design and budgets by ensuring greater resourcing of chapter-level and regional initiatives.

R4. Focus programming to scale sustainable solutions

Future support from donors and TI-S should consider a more focused programming approach—potentially in fewer countries—with the aim of scaling sustainable anticorruption solutions emerging from LCA experiences.

R5. Strengthen thematic and cross-country learning on structural drivers

Future programming supported by donors and TI-S should deepen investment in thematic and cross-country learning on structural drivers of land corruption (e.g., urbanisation, migration, extractive industries, identity-based exclusion) and strengthen MEL tracking of these dynamics.

2. Transparency International Secretariat (TI-S)

These recommendations relate primarily to programme design, systems management, and internal coordination across the movement.

R6. Strengthen outcome-focused MEL systems

Future MEL systems for TI programmes should adopt a more balanced approach combining outputs and outcomes from the outset. TI-S should support continuous learning through coaching on outcome-focused approaches (e.g., Outcome Harvesting), qualitative outcome journaling, and simple digital tools to support documentation.

R7. Integrate intersectional analysis into programme design and MEL

While the project demonstrated strong attention to gender-related issues, the Theory of Change did not explicitly reflect these dimensions. TI-S should ensure that future anticorruption programmes incorporate explicit analysis of identity-based discrimination (gender, age, disability, ethnicity) within programme design and MEL systems.

R8. Review internal administrative and reporting procedures

Internal reporting procedures, funding release mechanisms, and administrative requirements sometimes created operational burdens for national chapters. TI-S should review these systems and align them with principles of efficiency, flexibility, and goal-oriented programme implementation.

3. Transparency International Secretariat (TI-S) and National Chapters

These recommendations concern implementation strategies and organisational coordination across the movement.

R9. Sustain community engagement mechanisms

Community engagement mechanisms—including ALACs, paralegal support, and mediation capacity—proved central to establishing legitimacy and credibility for anticorruption work. TI-S and

national chapters should ensure that these approaches remain adequately resourced and designed with a “whole-life” approach that responds to communities’ interconnected needs.

R10. Align programme expectations with chapter capacity

The capacity of national chapters to advance anticorruption agendas varies considerably across contexts. TI-S and national chapters should engage in more transparent bilateral discussions about realistic objectives and adjust resourcing and expectations accordingly.

4. Transparency International Movement (Strategic Reflection)

These recommendations relate to movement-wide positioning and normative stance.

R11. Critically assess governance reforms such as digitalisation

Land governance reforms driven by governments, donors, and IGOs—particularly digitalisation—may have both positive and negative social impacts. As a civil society movement concerned with social justice, TI should critically assess these reforms, identify potential harms to vulnerable groups, and address them alongside their anticipated anticorruption benefits.

14 Annexes

14.1 Evaluation matrix

Table 2: Main OECD Criteria focused Evaluation Matrix

Criteria	Main approach	Key questions helping to gather data and assess the criteria
Relevance	Outcomes will be assessed against the needs identified in sentinel communities and alignment with TI strategies, as well as relevant frameworks of donors (BMZ land governance strategy) or regional bodies (AU land governance strategy).	<ul style="list-style-type: none"> - Did the project anticipate and engage with priorities of the communities and people it seeks to empower? - How have marginalised, excluded or otherwise disadvantaged groups on grounds of gender, disability, ethnic affiliation, education and poverty been proactively involved through project approaches? - What particular areas of power differentials and intersectional exclusions or discrimination, such as but not limited to gender aspects, did the project address? What voices were heard, and what voices did the project seek to hear? - What significant changes did people and communities as well as other key actors perceive to have taken place? - How do project outcomes (as gathered in the evaluation) connect with strategic frameworks of TI, the donor, and other relevant regional development agendas?
Coherence	Harvested outcomes will be mapped against other initiatives to test whether LCA II complemented or duplicated efforts, and how chapters and TI-S coordinated internally.	<ul style="list-style-type: none"> - What other initiatives are communities, TI Chapters and other stakeholders aware of that seek to address similar or overlapping issues? - Were any significant connections made to achieve synergies, and if not, what obstacles do interlocutors perceive? - How might the relationships between the TI Secretariat and specific national chapters be characterised in relation to the LCA II, were there changes, what made a difference?

