



S P E E D

Support for Private Enterprise Expansion & Development

Rehabilitating Records in the Land Registry:

PROGRESS REPORT

Kimberly Barata
Missenden Consulting LLP
April 2002

DISTRIBUTION LIST

Ministry of Water, Land and the Environment (6 copies)

Permanent Secretary
Director of Lands and Environment
Commissioner for Land Registration
Chairman, Land Sector Strategic Plan Task Force (LSSP)
Chairman, Land Information Systems Working Group
Members, Land Registry Working Group

Ministry of Public Service (4 copies)

Permanent Secretary
Director, Efficiency and Quality Assurance Directorate
Commissioner of Records and Information Technology
Assistant Commissioner of Records and Information Technology

Kampala City Council (2 copies)

Town Clerk
Senior Town Planner

USAID (1 copy)

Cognizant Technical Officer

USAID/SPEED Program (4 copies)

Chief of Party
Legal and Policy Advisor
Chemonics Project Manager
Land Registration Consultant

ACKNOWLEDGEMENTS

The support and courtesy extended by the officials of the Government of Uganda and their willingness to explore a wide range of complex issues made this assignment productive and enjoyable. I would particularly like to thank the following for their kind assistance and the information and advice offered throughout: Ministry of Water, Land and the Environment: Mr K S B Mubbala, Director of Lands and Environment; Mr J Tibisaasa, Commissioner for Land Registration; Mr D Kiwanuka, Head of the Land Act Implementation Unit; Ministry of Public Service: Mr C C Muyingo, Acting Director, Efficiency and Quality Assurance Directorate, Ms S Nyamungu, Commissioner of Records, and Mr R Okusam, Assistant Commissioner, Records and Information Management Department; City Council of Kampala: Mr G.T. Mwesigye, Town Clerk and Mr C Kyamanywa, Senior Town Planner.

I am also grateful to Mr R Opiyo, Officer-in-Charge of Kampala Mailo Records, Ms J Kasirye, Leasehold and Freehold Registries, Ms R Nanyonjo, Mailo Registry at the Ministry of Water, Lands and the Environment, and Ms L Ariso, Records and Information Technology Department, Ministry of Public Service for their guidance and support. Finally, I would like to thank the legion of senior officials, their staff and others that contributed important insights.

Special appreciation is extended to Mr P Broughton, Chief of Party, Mr D Veal, Legal and Policy Advisor, and Ms T Mulindwa from the USAID/SPEED project, and Mr R Ody, Ms M Mutchler, Mr A Colquitt and Ms H O'Rourke, Chemonics International, for facilitating the work and enabling me to bring this visit to a successful conclusion.

EXECUTIVE SUMMARY

This report covers work carried out by Ms Kimberly Barata of Missenden Consulting LLP (formerly The Missenden Group) both in London, England, and in Kampala, Uganda, from 2-17 April 2002 to support reform of the Land Registries. (paras 1 to 5)

The consultant's terms of reference included:

- preparing a discussion draft of the Disaster Plan for land registries.
- discussing and finalizing the file rehabilitation procedures and draft forms to support rehabilitation processes
- discussing with Spacesaver finalization of the plan for shelving
- beta testing and finalizing the customisation of the TRIM file indexing and tracking database
- discussing and finalizing a training program for rehabilitation procedures with the Ministry of Public Service Records and Information Management Department and ComputerLand (U) Ltd
- following-up with the Ministry of Water Lands and Environment and Kampala City Council on the status of procurement of commodities and consumables required for file rehabilitation activities
- revising the work program. (paras 6 to 7)

The consultant reviewed and updated the work program (Appendix B). However, until the delivery dates for key items including shelving, file covers and computers can be confirmed, the dates included in the plan are only illustrative. (paras 12 to 14) Note that significant delays in procurement will extend the project past March 2003.

The only changes to the commodities list are the possibility of replacing treasury tags with plastic coated metal clips to hold papers in the file covers and the addition of dust covers for the computer equipment. (para 16)

Issues concerning the procurement of shelving are discussed. Spacesaver, an American company, has been awarded the contract. The type and quality of the shelving is adequate. However, protracted difficulties encountered in Spacesaver producing an adequate layout for the shelving raises concerns over their ability to install the shelving to an acceptable standard. (paras 17 to 21)

Similarly, issues are raised over the ability of Picfare, a local Ugandan supplier, to supply file covers consistently to the standard required. (paras 22 to 25)

SPEED should confirm that the computers to be purchased by the Government of Uganda for the project can support TRIM software. (paras 26 to 27)

The consultant reviewed the customized TRIM file tracking and indexing database and has identified revisions that are necessary. ComputerLand (U) Ltd has agreed to send revisions to the consultant to London for review. When revised, the database must be tested, and if necessary modified further. (paras 28 to 29)

Although SPEED has commissioned the customization of the TRIM software, the licenses must be purchased before training and processing can begin. (para 30)

There are other commodities that are required to be procured before file processing can begin. With respect to commodities due to be purchased by the Government of Uganda, SPEED needs to confirm which bodies are now responsible for purchasing the various items because it has been learnt that responsibilities have changed. (para 31 to 32)

SPEED is seeking to identify secure storage facilities for commodities. (para 33)

The consultant followed up arrangements for preparing processing and storage areas. With respect to the Kampala Land Office, it is anticipated that the contract for renovation work will be awarded by the Kampala City Council Tender Board on 9 April and work can be completed 3 weeks after the contract is issued. (paras 34 to 36) A team of local workers will have to be engaged to carry out the installation of the shelving under the supervision of a Spacesaver representative. A decision needs to be taken as to whether this team will be paid for by SPEED or the Government of Uganda. (para 19)

In the title registries in the Ministry of Water, Lands and Environment, work needs to be carried out both to prepare processing space and also to prepare the strong rooms. It is essential that the Ministry puts the work out to tender quickly in order to complete the work within this financial year. If the tender is delayed until next financial year, it will have a serious impact on the progress of the project. (para 38) The requirements for the processing areas are described in detail. (paras 39 to 476)

To facilitate preparation and processing, it is important to complete the plan provided in Appendix C that will identify the location of series of records. This work must be done by either a SPEED staff member or a member of the registry staff. (para 45)

The rehabilitation methodology was tested and revised. Staff were identified to participate in the rehabilitation of the Mailo, Freehold and Leasehold records. A larger number of permanent staff will be required each working day than originally anticipated owing to a number of anomalies identified that affect Mailo certificates. Revised procedures are provided in Appendices D for Mailo and F for Freehold and Leasehold. Appendix E contains the Mailo forms to support processing and the Freehold and Leasehold forms are in Appendix G. (paras 48 to 58)

Arrangements for database training are discussed in paras 59 to 66. A justification for the Government of Uganda awarding the contract to ComputerLand (U) Ltd is provided in Appendix H

Training of staff in records processing will be carried out by the consultant (Mailo team) and the Assistant Commissioner, Records and Information Technology Department and a member of his staff (Freehold and Leasehold team). It is advised that a second consultant be retained to assist. (paras 67 to 68)

An early draft Disaster Plan is in Appendix J. Additional work will be required to complete the plan and train staff in the procedures set out in it. (paras 69 to 70)

Finally, the consultant identified some outstanding issues. These include obtaining written confirmation of agreed roles and responsibilities between SPEED and the Ministry of Public Service and the specific periods Mr Robert Okusam and his staff will be needed to participate in the project. SPEED should write to the Permanent Secretary of the Ministry of Public Service on this topic. (paras 72 to 75 and 83)

A number of awareness-raising meetings are recommended to launch the project. Also, steps need to be taken to inform the public of potential disruption to the service of the Land Titles service while the project is being carried out and the benefits of the project once completed. (paras 77 to 79)

SPEED needs to assign responsibility for tracking and coordinating procurement by all the parties involved in the project. (para 81)

In order to sustain the TRIM database a database administrator should be appointed. (para 85)

A list of Next Steps' is provided. (paras 86 to 88)

TABLE OF CONTENTS

Executive Summary	i
Section One: Introduction	
Background	1
The task	1
Methodology	2
Limitations of study	3
Section Two: Progress Report	
Project Implementation	4
Work program	4
Commodities procurement	4
Preparation for processing	8
Rehabilitation methodology: testing and revision	11
Training program	12
Disaster plan	13
Section Three: Conclusion	
Outstanding issues	14
Next steps	16
Appendices	
A: List of persons consulted	19
B: Work program GANTT chart	20
C: Plan of leasehold/freehold registry	21
D: Mailo procedures	26
E: Forms to support Mailo rehabilitation process	33
F: Freehold and Leasehold procedures	41
G: Forms to support Freehold/Leasehold rehabilitation process	47
H: ComputerLand (U) Ltd. training justification	59
I: ComputerLand (U) Ltd. training curriculum	60
J: Land Registry Disaster Plan – Initial Draft	61

SECTION ONE: INTRODUCTION

- 1 This progress report covers work carried out by Ms Kimberly Barata of Missenden Consulting LLP (formerly The Missenden Group) in London, England, and in Kampala, Uganda, from 2-17 April 2002 to support reform of the Land Registries.

Background

- 2 The USAID-funded Support for Private Enterprise Expansion and Development (SPEED) project seeks to promote the development of a business-friendly environment in Uganda. It is doing so by supporting activities including the reform of the commercial justice system. As part of these activities, USAID through SPEED has agreed to support reform of the Land Title Registry.
- 3 The Land Registry supplies vital information that enables micro enterprises, small to medium enterprises (SMEs) and other businesses to conduct their commercial activities. Yet the Registry and much of its infrastructure require urgent rehabilitation. Current issues include difficult to locate or lost documents and files, lack of an index to the records, manual operations, inadequate storage facilities and equipment, deterioration of some records, inordinate waiting times for the retrieval of records and poor environmental controls for the records storage areas.
- 4 During the months of August and September 2001, the Project engaged the consultant to provide an evaluation, assessment and work plan for the rehabilitation, re-filing, indexing, and transfer of records from the central land registry to the newly created Kampala District Land Office. The consultant worked with the land registry consultant to ensure the work plan complimented the wider objectives of the land reform program well. The consultant returned to Kampala in October 2001 to launch the project implementation with the land registry consultant. This was followed by another visit in November - December 2001 to continue implementation of the work program (a copy of the work plan is available in Appendix B)

The task

- 5 SPEED requested technical assistance to implement a program of work to rehabilitate the land records and transfer those belonging to Kampala District to the Kampala District Land Office being established at Kampala City Hall.

Terms of reference

- 6 The consultant will complete the following tasks:

Prior to arrival at the duty station in Kampala:

- prepare discussion draft of Disaster Plan for land registries.

Upon arrival at the duty station in Kampala:

- discuss and finalize the file rehabilitation procedures and draft forms to support rehabilitation processes
 - discuss with Spacesaver finalization of configuration for shelving
 - beta test and finalize the customisation of the TRIM file indexing and tracking database
 - discuss and finalize training program for rehabilitation procedures with the Ministry of Public Service Records and Information Management Department and ComputerLand (U) Ltd
 - follow-up with the Ministry of Water Lands and Environment and Kampala City Council on the status of procurement of commodities and consumables required for file rehabilitation activities
 - revise work program.
- 7 The consultant will prepare a comprehensive report that includes discussion of the following:
- progress made with respect to the tasks set forth above
 - changes to the work plan or the timing of activities
 - next steps for implementation of the work plan.

Methodology

- 8 The methodology included:
- a progress meeting with the Legal and Policy Advisor and his staff
 - meeting with central and local government officials (see Appendix A)
 - working with the database developer on the customization of database software
 - discussions with relevant suppliers (see Appendix A)
 - carrying out additional testing/revisions of rehabilitation procedures with the Assistant Commissioner, Records and Information Technology Department and land registry staff, and discussing problems as they arise with the Commissioner for Land Registration.
- 9 The data collected was analyzed, and the findings of the visit were discussed with the Director for Lands and Environment, the Commissioner for Land Registration, and SPEED officials.

Limitations of study

- 10 The time available to test and revise the rehabilitation procedures was limited. This was due to a cancelled outbound flight and limited availability of return flights. The pilot preceding the launch of the rehabilitation exercise should be extended to two weeks as a result.
- 11 Beta testing the database was also limited. The prototype database was not available until the end of the first week of the consultant's visit. Although good progress has been made in this area, the prototype will require further refinement of the user interface in order to ensure that it is easy to use and maintain. The consultant has agreed to review the revised database in London, but this is not an adequate substitute for testing the database further in the registries in Kampala. The consultant will need to discuss further with the SPEED Legal and Policy Advisor how best to adequately test the database prior to training and piloting.

SECTION TWO: PROGRESS REPORT

Project implementation

Work program

- 12 The consultant reviewed the work program included in the December 2001 progress report, and discussed future scopes of work with the SPEED Project Director.
- 13 The work program included in Appendix B is provided to illustrate revised periods of time required to carry out the processing of the records. It should be noted that it is likely the project will extend beyond March 2003. The estimate for processing time is unreliable and will be revised once the pilot has been carried out and more dependable figures are available.
- 14 At the time of writing this report, delivery dates for key commodities is unconfirmed. Moreover, it is unclear whether the rooms designated for processing in the Ministry of Water, Lands and Environment will be vacated, cleaned and equipped in a timely fashion. The Office Superintendent for the Ministry is preparing a tender for the work. SPEED will need to track progress as the Ministry has only approximately 60 days to clear the tender and contract the work before the Financial Year End. If the work cannot be contracted with funds for this financial year, the project will be significantly delayed. Paragraphs 15 to 33 provide a discussion of procurement, and paragraphs 34 to 47 on space preparation.

Commodities procurement

- 15 The commodities list and procurement schedule for materials required to rehabilitate the records and to establish the records storage facility at Kampala City Hall is included in Appendix D of the December 2001 Progress Report by Kimberly Barata. Additional equipment and materials required for the day-to-day operations of the Kampala Land Office were included in Appendix D of the November 2001 Inception Visit Report by Kimberly Barata and Richard Gaynor.

Changes to the commodities list

- 16 Changes to the commodities list include:
 - *Dust covers* for computer equipment: The high density of dust in the atmosphere in Kampala makes the use of dust covers to protect vulnerable computer equipment (including printers) necessary. These were overlooked in the original commodities list. The additional cost should not be excessive.
 - *Plastic treasury tags vs. plastic coated metal clips*: The decision about whether to purchase plastic treasury tags should be taken after the file covers are commissioned. The sample files covers provided by Picfare included plastic

coated metal clips. If the quotation including the provision of these clips is approved by SPEED, there will be no need to purchase the treasury tags.

Status of procurement

Shelving

- 17 SPEED placed an order for shelving for the Kampala Land Office with Spacesaver, an American company.
- 18 Spacesaver has had difficulty in providing an adequate layout for the shelving in the Kampala Land Office. Procurement has gone forward without the consultant approving the shelving plan.
- 19 SPEED's decision to use local staff to assemble the shelving with assistance from a Spacesaver representative will have budgetary implications. Neither the Government of Uganda nor Kampala City Council has maintenance teams to do the work, nor has provision been made by either to fund this.
- 20 In addition to providing adequate shelving materials and tools, Spacesaver is required to:
 - Train a local team to assemble and install shelves according to agreed plan.
 - Oversee assembly and installation of shelving according to agreed plan.
 - Make any necessary changes on location as required.
 - Clean up site following installation.
- 21 Once processing is complete the amount of unused shelving needed to provide 5 years growth can be calculated more accurately. If there is any excess shelving, consideration should be given to transferring and assembling it in the Leasehold and Freehold Registry strong rooms. Excess shelving can be redistributed as further decentralization occurs.

File covers

- 22 The tender for procuring file covers has been issued and bids are being reviewed by SPEED's Sub-contracts Manager, the Legal and Policy Advisor and his Assistant.
- 23 The sample file covers from the company selected by SPEED were not of the size specified (Foolscap/9.75 x 14.5 inches) and were poorly folded and misprinted. However, the sample included plastic coated metal clips: one fixed at top and center of the left hand inside cover and the other on the left side of the right hand inside cover. Registry staff preferred these to the plastic treasury tags. This would allow the Certificate to be fastened to the left side of the inside cover and the instruments on the right side of the inside cover. SPEED should investigate whether these can be made readily available in Kampala. However, if the cost is prohibitive, the project should go forward with the treasury tags.

- 24 It is important that a good quality sample be obtained that meets the specifications set out in the tender (i.e., 9.75 x 14.5 inches, 300gm card stock, etc). Suitable references for similar work should be provided. The supplier should also be able to print the file covers in lots with a short lead-time for printing the next lot. Printing all file covers at once creates an issue for storing materials throughout the duration of the project.
- 25 The sample, once accepted, should be used as the benchmark for all file covers supplied. Covers delivered that do not match the sample in size, style, fold quality, print quality and color should not be accepted for payment.

Computers

- 26 The Government of Uganda is responsible for purchasing 7 computers and APC back-up units. The tendering process for 4 computers is complete and the evaluation report is being finalized for the Tender Board to decide. The remaining 3 computers should be purchased by the end of June.
- 27 SPEED should confirm with the Government of Uganda that the computers purchased can support the TRIM software. It should also be confirmed that the GoU purchased the APC back-up units and printers.

TRIM file indexing and tracking database

- 28 SPEED commissioned ComputerLand (U) Ltd. to customize the TRIM database. Limited work on testing the application's interface was undertaken during this visit (see para 11) After testing the first version, the consultant requested ComputerLand (U) Ltd. make the following revisions:
- The fields need to be arranged to follow the data entry format on the file cover. This will help to reduce data entry errors.
 - The following fields should have pull-down menus not pop-up boxes. The latter is more time consuming for data entry: file location, district.
 - It should be clear that there are one of three ways that any plot will be identified:
 1. Block name + block number + plot number
 2. Street name + plot number
 3. Place name.
 - 'Tenure' field should allow the data entry clerk to enter 'f', 'l' or 'm' and the related tenure type (Freehold, Leasehold, or Mailo) should automatically appear. Provision for 's' and 'c' for Sub-leasehold and Customary should be made for future data entry.
 - A new field 'File number' should be added that will automatically generate a unique file retrieval number. Depending upon the type of tenure entered, this field should prefix the number with 'C#####', 'F#####', 'L#####', 'M#####' or 'S#####'. It should be a sequential number.