		<ul style="list-style-type: none"> - How did different TI Chapters connect with each other to share insights and lessons during the project to achieve coherence across the project countries?
Effectiveness	Outcomes themselves serve as direct evidence of results, validated and substantiated to test significance and contribution.	<ul style="list-style-type: none"> - What chief outcomes were observed and recorded? Is there corroborating evidence? - What singular outcomes, intended and unintended, have been observed that might be of key importance in the near- or long term future? - Has the project lead to particular innovative practices or new transferable and scalable insights? - What internal or external factors most strongly influenced the achievement of intended outcomes (e.g. political context, capacity)? What main barriers have been identified as well as strategies to mitigate their impact? - To what extent have TI-S and Chapters followed up on the agreed management response actions from the project mid-term review? - How far has the mid-term review led to changes in the project's implementation or strategic direction (e.g. supporting Chapters to achieve policy change, additional learning opportunities, strengthened focus on extractives industries etc.)?
Efficiency*	OH narratives will be linked to how resources were mobilised and adapted, showing whether inputs led to timely and tangible impact.	<ul style="list-style-type: none"> - How is the resourcing perceived in relation to project demand (plans / activities, ambitions)? - How critical was resourcing / level of resources for specific outcomes? - What outcomes could have been more significant with greater resourcing directed towards them, and what outcomes did not need the resources / the level of resources allocated to them? - How efficient were project management and coordination mechanisms at TI-S and Chapter levels, including reporting, monitoring, and communications? To what extent was TI-S' support to national Chapters effective?

Impact	Both intended and unintended outcomes will be synthesised across countries to show systemic change at local, national, and regional levels.	<ul style="list-style-type: none"> - What patterns and systemic dynamics can be observed across different LCA II countries? - What outcomes (particularly at regional or wider level) are due to cross country synergies observed in the project? - What in the project might have empowered others to amplify / translate / scale up insights and lessons?
Sustainability	Outcomes will be judged for their durability, institutionalisation, and likelihood of continuation beyond BMZ funding.	<ul style="list-style-type: none"> - How important is the external funding for continued dynamics in the direction the project aimed for? - What partnerships and connections have been built that have proved to / are estimated to outlive the project? - What long terms impacts might LCA (phases I and II) related outcomes have for the achievement of long term sustainable development including food security? - What particular innovations / new ways of achieving behavioural, practical and policy changes can be highlighted for future learning. - What are the main sustainability risks, and what mitigation actions were/could be implemented by TI-S and Chapters? - What lessons and models should be prioritised for future donor programming at national or regional levels.

14.2 List of TI provided documents

- 2015 LCA I Baseline Report
- 2015 LCA I MEL Matrix
- 2015 LCA I Project Proposal
- 2017 WLCA Mid-term Review
- 2019 LACP Review Report
- 2019 LCA I Final Financial Report
- 2019 LCA I Final Narrative Report
- 2021 BMZ Core area strategy A world without hunger
- 2021 BMZ LCA II Project Proposal
- 2021 TI strategy 2030
- 2021-Defying-exclusion-Report-v2-EN
- 2022 LCA II - Sentinel Communities - Baseline report
- 2022 LCA II MEL Framework
- 2022 LCAII Annual Financial Report
- 2022 LCAII Annual Narrative Report
- 2022 November_Data & Digitalisation
- 2022 ToC
- 2023 BMZ Africa strategy
- 2023 BMZ Core area strategy Conserving Nature and Natural Resources Protecting Life on earth
- 2023 December_AU land governance strategy
- 2023 LCAII Annual Financial Report
- 2023 LCAII Annual Narrative Report
- 2023 October_UN General Comment on Land and ESCRs
- 2023 Presentation LCAII Sentinel Communities Methodology
- 2023 September_LSLBIs
- 2023_Advocacy Plan_ South Africa
- 2023_Advocacy Plan_Ghana
- 2023_Advocacy Plan_Kenya
- 2023_Advocacy Plan_Madagascar
- 2023_Advocacy Plan_Uganda
- 2023_Advocacy Plan_Zambia
- 2023_Advocacy Plan_Zimbabwe