- ‘Caption’ field should be deleted.
 - ‘Batch Number’ field should be empty – no default numbers should appear.
 - ‘Date File Opened’ field should be empty – no default dates should appear.
 - The ‘Block Number’ and ‘Plot Number’ fields should also be empty – no default numbers should appear.
 - ‘File Location’ should allow the data entry clerk to select either KLA or MWLE or type in a location. ‘Other’ as a selection is not useful.
 - ‘District’ should have the list of past and present districts input and available in an alphabetized pull-down menu. Names of districts left off the list should be allowed to be entered.
 - ‘Related to’ is not intuitive.
 - ‘PIN’ should be left blank.
- 29 ComputerLand (U) Ltd. agreed to send revisions to the consultant in London for review. Testing of the interface can be undertaken in London. However, the consultant will have difficulty testing the file tracking routines and customizing enquiry routines and reports to business needs over the Internet. The consultant will need to agree a strategy with the SPEED Legal and Policy Advisor to test the revised database and possibly request further revisions before training and piloting.
- 30 SPEED has commissioned the customization of the TRIM indexing and file tracking software. Payment for the TRIM licenses is unresolved; these include the purchase of a two-user concurrent license for KCC, a two-user concurrent license for the Leasehold/Freehold Registry and a single user license for the Mailo Registry.

Other commodities

- 31 There are a number of other commodities outstanding. The SPEED Legal and Policy Advisor confirmed that many will be procured locally and do not require a lead-time for purchase. However, there are some items that will need to be bought in the USA and shipped to Kampala, including:
- Archival tape
 - Treasury tags (if used)
 - Hygrothermograph and replacement pens
 - Hand-held single hole punches (only if treasury tags are used. If not, then we will require two-hole punches that match the holes punched by the file cover supplier.
 - Mailroom trolley.
- 32 With respect to commodities due to be purchased by the Government of Uganda (other than the computers and training), SPEED needs to confirm which bodies are now responsible for purchasing the various items because it has been learnt that responsibilities have changed.

Storage of commodities

- 33 SPEED is investigating using USAID storage facilities for the receipt and secure storage of commodities and consumables. Secure storage facilities are not available at the Ministry of Water, Lands and the Environment or Kampala City Council.

Preparation for processing

Kampala Land Office

- 34 The consultant met with the Senior Town Planner for City Council of Kampala to discuss preparations for renovating and equipping the land records storage rooms.
- 35 The tendering process is nearly complete. Kampala City Council has received bids for renovating the rooms (see para 38 in the December Progress Report by Kimberly Barata for details on the recommended renovations). The City Engineer and his team have reviewed these and made recommendations to the Tender Board. The Tender Board met on Tuesday, 9 April, to select the successful tender. It is anticipated that work can be completed within 3 weeks after issuing the contract.
- 36 SPEED is advised to withhold from scheduling the installation of the shelving until after all materials are received, accounted for and stored securely in Kampala.

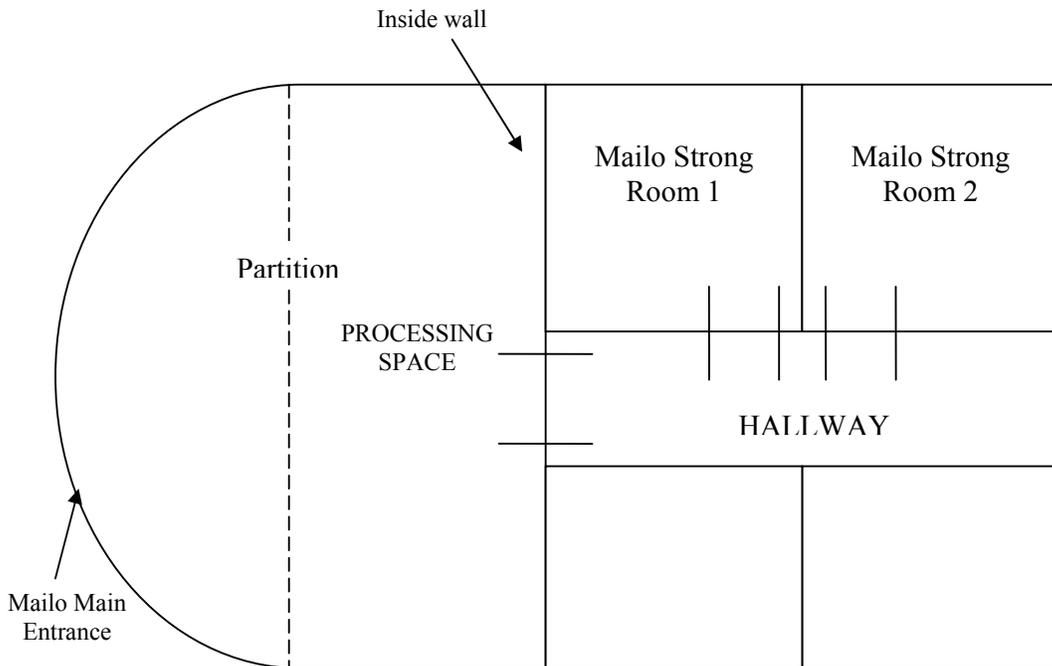
Ministry of Water, Lands and the Environment Title Registry

- 37 There are three issues for the Ministry:
1. preparing processing space
 2. renovating the strong rooms
 3. recalling Title files held outside the registry strong rooms.
- 38 The consultant discussed required preparations with the Commissioner for Land Registration. With regard to items 1 and 2 above, the Commissioner arranged for the consultant to meet with the Office Superintendent to review the requirements. The Office Superintendent will need to tender for these services as a priority to ensure that work can be completed this financial year. Delaying work to the new financial year will cause severe delays to the project.

Preparing processing space

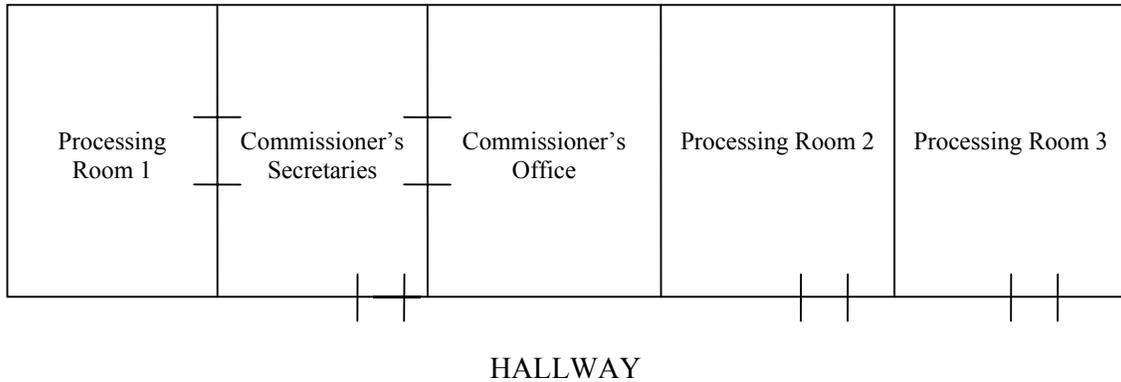
Mailo

- 39 The Mailo Office on the ground floor of the Ministry (i.e., processing space shown below) needs to be burglarproofed and a temporary partition installed to section off the back half of the office for processing. Members of the public will need to be prevented from wandering up the Ministry corridor for the duration of processing. Access for the public should be restricted strictly to the main entrance doors to the registry.
- 40 The instruments and their shelving need to be moved out of both strong rooms and lined up against the inside wall of the processing space. Tables and chairs to accommodate 5 stations need to be provided.
- 41 All Certificate binders should be organized on shelving in Mailo Strong Room 1 and a processing table, or two if they will fit should be placed here. This will allow Mailo Strong Room 2 to be cleaned, repaired and painted, and shelving to be reconfigured. Once one room is cleaned, repaired, painted and equipped, the contents of Room 1 can be moved to Room 2. Room 1 can then be cleaned and so forth.
- 42 The moving of files and binders will need to be supervised closely.



Freehold/Leasehold

43 The processing rooms on the top floor of the Ministry will need to be cleaned and then equipped for the stations as described below. Processing Room 1 will be used for storage of records to be processed and records for transfer. Processing Rooms 2 and 3 will accommodate 2 processing stations each with 3-4 tables and chairs per room.



Renovating strong rooms

- 44 Paragraphs 40 - 46 of the December Progress Report submitted by Kimberly Barata contain broad details on the recommended renovations for the Mailo and for the Leasehold and Freehold Registries.
- 45 Appendix C contains the basis for a plan of the Freehold and Leasehold strong rooms. Either SPEED or a member of the Registry staff need to list the number range found on each shelving unit and on the floor. This will help the contract staff to identify the Freehold from the Leasehold Records and remove records in volume number order.
- 46 SPEED needs to remind the Mailo staff to identify which Kyadondo blocks belong to Kampala. A list of these is required to ensure that the Kyadondo and Kibuga blocks belonging to Kampala are accessible first for processing.

Recalling title files

47 Preparation should also include recalling files currently housed in Registrars' offices and elsewhere. A comprehensive list of all files that cannot be recalled (e.g., those needed for ongoing investigations) and their locations should be compiled prior to piloting.

Rehabilitation methodology: testing and revision

- 48 The following staff will participate in the rehabilitation of the Mailo, Freehold and Leasehold Records:
- | | |
|----------------------|---|
| Freehold & Leasehold | Ms Jane Kasirye, Senior Assistant Records Officer (Project Supervisor)
Mr Augustine Nsubuga, Assistant Records Officer
Ms Joyce Kibirango, Records Assistant |
| Mailo | Ms Regina Nanyonjo, Senior Assistant Records Officer (Assistant Project Supervisor)
Mr Willy Ochieng, Senior Clerical Officer
Ms Caroline Korunana, Clerical Officer
Ms Margaret Wandera, Clerical Officer |
- 49 The consultant discussed the rehabilitation methodology at length with Mr R Opio, Officer-in-Charge of Kampala Mailo Records and Deputy Project Manager for this project; Ms J Kasirye, Leasehold and Freehold Registries and Project Supervisor; Ms R Nanyonjo, Mailo Registry and Assistant Project Supervisor, and several staff of the Mail Registry. None of the Leasehold and Freehold Staff were available. Mr R Okusam of the Records and Information Technology Department was also consulted.
- 50 Some testing was carried out in the registries to refine further the procedures and to test the adequacy of the database for data entry. However, this was limited due to time constraints (see para 10)
- 51 Details of the rehabilitation methodology are provided in paras 49 – 64 in the December Progress Report. Appendix D contains the revised Mailo procedures. The revised Freehold/Leasehold procedures are in Appendix F. Revised forms to support processing are included in Appendix E (Mailo) and G (Freehold/Leasehold). The procedures for transferring records remain unchanged from those recorded in paragraphs 59 to 66 in the December report.
- 52 Two significant issues to note for processing the Mailo records concern the number of permanent registry staff required per day and the size of the Mailo Certificates of Title.
- 53 Two permanent Mailo staff will be required instead of one: one to vet Certificates in binders and the other to check the files opened by the temporary staff. The reason is that there are a number of anomalies that affect Mailo Certificates, including:
- Subdivided plots where a new plot number has been issued
 - One instrument bearing two or more districts
 - Double plotting (i.e., two Certificates for the same plot issued to different people)
 - Instrument cutting across plots
 - Torn Certificates and instruments – information therefore missing.

- 54 Contracted temporary staff will have difficulty identifying these from the Certificates. Trained permanent staff will have no trouble spotting problems and extracting Certificates that require further attention (see 'Requirements for Proposed Processing Methodology: Mailo Registry (*Certificates to be Replaced*)' Step 1 for Certificates of Title in Appendix D
- 55 The first staff member will vet the Certificates in the binders and extract those requiring specialised attention and record those records extracted in a Register. Only a permanent staff member will also have the authority and judgement to crop 1-2 inches as required from those Certificates that are too long for the file covers.
- 56 Those Certificates that pass the vetting process will be transferred to the contracted staff to open files. A second permanent staff member will be required to then check the contracted staff's work.
- 57 Because we are establishing a new system for the Mailo records, this high level of checking and rechecking is necessary to guarantee clean data.
- 58 Leasehold and Freehold does not require the same procedure as each Certificate and its supporting documents are already in individual file covers.

Training

Database training

- 59 The Government of Uganda is responsible for the contract for training.
- 60 The justification for awarding the contract for training to ComputerLand (U) Ltd. is included in Appendix H.
- 61 The curriculum that ComputerLand (U) Ltd. is offering is included in Appendix I.
- 62 Permanent staff participating in database training are listed in para 48. Training should also include the two contracted data entry clerks and one or two other contracted staff to ensure coverage in the event of illness or other absence. This brings the total number for TRIM training to eleven.
- 63 Training should be offered just prior to piloting. Contracted staff should be formally hired the week before training begins.
- 64 Data entry training should be done using completed file covers. SPEED will need photocopy blank file covers and then complete them for the following:
- 2 volumes worth of Certificates of Title for Freehold. Keep each volume separate.
 - 2 volumes worth of Certificates of Title for Leasehold. Keep each volume separate.
 - 50 Certificates of Title for Mailo.

- 65 10 sets of each should be made from the master set for training. At the end of training, the copies should be destroyed by SPEED.
- 66 Training materials should be given to ComputerLand (U) Ltd. just prior to training.

Processing training

- 67 Permanent and contracted staff will be split up into 2 groups of 5 and 1 group of 4. Each group will spend one full working day being walked through entire process as a group and then divided up into stations to run through the process 5 or more times (as time allows) to ensure that each person is trained in each different station.
- 68 The consultant will take the Mailo team and the Assistant Commissioner, Records and Information Technology Department (RITD), will take the Freehold and Leasehold Team through the stations. It is advised that the member of the RITD who worked with the consultant in developing the procedures in December assist the Assistant Commissioner. It is also advised that a second external consultant be retained to assist the consultant. This was discussed with the SPEED Legal and Policy Advisor during the visit.

Disaster plan

- 69 An early draft of the Disaster Plan for land records is included in Appendix J. The consultant has given a copy of this draft to Mr R Okusam, Records and Information Technology Department to review and comment on. Additional work will be required to complete the plan. This includes identifying local suppliers and resources and working with the Commissioner for Land Registration, the Officer-in-Charge of the Mailo Registry and the registry supervisors for the Mailo Registry and the Leasehold and Freehold Registries to discuss assigning responsibilities.
- 70 Once the plan is completed and agreed, a program of training will be required to familiarize all staff with the procedures contained therein and instruct them in how to test and update the plan on an annual basis.

SECTION THREE: CONCLUSION

Outstanding issues

- 71 Progress on project design and implementation was made during this visit, but there are a number of issues that need to be resolved as soon as possible to enable continued implementation.

Roles and responsibilities

- 72 Details of the working relationship between the project and the Ministry of Public Service Records and Information Management Department were discussed and agreed during the December visit. This relationship needs to be agreed in writing.

- 73 SPEED should write to the Permanent Secretary of the Ministry of Public Service, copying the letter to the Commissioner for Records and Information Technology. The letter should be explicit about the need for Mr Robert Okusam to be made available for the following activities:

- Raising awareness (between May and July – to be scheduled with SPEED and the Commissioner for Land Registration)
- Monitoring the preparation of the processing space and strong rooms
- Hiring Contract staff (part of a panel consisting of Mr Opio, Mr Veal and Mr Okusam).
- Training staff with the consultant and others
- Piloting the rehabilitation program with the consultant and others
- Monitoring the processing with the consultant and others
- Revising and finalizing the procedures manual with the consultant
- Revising and finalizing the disaster plan with the consultant
- Reviewing and revising, if necessary, records schedules with the consultant
- Training staff in new records management procedures with the consultant
- Training staff in disaster management procedures with the consultant.

- 74 In addition to Mr Okusam, a member of his staff, Ms Lilian Ariso, also needs to be made available for:

- Training staff with the consultant and others
- Piloting the rehabilitation program with the consultant and others
- Monitoring the processing with the consultant and others.

- 75 To ensure their availability, SPEED should be reasonably specific on when their input is required. Once the delivery date for the shelving and other commodities is known,

these dates should be clear. In the meantime, it is recommended that Mr Okusam will be required on a very sporadic basis between May and July to raise awareness, monitor the cleaning and equipping of processing space and participate in the hiring of contract staff. It is likely that he and Ms Ariso will be needed for approximately 4 weeks in August to participate in the training, piloting and monitoring of the first week of processing. From that point onwards, Mr Okusam will be required to monitor processing one day a week and Ms Ariso for another day. Finally, Mr Okusam will also be needed at times when the consultant visits Kampala to monitor progress. His input is requested in the final development and training of the records management procedures manual for post-rehabilitation work and the disaster plan.

- 76 To ensure a clear understanding of the processing staff's roles and responsibilities, the consultant should meet with the staff identified to explain the aim of the project, talk them through their role in ensuring a successful outcome and begin to acquaint them with the procedures to be implemented. The GoU Project Manager, Deputy Project Manager, Supervisor and Assistant Supervisor should be present at this meeting.

Awareness raising

- 77 Once all staff involved in the project have been identified and briefed, it is recommended that the Commissioner for Land Registration with a SPEED member present hold a short meeting for all land title registration staff to explain clearly what the project aims to achieve and why only select members of staff were chosen to participate and receive training for this component.
- 78 Consideration should be given to whether it would be beneficial to hold a wider meeting that would include staff from the other land related departments within the Ministry and would explain clearly the aims of the project and why it is focusing on the land title registries only. It might be appropriate for the Permanent Secretary for the Ministry of Water, Lands and the Environment to convene this meeting. The Chief of Party and the Legal and Policy Advisor from SPEED should be present, along with the Commissioner and Assistant Commissioner for Records and Information Technology from the Ministry of Public Service.
- 79 Additional efforts should be made to inform the public that the Land Titles Registries are undergoing renovation and it is hoped that the outcome will be of great benefit to them in the form of improved quality of service. Services to the public will continue while the renovations are being carried out. However, members of the public may experience some delays in receiving records during this time. Such a campaign should include radio broadcasts, notices in the newspapers and posters placed in the registries.

Incentives for project staff

- 80 The subject of incentives for staff participating in the project needs to be discussed and agreed between the SPEED project and the Government of Uganda. Tied to this will need to be a strategy for dealing with staff who are not participating in the rehabilitation program, but work in the registries and might resent some staff

benefiting from the project while others do not. These issues were raised informally with officials during the consultancy visit. It is recommended that they are formally addressed in a meeting of the Land Registry Working Group chaired by the Director of Lands and Environment.

Procurement

- 81 SPEED will need to assign responsibility for tracking procurement by Chemonics International, as well as procurement of goods and services by the Government and Kampala City Council, to ensure that the project can move forward in a timely fashion.