- 2023_LCAII Inception Meeting_Event Report
- 2024 August_Regional Advocacy
- 2024 February_Land Policy Recommendations
- 2024 February_Land Policy Recommendations_Minutes
- 2024 January_Annual Planning
- 2024 LCA II Stories shared by chapters
- 2024 LCAII Annual Financial Report
- 2024 LCAII Annual Narrative Report
- 2024 LCAII Annual Narrative Report - Annex 1 - Reporting against Project Logframe
- 2024 May_Land Transparency Portal Presentation_Zambia
- 2024 May_Use of technology
- 2024 October_Corruption Risk Assessment Presentation_Madagascar
- 2024 September_National Advocacy Plans
- 2024 September_National Advocacy Plans
- 2024-25_Advocacy Plan_Cameroon
- 2024-25_Advocacy Plan_Ghana
- 2024-25_Advocacy Plan_Kenya
- 2024-25_Advocacy Plan_Madagascar
- 2024-25_Advocacy Plan_South Africa
- 2024-25_Advocacy Plan_Uganda
- 2024-25_Advocacy Plan_Zambia
- 2024-25_Advocacy Plan_Zimbabwe
- 2025 Climate & Env. Mainstreaming Action Plan
- 2025 Climate and Environment Mainstreaming Guidelines for Projects
- 2025 February_Sustainability Strategies
- 2025 July_Visibility, Sustainability, Partnerships and Funding
- 2025 March_How to engage the private sector Business Integrity challenges + solutions
- 2025 May Partnerships and referral pathways to support ALAC cases
- 2025_Chapter-to-chapter Learning Exchange (Madagascar)_Event Report
- 2025_LCAII Sustainability Approaches, Mechanisms and Partnerships
- 24.04.09_LO-RES-REV-THIS-BEAUTIFUL-LAND-LCD-REPORT
- Chapter level Traffic Light System
- Data Quality Checklist
- DRAFT LCA II Closure Meeting Report
- GiZ New Project Appraisal - Land rights & Rio Conventions - 2026-2030

- GiZ SLGA Project - Supporting experts and institutions to advise on land policies across Africa - 2014-2026
- Global & Regional Advocacy Plan & Activities
- Land Corruption Working Group (online, consult_ Countering Environmental Corruption Practitioners Forum)
- LCA II_2025_Closure meeting_PPT Day 1
- LCA II_2025_Closure meeting_PPT Day 2
- LCA-II-Mid-term-Evaluation-Management-Response_2024-03-18-154557_svzy
- LCA-II-Mid-term-Evaluation-Report_2024-03-18-154558_ndhg
- LCAII chapter level GEDSI Checklist for events and monitoring
- LCAII Project Presentation
- LCAII Publications List
- LCRMI - Regional Dissemination Plan
- Logframe & Outcome Overview
- MEL guiding principles ethical guidelines
- Risk Registry
- Road Map 2022 & 2023
- Road Map 2024
- Road Map 2025
- Road Map 2025_As of Dec 2025
- TI's Writing Style Guide
- TI Monitoring Guide

14.3 Detailed Sample of Evaluation participants

AFRICA REGIONAL	9
ACADEMIC RESEARCH PARTNER	1
BILATERAL DEVELOPMENT COOPERATION / TECHNICAL ASSISTANCE	2
CIVIL SOCIETY - REGIONAL	1
TI-S STAFF	5
INTERNATIONAL	5
BILATERAL DEVELOPMENT COOPERATION / TECHNICAL ASSISTANCE	2
CIVIL SOCIETY - INTERNATIONAL AND REGIONAL	2
TI-S STAFF	1
CAMEROON	4
NATIONAL CSO STAKEHOLDERS	2
TI-CHAPTER STAFF	2