Monitoring

- 82 The consultant will need to agree a program of monitoring with SPEED, the GoU and KCC.
- 83 It is critical that the Assistant Commissioner for the Records and Information Technology Department, Ministry of Public Service be on hand to maintain continuity in between consultancy visits. This might involve a greater investment of time than he anticipated. SPEED's Legal and Policy Advisor should discuss this with the Commissioner and Assistant Commissioner to ensure that adequate compensation and preparation is made to ensure his full participation.
- 84 It is recommended that SPEED's Legal and Policy Advisor visit the site for 10 minutes every week to make sure things are progressing smoothly.

Sustainability of TRIM database

- 85 A database administrator will be required to maintain data quality and the controls on the database. The Ministry of Water, Lands and the Environment and the Kampala Land Office will require this support. Options for creating a post should be investigated by the SPEED Land Registry Consultant as part of his work.

Next steps

- 86 The following 'Next Steps' are recommended for ensuring project progress:
- **Identify specifically the responsibility for purchasing commodities and services in light of the redistribution made by the GoU and KCC.** There is concern that some consumables will be overlooked. In addition, services including assistance for assembling shelving, driving records from the Ministry to the Kampala Land Office, producing registers, photocopying materials will need to be taken into account.

- **Complete procurement.** SPEED needs to assign responsibility for tracking and coordinating procurement of all items by all the parties involved in the project. With respect to the computers being purchased by the GoU, it should be confirmed that the APC back-up units and printers were also purchased.
- **Confirm use of storage space for commodities.**
- **Obtain written conformation of the availability of the Records and Information Technology Department to participate in the project as and when needed or find alternative.**
- **Consider contracting a second external records management consultant to assist in the training and piloting stages of the project where additional support is required, and to support the work of the current consultant when she is not available.**
- **Agree a series of sensitization programs with the Commissioner for Land Registration.**
- **Agree a monitoring program involving the external consultant, the Commissioner for Land Registration, the Officer-in-Charge of the Mailo Registry, and the Ministry of Public Service, Records and Information Technology Department. The Kampala City Council Town Clerk and the Senior Town Planner should also be invited to monitor progress.**
- **Revise and test indexing and file tracking database.**
- **Follow-up with KCC on the preparation of the records storage rooms.**
- **Identify a company or contract workers to do the shelving installation under the supervision of the Spacesaver representative.**
- **Identify who will monitor Spacesaver and the installation team to ensure they install shelving according to the plan and make useful alterations as required.**
- **Ensure the Ministry prepares the processing space on time.** This will include following-up with the GoU on the progress of tenders for preparing processing space.
- **Ensure the Ministry has a team in place to renovate the strong rooms in the Ministry.** This will include following-up with the GoU on the progress of tenders for rehabilitating the strong rooms.
- **Assign records series to locations on the Freehold and Leasehold strong room plans in Appendix C.**
- **Liaise with the Mailo Registry Supervisor to identify the Kyadondo blocks that belong to Kampala only.**

- **Order the printing of registers and forms to support processing.** Instructions provided at the start of Appendices E and G should be taken into account.
 - **Take delivery of the first batch of cardboard storage boxes for transferring records to KCC.**
 - **Take delivery of the first batch of file covers.**
 - **Agree provision of tea and lunch money (Ush 5000/day for each worker participating) and a program for payment.** SPEED should follow up with the GoU about allowances.
 - **Establish a payroll for SPEED contracted processing staff.**
 - **Contract law students and secretarial college students to participate in the processing.** A panel should be assembled to agree simple tests for typing and accuracy and an appropriate test for filing clerks. SPEED should contract 4 data entry staff and 16-18 processing staff to be split between the Mailo and the Leasehold and Freehold processing teams. The option should be kept open to recruit more contract staff should there be a need.
 - **Obtain samples of Certificates of Title from the Freehold, Leasehold and Mailo Registries for training.**
 - **Schedule staff database training.**
 - **Arrange transportation for records from the Ministry to KCC.**
 - **Schedule processing training.**
 - **Arrange pilot.**
 - **Print 'steps' posters to be tacked above each processing station.**
- 87 Firm dates cannot be determined until delivery of shelving and other commodities is confirmed and the date known. Other activities such as revising the procedures manual and disaster plan should be delayed until processing is underway.
- 88 It is recommended that the consultant coordinate future visits to the start of start of the training.

APPENDIX A

List of persons consulted

Ministry of Water, Land and the Environment

Mr J.N. Tibisaasa, Commissioner for Land Registration
Mr D Kiwanuka, Land Act Implementation Unit
Mr R Opio, Kampala Mailo Office
Mr J B Sanyu, Office Superintendent
Ms J Kasirye, Freehold and Leasehold Office
Ms R Nanyonjo, Mailo Office
Ms C Korunana, Mailo Office
Mr W Ochieng, Mailo Office
Ms M Wandera, Mailo Office

Ministry of Public Service

Ms S Nyamungu, Commissioner, Records and Information Technology Department
Mr R Okusam, Assistant Commissioner, Records and Information Technology Department
Ms L Ariso, Records and Information Technology Department

Kampala City Council

Mr C Kyamanywa, Senior Town Planner
Mr A Byandala, City Engineer and Surveyor

Suppliers

Mr J Lukose, ComputerLand (U) Ltd.
Mr K Mawji, ComputerLand (U) Ltd.
Mr Singh Swaranjit, Picfare Industries Ltd.

APPENDIX B

Work program GANTT chart

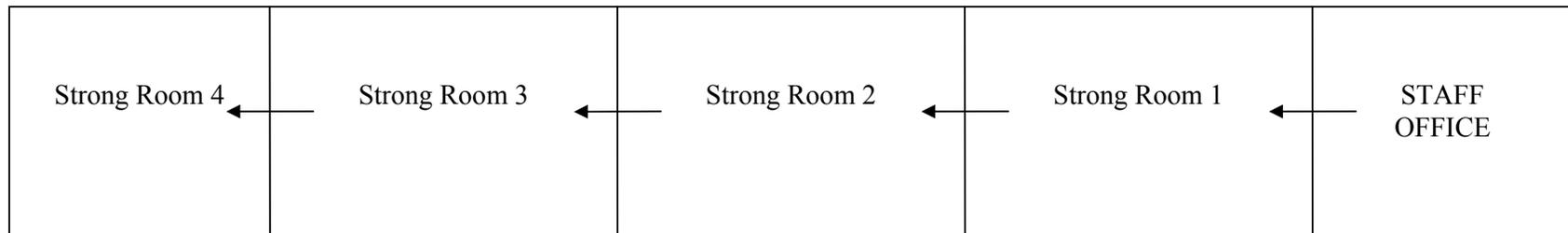
See electronic file submitted with the report titled:
'Land Registry Work Program GANTT – Apr 02.pdf'

APPENDIX C**Plan of Leasehold/Freehold Registry, Ministry of Water, Lands and Environment**

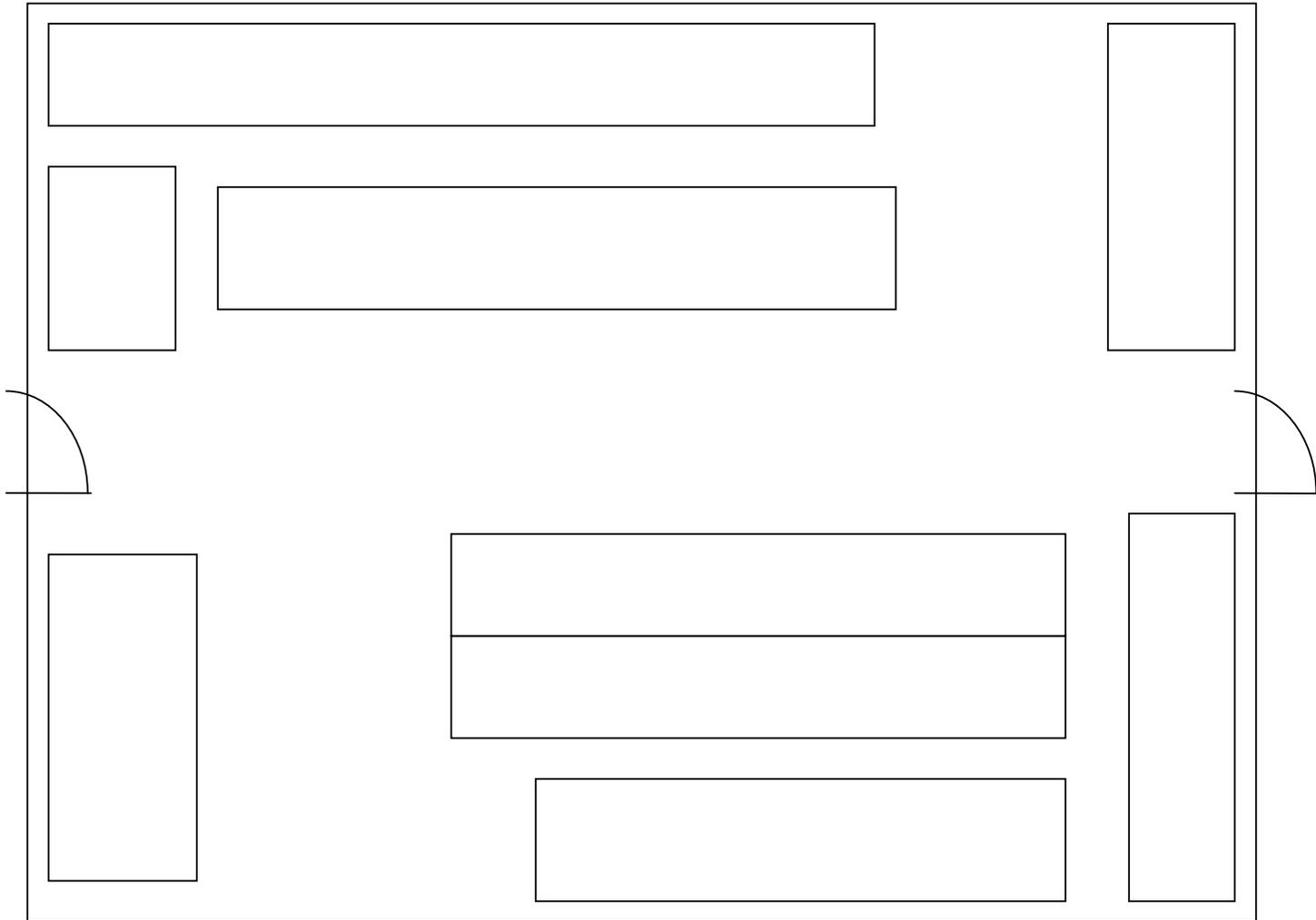
This first diagram is provided for general orientation purposes. Rooms are not drawn to scale. However, the basic shelving plans that follow are correct.

Staff should write the file series on the rectangles indicating shelving and/or other types of storage units. The series should be written to indicate the lowest to the highest volume numbers stored on that unit. (e.g., Freehold 1 – 59, Leasehold 2300). Piles on floors should be recorded similarly and then circled to indicate that they are a pile on the floor.

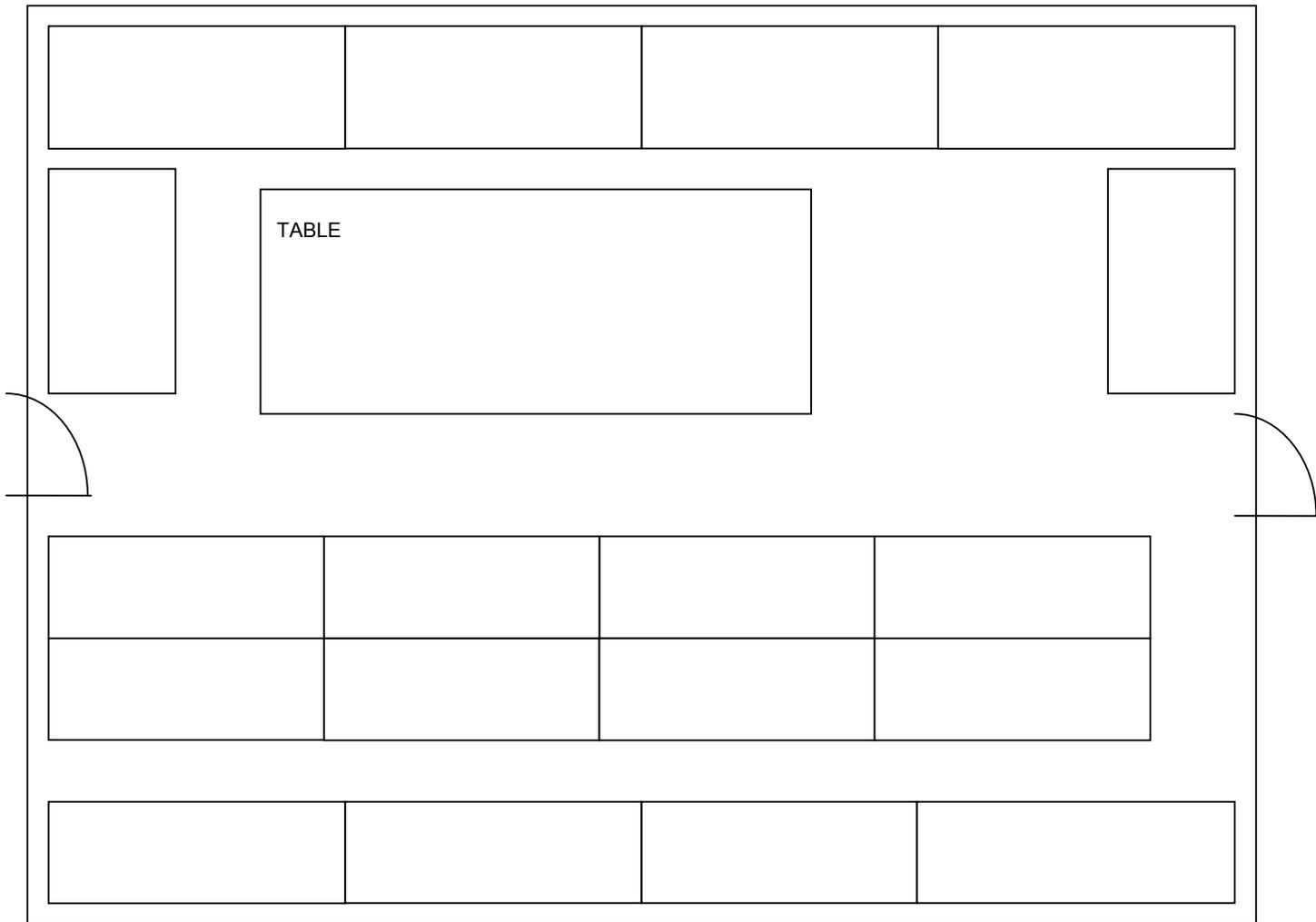
TOP FLOOR HALLWAY



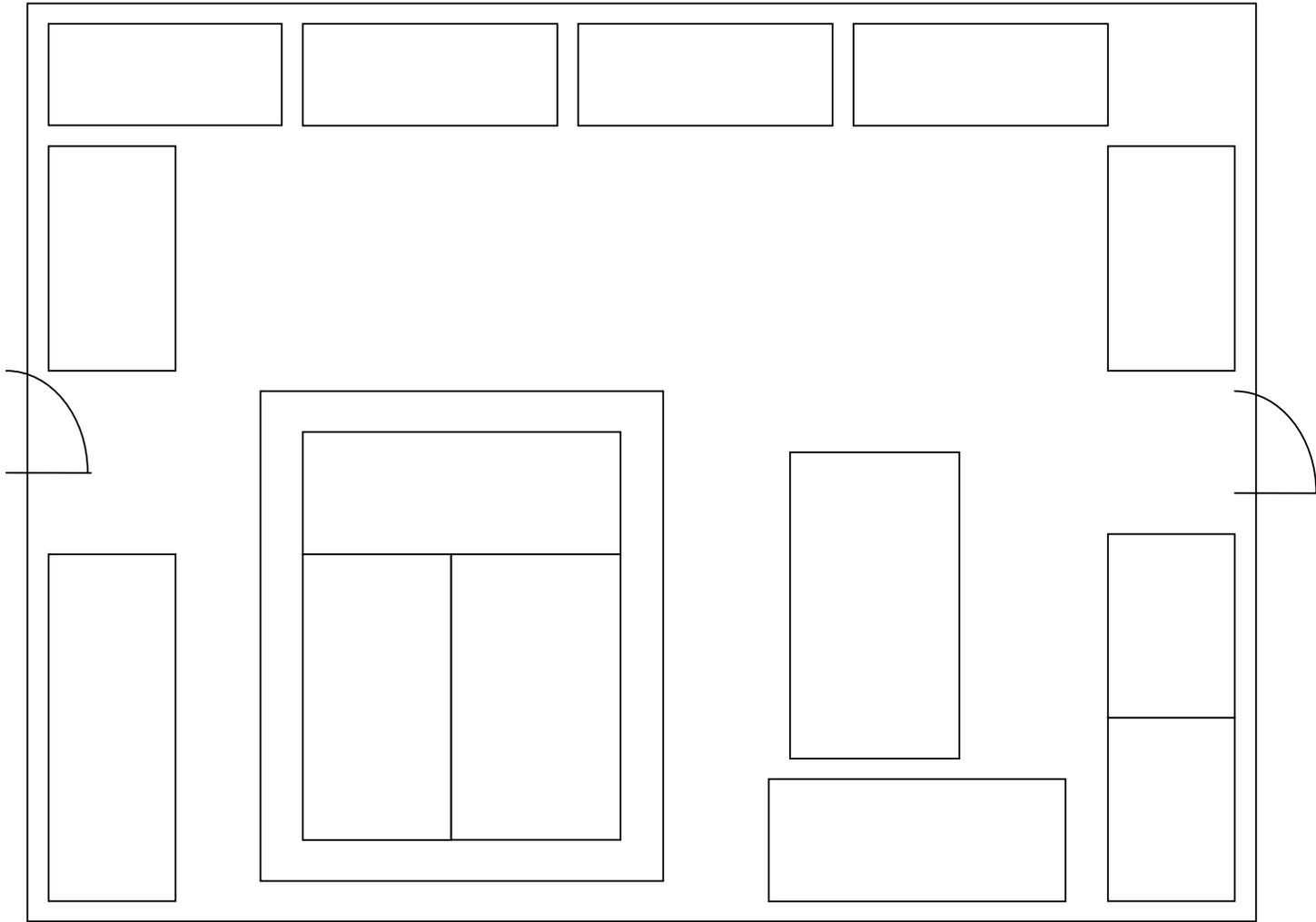
Strong Room 1



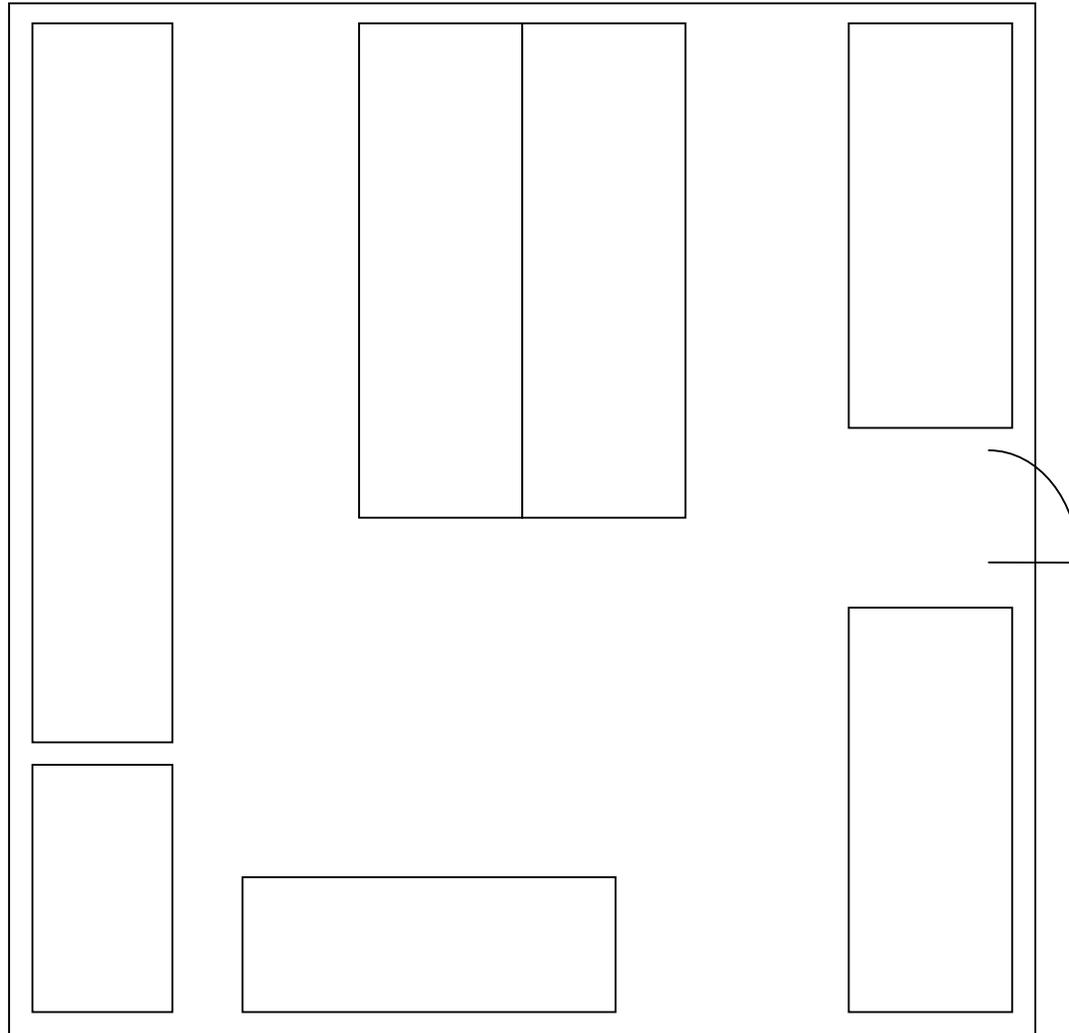
Strong Room 2



Strong Room 3



Strong Room 4



APPENDIX D**Mailo Procedures**

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)				
Station	Task		Staffing	Estimated Time
Station 1 <i>Certificates of Title</i> Ground Floor, Ministry Processing Area	Part A	<p>The Project Supervisor assigns each contract worker a section of the binders Put binders in order from lowest block number through the highest:</p> <ul style="list-style-type: none"> • (KCC) Kibuga Blocks 1 – 38 • (KCC) Kyadondo Blocks 200 – 273 (SPECIFY KCC/Non-KCC Kyadondo) • (MWLE) Kyadondo Blocks 52-199 • (MWLE) Busiro Blocks 1-600 • (MWLE) Butambala Blocks 1 - 124 • (MWLE) Gomba Blocks 1 – 299 • (MWLE) Mawokota Blocks 1 - 382 	4 contract workers with one permanent registry staff member overseeing	3 days (8 days / 4 people)

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)				
Station 1 <i>Certificates of Title</i> <i>CONTINUED</i> Ground Floor, Ministry Processing Area	Part B	<p>When all binders are in order, the Project Supervisor assigns a permanent staff member to vet each binder (i.e., review each Certificate contained in it to see if sufficient information is available to open a file). The staff member should start with Kibuga Block 1. (At the start of processing both permanent staff should vet binders to build up a backlog of processed binders for the contract staff to open files from)</p> <ul style="list-style-type: none"> • <i>If there is enough information to identify the Certificate</i> (i.e., there is a block & plot no. or instrument no. that can be used to identify the block and plot number), the staff member should leave the Certificate in the binder <p style="margin-left: 40px;">NOTE: If there is enough information to start a file, but the Certificate is technically ‘obliterated’ or ‘illegible’, record details in the <i>Certificates to be Replaced</i> register before passing it to the contract workers. Once Stage 1 / Part B is complete, the Project Supervisor will give the Register to the Officer-in Charge, Mailo Registry.</p> • <i>If there is NOT enough information to identify the Certificate</i>, place in a folder for special attention. <p>At the vetting stage, the permanent staff member is entrusted to crop certificates if need be, but ensure that no information is lost.</p> <p>Once a binder has been vetted, a contract work should sign out the binder from the Station 1 register, take the binder to their work space and complete a file cover as per instructions and fasten the Certificate in the file. Keep the files in block number order.</p> <p>Once 25 files have been accumulated, bind them together with string, assign the next available batch number from the batch register (making sure that the batches are assigned in Kibuga plot number order followed by Kyadondo plot number order and so on). Once a batch number is assigned, place it in the storage area, keeping the batches both batch and block number order.</p> <p>The second permanent staff member will check all batches to verify that the information has been recorded correctly. If correct, the staff member will initial the batch tag.