GHANA	13
ACADEMIC RESEARCH PARTNER	1
BILATERAL DEVELOPMENT COOPERATION / TECHNICAL ASSISTANCE	1
COMMUNITY GROUP	2
GOVERNMENT / ADMINISTRATION	2
NATIONAL CSO STAKEHOLDERS	1
TI-CHAPTER STAFF	3
TRADITIONAL AUTHORITIES	3
KENYA	4
NATIONAL CSO STAKEHOLDERS	3
TI-CHAPTER STAFF	1
MADAGASCAR	4
GOVERNMENT / ADMINISTRATION	1
NATIONAL CSO STAKEHOLDERS	2
TI-CHAPTER STAFF	1
SOUTH AFRICA	4
NATIONAL CSO STAKEHOLDERS	3
TI-CHAPTER STAFF	1
UGANDA	13
COMMUNITY GROUP	4
GOVERNMENT / ADMINISTRATION	4
NATIONAL CSO STAKEHOLDERS	2
PARALEGAL WORKERS (GROUP)	2
TI-CHAPTER STAFF	1
ZAMBIA	4
NATIONAL CSO STAKEHOLDERS	3
TI-CHAPTER STAFF	1
ZIMBABWE	9
ACADEMIC RESEARCH PARTNER	2
COMMUNITY GROUP	4
NATIONAL CSO STAKEHOLDERS	2
TI-CHAPTER STAFF	1
UGANDA	13
CIVIL SOCIETY PARTNER	2

COMMUNITY MEMBERS (SENTINEL COMMUNITIES – CASE STUDY COUNTRIES)	4
GOVERNMENT & LOCAL AUTHORITIES (CASE STUDY COUNTRIES)	4
LOCAL PARALEGALS	2
NATIONAL CHAPTER STAFF (CASE STUDY COUNTRIES)	1
ZAMBIA	4
SURVEY OH FOR TI CHAPTERS AND KEY STAKEHOLDERS	3
TI- NATIONAL CHAPTER STAFF - NON CASE STUDIES	1
ZIMBABWE	9
ACADEMIC RESEARCH PARTNERS	1
CIVIL SOCIETY PARTNER	2
COMMUNITY MEMBERS (SENTINEL COMMUNITIES – CASE STUDY COUNTRIES)	4
NATIONAL CHAPTER STAFF (CASE STUDY COUNTRIES)	2

14.4 Terms of Reference for the Evaluation

GENERAL INFORMATION

Title of Consultancy: Final evaluation of project “Land and Corruption in Africa Phase II”

Application Closing Date: 4 August 2025.

Consultancy Start and End Date: August – November 2025

Location of Consultancy: remote/home, with possible travel to the final project meeting in September / October 2025, and/or to a selection of project-implementing countries in the Sub-Saharan region.

BACKGROUND

TI is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business, and civil society to develop and implement effective measures to tackle it.

The Transparency International Secretariat (TI-S) in Berlin is seeking an evaluator or a team of evaluators for an independent final evaluation of the project LCA in Africa Phase II (LCA II).

The LCA in Africa Phase II (2021-2025) project builds on the solid foundation of knowledge, networks and learnings acquired from the implementation of the previous LCA in Africa project (2015-2019). Under LCA II, the TI Secretariat and eight TI national chapters in Cameroon, Ghana, Kenya, Madagascar, South Africa, Uganda, Zambia and Zimbabwe aim to ensure that corrupt practices involving land are addressed, contributing to improved livelihoods of men and women.

Specifically, the project contributes to ensuring that (1) change in behaviour - networks of women, men and youth in Africa are better equipped and mobilised to demand transparency and accountability in the land sector; (2) change in practice - a diverse and inclusive set of stakeholders from civil society to private sector advance anticorruption initiatives to promote fair and transparent land governance; (3) change in policy - national and local decision-makers adopt anticorruption laws,

policies and measures to prevent and redress corruption in land distribution, acquisition, dispute management and sanctions.

At the outset of LCA II, TI-S engaged an external consultant to develop a comprehensive MEL framework (Annex 1) in close collaboration with project chapters. This resulted in the revision of project indicators, creation of practical monitoring tools, and training of staff on their application. The MEL framework, grounded in TI's Impact Matrix and the LCA II ToC, incorporates around 30 performance indicators and a strong stakeholder focus.

Since Phase I, the project has regularly conducted surveys within communities affected by land corruption. At the beginning of Phase II, a baseline report of 'households survey in sentinel communities' was conducted (see in Annex 2). It surveyed 13 communities in six of the LCAII countries through 15 questions (mix of multiple choice and open questions). The report assessed the extent to which land corruption affect communities in selected geographical areas, explored the nature of the corruption taking place, identified differences between countries and intervention areas, and established a benchmark against which change over time can be assessed.