</p> <p>Once the information is verified, log the batch in batch number order the <i>Station 2 Register</i> to flag availability.</p> <p>Once all the Certificates have been processed, check that the binder is completed in the <i>Station 1 Register</i> and sign-out the next binder.</p>	2-3 contract workers with one permanent registry staff member vetting and one checking their work.	59 days total (56 days +5% for human errors) (233 days/avg 4 people) Approx 20 mins to review each binder and separate out those that need special attention (20 x 218 binders). Each binder contains an average 425 Certificates. It is estimated to take 1 min to complete a file cover and place the Certificate in it (425 x 1 min). 2 mins to tie 25 files together and set aside (17 batches).

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 1 <i>Instruments</i> Ground Floor, Ministry Processing Area	<p>PREPARATION: The instrument files and the adequate amount of shelving should be transferred to the processing area in the Mailo Registry.</p> <p>One-by-one, check each instrument file to ensure that the instruments are in number order in each folder starting with the lowest number on top. Verify that the instruments contained in the file are indeed the ones listed on the file cover. Once the file is checked and put into order, label the 'pigeon hole' to with the span of instrument numbers it contains.</p>	2-3 contract workers with one permanent registry staff member overseeing	29 days (28 +5% for human error) Approx 10 min to sort each file; 1 min to write the label for an estimated 2350 instrument files; total 431 person hours (2 persons working a 7.5 hour day).
<p><i>Station 1 Instruments must be completed in its entirety before further work can begin. This should allow enough time for the contract workers involved in Station 1 Certificates of Title to complete the sorting of the binders into county and then block number order and build up batches of filed Certificates.</i></p>			
Station 2 Ground Floor, Ministry Processing Area	<p>Sign-out a batch from the <i>Station 2 Register</i> and take it to one of the processing area.</p> <p>In the processing area, untie the batch and, starting with the first file, pull the instruments that are listed on the Certificate.</p> <p style="padding-left: 40px;">If an instrument is missing, complete a <i>Missing Instrument Sheet</i> and insert it behind the Certificate in place of the instrument. In addition, log the missing instrument number in the <i>Missing Instruments Register</i>.</p> <p>Fasten the instruments (in instrument number order with the lowest number on top), taking care not to place the hole where information can be lost.</p> <p>Once all the files are complete in a batch, tie-up the batch, log it as completed in the <i>Station 2 Register</i> and take it to the data entry clerk, ensuring it is kept in batch order number.</p> <p>Finally, log the batch number in the <i>Station 3 Register</i> to indicate that a batch has been submitted for processing.</p>	2-3 contract workers with 1 permanent registry staff member participating Once contract workers assigned to Station 1 Certificates complete their work – 2 will join this station.	30 days for 3 people followed by 327 days for 5 people (4 contract + 1 permanent staff member). (311 days + 5% for human error). The average time required to retrieve the instruments for one Certificate is 7 minutes times approx 92,650 Certificates for Kampala District only. Attaching the documents to the file cover should 1 minute. Total 1647 person days.