To assess initial progress under LCAII, TI-S contracted external consultants in 2023 to carry out a mid-term evaluation of LCA II. This independent review evaluated progress towards expected results, the effectiveness of MEL practices, and the relevance of the project's strategy and assumptions. It provided actionable recommendations to strengthen implementation in the second half of the project. Following the finalisation of the mid-term evaluation, TI-S published its [management response](#) to the findings and recommendations, which effectively informed key adaptations in programme delivery and monitoring.

OBJECTIVES OF THE FINAL EVALUATION

In complementarity with what has already been assessed through the mid-term review, this final evaluation will examine the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project. It shall also provide an external and independent assessment, prioritising the project's impact, sustainability and overall performance.

The overall objectives of the evaluation are the following:

- Provide an independent, systematic and objective assessment of the achievements of the objectives and outcomes as specified in the project's MEL framework and the extent to which the project has contributed to its objectives.
- Assess the overall impact of the LCA in Africa project (taking into account phase I), with attention to long term changes in behaviour at the community-level, as well as land governance and anticorruption practices and policies.
- Examine how the project influenced key stakeholders, including state and local institutions, CSOs, private companies, medias and journalists, as well as community groups, and the extent to which it contributed to shifts in behaviour, practice and policy.
- Assess achievements against the baseline, including against the 'households survey in sentinel communities' baseline (i.e. percentage of people in sentinel communities who are willing to advocate on, report and act against corruption in land matters).
- Identify internal and external factors that shaped the project's outcomes, including strengths, innovations and limitations, and challenges encountered during implementation.
- Generate practical recommendations to support sustainability and enhance future programme design, at the national or multi-country levels.

The results of the evaluation will be shared with the donor (the German Federal Ministry for Economic Cooperation and Development or BMZ) and with participating chapters and will be published on our website.

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the programme evaluation but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach. The evaluator(s) is/are free to further prioritise these questions in the proposal and suggest others it deems necessary. However, the overall evaluation should be based on the six OECD DAC criteria. These criteria should be contextualised and applied in consultation with TI-S staff and TI Chapters. The criteria of relevance, coherence, effectiveness, efficiency and sustainability will only be assessed from the perspective of elements that were not covered in the mid-term review, or in relation to any developments that have occurred since.

RELEVANCE & COHERENCE

- Did the project address the needs of those impacted by land corruption, including marginalised groups? How has the sentinel community baseline process been helpful in building and adapting the intervention around communities' needs?
- To what extent did the project align with and complement the chapters' existing land related work, including national programmatic priorities?
- To what extent did the project's ToC hold true in practice? Which assumptions proved valid or not, and why?
- How did the project complement other ongoing initiatives and partnerships in the land and anticorruption sectors, locally, nationally, regionally and globally? In particular, how aligned was the project to TI's 2021-2030 strategy, as well as with AU regional frameworks on land governance and BMZ's land governance strategy (including GIZ's work)?

EFFECTIVENESS & EFFICIENCY

- How did project interventions contribute (or not) to the intended outcomes, including expected pathways of change? Where were the most significant outcomes observed?
- What approaches, mechanisms and innovations have proven especially important to contribute or hinder project outcomes, e.g. partnerships with civil society or the academia, multi-stakeholder dialogue, ALACs, digital tools, GESI good practices, mediation? To what extent did the project adapt its strategies and allocate resources based on ongoing assessments of areas with the highest potential for impact?
- To what extent have TI-S and Chapters followed up on the agreed management response actions from the project mid-term review? How far has the mid-term review led to changes in the project's implementation or strategic direction (e.g. supporting chapters to achieve policy change, additional learning opportunities, strengthened focus on extractives industries etc.)?
- What internal or external factors most strongly influenced the achievement of intended outcomes (e.g. political context, capacity)? What main barriers have been identified as well as strategies to mitigate their impact? Did any innovations prove useful to address the contextual and emerging needs?
- Were resources (financial, human, technical) used in a cost-effective, timely and strategic manner? Was the environmental footprint justified by the project's outcomes?
- How efficient were project management and coordination mechanisms at TI-S and Chapter levels, including reporting, monitoring, and communications? To what extent was TI-S' support to national chapters effective?

SUSTAINABILITY

- How significant and durable are the behaviour, policy and practice outcomes recorded?
- To what extent have TI-S and Chapters institutionalised project outcomes, tools, and learnings into their organisational strategies and operations (including creating linkages with

other areas of work), and how well positioned are they to sustain and scale them beyond BMZ funding?

- To what extent are the partnerships established through the project likely to continue beyond the project period? How deeply engaged are stakeholders, including duty bearers, partners, and community groups in ensuring continuity? Have any locally owned strategies emerged through the project or particular efforts been done by TI-S and Chapters to ensure knowledge and capacity transfer?
- What are the main sustainability risks, and what mitigation actions were/could be implemented by TI-S and Chapters?
- To what extent does TI's work on land corruption align with TI's 2021-2030 strategy and TI's regional objectives in Sub-Saharan Africa? To what extent does it align with the priorities of national chapters?
- To what extent has project seeds other initiatives by generating greater evidence of the need to act? What lessons and models should be prioritised for future donor programming (e.g. BMZ)?

IMPACT

- What impacts has the project contributed to since 2021, and since 2015 (Phase 1 and Phase 2 jointly), at local, national, regional, and global levels? Were there unintended (positive or negative) impacts of the project? What other factors have led to these impacts?
- What impacts did the project contribute to towards the final beneficiaries, including the sentinel communities?
- Are there any notable linkages or dynamics that can be identified across the local, national, regional, and global levels? For instance, to what extent has the work at the international and regional levels influenced or supported progress at the national level?
- How has the partnership approach around specific agendas (land, extractives, climate) contributed to strengthening long term impact?

METHODOLOGY

The evaluator(s) is/are ultimately responsible for the overall methodological approach and design of the evaluation and is/are expected to propose methodologies that they consider most appropriate to achieve the aims of this evaluation.

However, the evaluator(s) is/are encouraged to use impact assessment methodologies as well as participatory and GESI-sensitive approaches, engaging relevant staff at TI-S and Chapter, as well as those impacted by the project activities, through structured methods. Both quantitative and qualitative data should be utilised to assess the project. The evaluator(s) is/are encouraged to consider the following data collection methods: review of key documents, FGDs, KIIs, surveys, participatory validation of key findings with relevant stakeholders

The evaluator(s) is/are encouraged to integrate an assessment of progress against the LCAII baseline 'households survey in sentinel communities,' potentially through participatory monitoring approaches that engage communities in tracking their own changes and conducting follow-up surveys with sentinel community samples, working directly with or through TI Chapters. Due to feasibility, the eligible countries would likely be Zambia, Zimbabwe, Uganda and Ghana.

The evaluator(s) is/are expected to refine the scope and methodology of this evaluation during the inception phase in cooperation with TI-S and provide a detailed inception report.

EXPECTED DELIVERABLES AND TIMELINE

The evaluator(s) is/are expected to deliver:

- An **inception report**, not exceeding 10 pages, outlining the proposed methodology, stakeholders for interviews and FGDs, data collection tools and timeframe of planned actions by 5 September 2025.
- A **draft evaluation report** for review and comments by TI-S, not exceeding 30 pages, along with its annexes, by 31 October 2025. While considering the comments provided on the draft, the evaluator(s) shall use their independent and impartial judgement in preparing the final report.
- An online **validation meeting** with key stakeholders to discuss findings and feedback on draft report, with design, facilitation and documentation of a participatory workshop, incl. PowerPoint presentation, to discuss and validate the draft report, by 14 November 2025.
- A **final evaluation report** documenting the evaluation process and results following a clear structure (see structure below), not exceeding 40 pages (excluding the annexes and the executive summary), by 28 November 2025. It should be accompanied **by a summary PowerPoint presentation**. The evaluation report will contain the findings, conclusions, and recommendations as well as lessons learned with action-oriented recommendations. All presentations and reports should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The evaluator(s) is responsible for editing and quality control of language. Annexes to the final report should be kept to an absolute minimum, only those annexes that serve to demonstrate or clarify an issue related to a significant finding should be included. Existing documents should be referenced but not necessarily annexed.

Please note that the timeline is indicative and will be confirmed during the inception phase with the selected evaluator(s).

Guidance and quality assurance:

- The findings should be referenced.
- The evaluator(s) approach should be guided by the [TI's Impact Matrix methodology](#).
- The research should abide by ethical protocols including participant confidentiality and privacy, and by data protection regulations.

The TI Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

SELECTION CRITERIA

The evaluator(s) should have the following qualifications:

- Advanced university degree in social sciences, international development, public policy, or related field.
- Proven experience in international development, with demonstrated expertise in MEL of complex multi-country projects and programmes.
- Strong command of mixed-methods research, including advanced quantitative and qualitative data collection, analysis, and interpretation.
- Substantial knowledge and hands-on experience working with advocacy-oriented organisations, civil society networks, and governance programming.
- Deep understanding of good governance and anticorruption.
- Extensive experience working in and with Sub-Saharan African contexts, including understanding of local political, social, and institutional dynamics.
- Demonstrated track record in conducting rigorous evaluations using DAC criteria, impact assessment methodologies, participatory and GESI-sensitive approaches.
- Command of written and spoken English, with proven ability to produce high-quality analytical reports for diverse stakeholder audiences.

- Strong commitment to principles of transparency, integrity, and ethical evaluation practice
- Proficiency in English.
- Availability from August through November 2025 for fieldwork, stakeholder engagement, and report delivery; including to participate in person in the final project meeting at the end of September/beginning of October.

The following qualifications would be an advantage:

- Experience working in and with some of the eight target countries
- Knowledge of land governance
- Proficiency in French
- Familiarity with the activities of TI
- Experience in results-based management and impact monitoring approaches.

REMUNERATION AND COST

The evaluator(s) should provide their estimated total fee as a lump sum or as standard daily rates before any VAT or other charges. The total budget should cover for per diem for any potential field trips and participation in the end of project in person meeting. The plane tickets and hotel accommodation for these trips will be organised and covered directly by TI-S. The budget available for this evaluation (plane tickets and accommodation excluded) is EUR 27 000 (including VAT).

For candidates based in the EU, EEA, UK, and Switzerland

TI e.V. (Secretariat), (TI-S) is registered as a Business Entity in Germany with VAT identification number DE273612486. EU reverse charge applies. Service providers should issue invoices with zero VAT.

Candidates who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

HOW TO APPLY

The application should include the following documents in English:

- Technical proposal including a detailed statement of the proposed review methods with quotes
- Motivation letter and Curriculum Vitae
- One sample of relevant previous work (confidentiality guaranteed).

Interested applicants must submit the required documents listed above in **English** consolidated into a **single PDF** file in the same order.

Please indicate “Final evaluation of project “LCA in Africa Phase II”” in the subject line of your email application. Applications should be sent in English by email to Claire Leduc at landcorruptiontender@transparency.org and complete the application form available here <https://forms.office.com/e/1rjeVX5j3e> by close of business of 4 August 2025.

Please note that only shortlisted applicants will be contacted and that it is unfortunately not possible to provide individual feedback on applications.

The TI Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis, and we do not discriminate based on national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or

sexual orientation, marital or family status, age, or ability. We kindly ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

Data protection

When you respond to this tender and submit your application, you provide consent that TI e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards TI will delete your application and any personal data included in it. If you have any questions, please reach out to dataprotection@transparency.org

Guidelines for Handling Overhead and Travel Expenses

Overhead

Regular overhead expenses associated with the Consultants maintaining their place of business, such as rent, telephone, utilities, or stationery, are included in the Consultants' professional fee, except where explicitly agreed otherwise in the contract.

Travel

Travel and accommodation expenses will as far as possible, and where applicable, be recovered from the institutions and companies hosting events or using the outputs provided by the Consultant.

Where such cost recovery is not possible, all travel is subject to prior approval by TI-S staff responsible for the financial management of the Project or TI Budget line that will support the costs of travel. TI shall not issue travel advances to the Consultants. For accommodation or travel by air, rail, or coach, they will instead have to contact TI-S that will make travel arrangements on the Consultants' behalf.

All travel booked by TI-S will include **travel health and accident insurance** with worldwide coverage and Economy class only; accommodation will aim to achieve best value for money up to a 4-star category.

Consultants shall be entitled to invoice TI-S **only** for local transportation and visa cost (if applicable). Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of Consultants' business expenses.