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 3 Ground Floor, Ministry Processing Area	<p>Data entry clerk will take the batches in batch number order, untie the batch, and, starting with the first file (which should be in block number order), check the database for duplicate block and plot numbers.</p> <p style="padding-left: 40px;">If there is a duplicate file, the data entry clerk should alert the Project Supervisor to obtain advice.</p> <p>If no duplicates are found, enter the data recorded on the file cover. Initial the file cover in the right hand corner next to the data entered.</p> <p>Repeat for all 25 files in the batches.</p> <p>Once the batch is complete, print a report of all the information entered for that batch and place the report on the top of the files and re-tie the batch.</p> <p>Record in the <i>Station 3 Register</i> that the batch is complete and pass to the next station.</p>	2 data entry contract workers under the direct supervision of the registry supervisor.	PROCEDURE NOT TESTED PROPERLY – DATABASE CUSTOMISATION NOT COMPLETE
Station 4 Ground Floor, Ministry Processing Area	<p>The contract worker responsible for verification will sign-out a batch in batch number order from the <i>Station 4 Register</i>.</p> <p>Untie the batch and then using the printout, check that the data entered in the database matches the information written on the file cover.</p> <p style="padding-left: 40px;">If there are discrepancies, record them on the printout and initial it and pass the batch to the project supervisor who will verify the corrections required are correct and initial the printout.</p> <p style="padding-left: 40px;">Take the printout and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station 3 Register</i>.</p> <p style="padding-left: 40px;">The data entry clerk will call-up the database record and make the correction, repeating the process described in Station 3.</p> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout, file it in batch number order in the Data Verification Folder, log the batch as completed in the <i>Station 4 Register</i>, take it to the storage room and log it into the <i>Station 5 Register</i>.</p>	2 contract workers under the direct supervision of the registry supervisor.	PROCEDURE NOT TESTED PROPERLY – DATABASE CUSTOMISATION NOT COMPLETE

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 5 Ground Floor, Ministry Processing Area	<p>The contract worker responsible for getting the records ready for transfer will pack each of the batches in number order, and listing the county and block and plot numbers for each batch on the <i>Transfer List</i> (use carbon paper to make three copies of the <i>Transfer List</i>).</p> <p>Once a box is full, place one copy of the <i>Transfer List</i> inside and lying on top of the files, seal the box with packing tape and sign the tape in ballpoint ink.</p> <p>Give the second copy of the <i>Transfer List</i> to the Registry Supervisor to put in a binder in box number order.</p> <p>Place the third copy into an envelope, seal the envelope and sign diagonally across the seal.</p>	1 contract worker	<p>9 days</p> <p>It is estimated that it will take approximately 10 minutes to complete the transfer list, pack the box, seal it and sign it.</p>

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Certificates to be Replaced</i>)			
Station	Task	Staffing	Estimated Time
Kampala Land Office	<p>This process should begin as soon as the first transfer of Mailo Records is put away in order on the shelves in the Kampala Land Office.</p> <p>Starting with the first entry in the Certificates to be Replaced Register, the Officer-in-Charge of the Kampala Land Office will retrieve the file for that plot and review the Certificate of Title to take a decision on whether it qualifies to be replaced. The decision will be guided by the Legislation, specifically The Registration of Titles Act, Section 71, which states:</p> <p>In the event of any original certificate of title being lost or destroyed or so obliterated as to become illegible, the Registrar may cause a copy thereof to be prepared and to be endorsed with all such entries as were upon the original so far as the same can be ascertained from the records of the office and other available information and shall make and sign a memorandum upon such copy stating that the same is a substitute to be used in place of the original, and what has become of the original so far as know or supposed, and from the date of such copy being so signed the same may be bound up in the Register Book and used in place of the original for the purpose of dealings.</p> <p>If the Certificate is to be replaced, the standard procedures should be followed. Once the process is complete, the file should be returned to the correct place on the shelves.</p>	Officer-in-Charge of the Mailo Registry / Kampala Land Office; Registrar; Commissioner for Land Registration.	On-going

Once the processing is completed for the Mailo Registry Converted files for Kibuga and Kyadondo counties (approximately 23 volumes consisting of 25 folio each), the Mailo Registry Unconverted files should be processed using the same procedures described for Freehold and Leasehold files in the following section.

After all the processing of the Kampala files is completed (both converted and unconverted files), the same procedure as described for the converted files for Kibuga and Kyadondo counties should be repeated for Kyadondo Blocks 52-199 (belonging to Wakiso), Busiro Blocks 1-600; Butambala Blocks 1 – 124, Gomba Blocks 1 – 299; and Mawokota Blocks 1 - 382

At the end of the processing, there may be some instruments left that have not been matched to a Certificate of Title and placed in a file cover. The following steps describe the procedure for dealing with these instruments.

Processing Methodology for Unmatched Instruments		
Step 1		2 contract workers will stack the remaining instruments in instrument number order with the lowest number on top and hand them over to the data entry clerks.
Step 2		The 2 data entry clerks will search the database for to confirm whether a file has been opened for the block and plot number specified on the certificate and where the file is located.
Step 3		The 2 data entry clerks will attach with a paper clip a routing slip indicating whether the file is at the Kampala Land Office or in storage in the Ministry and what the block and plot number is.
Step 4		A contract worker will separate the unmatched instruments according to whether they belong to the Kampala Land Office or in storage in the Ministry.
Step 5	A	2 contract workers will take the unmatched instruments that belong to files stored in the Ministry and add them to the appropriate files in instrument number order with the lowest instrument number on top. (If there is more than one copy of an instrument, place it with the other in the folder).
	B	2 contract workers will take the unmatched instruments that belong to files stored in the Kampala Land Office and add them to the appropriate files in instrument number order with the lowest instrument number on top. (If there is more than one copy of an instrument, place it with the other in the folder).
Step 6		A contract worker will list the instrument number for any outstanding unmatched instrument and pack them into a box, seal the box and transfer it to the custody of the Commissioner for Land Registration. A copy of the list of outstanding unmatched instruments will be distributed to the Commissioner for Land Registration, the Kampala Land Office, and to the Ministry Mailo Office that retains custody of the Mpigi and Wakiso Mailo records.

APPENDIX E

Forms to Support the Mailo Rehabilitation Process

The following forms are required to support the Mailo Rehabilitation Process. Where the form is referred to as a 'register' a register book should be purchased with numbered pages and the columns described should be drawn in and labeled. Alternatively, SPEED could contact a local printing company and enquire whether they can print on demand copies of a bound register with numbered pages and the columns as specified. Plain photocopies will suffice for all other forms. Carbon paper should be used for making multiple copies and all pages should be numbered sequentially by hand.

A limited number should be produced in advance for the pilot. The forms may have to be altered as a result of piloting.

Using Microsoft Word, the forms should be cut from this report and pasted into a new file so that the headers and footers from the report are not reproduced. It is recommended that forms be resized to better fit A4 size paper.

APPENDIX F

Freehold and Leasehold Procedures

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
PREPARATION Third floor, Ministry Freehold/Leasehold Registry and temporary storage room.	<p>Complete the plan of the strong rooms showing the positioning of the shelving and the ranges of leasehold files kept on each shelving unit to guide contract workers in finding the appropriate volumes to transfer to the temporary storage room for processing as and when space allows.</p> <p>Transfer all the freehold volumes in volume number order (from lowest number to highest) to the temporary storage room for processing in a neat and orderly fashion (i.e., the room next to the secretary for the Commissioner for Land Registration).</p> <p>If space remains, begin transferring to the temporary storage room all the leasehold volumes starting with volume 1 and keeping them in clear order.</p> <p>The goal of these transfers is to clear strong room 4 (the room at the back) to allow cleaners and painters to begin work.</p> <p>Vacate and furnish the two offices next to the office of the Commissioner for Land Registration. Set up desks and tables to accommodate 2 data processing clerks and three PCs in one room, along with 1 other clerk carrying out data verification and other paper records work. The second office will require space for 3 to 4 clerks to process paper records.</p>	1 freehold and 1 leasehold records clerk with oversight from the Registry Supervisor	5 days

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 1 Third Floor, Ministry File Processing Area	<p>One contract worker will be stationed in the temporary storage room and will have responsibility for transferring volumes from the strong room to the temporary storage room as and when space permits. This person will sign out volumes to other workers, process volumes according to Station 1 activities as outlined here, and return processed volumes that will remain in the Ministry to the strong rooms as space allows following renovation of these storage facilities.</p> <p>A contract worker will sign for 5 volumes (5 volumes = 1 batch) in the <i>Station 1 Register</i> and take the volumes to the processing space located three offices away.</p> <p>Once at their area the contract worker will:</p> <ol style="list-style-type: none"> 1. Untie a volume and arrange the folio in number order, recording any folio missing on the <i>Missing Folio Form</i> and log it in the <i>Missing Folio Register</i>. 2. For each folio, remove the documents from the current file cover (stick pins should not be reused, instead they should be placed in a box). 3. Punch a hole in the upper left hand corner of the Certificate, the plot map and the instruments (in that order), taking care not to place the hole where information can be lost (see diagram) 4. Place the documents into the new file cover and thread the treasury tag through the front of the file cover, through the documents and out the back of the file cover. 5. Write the appropriate information on the file cover using a black felt tip marker. 6. Tear the old file cover in two and place it in a plastic bin liner for disposal. 7. Set the folio aside, keeping all folios in number order with 1 on the top and 25 on the bottom, place the Missing Folio Form on top of the batch and tie the volumes together once all the folios are complete. <p>When all of the 5 volumes are complete, pass them to the next station and log the batch into the <i>Station 2 Register</i> – when depositing a completed batch, ensure that they are kept in batch number order.</p> <p>Return to the temporary storage room, check off that the previous volumes have been completed and then sign for another 5 volumes in the <i>Station 1 Register</i> and repeat above.</p>	2.5 contract workers (1 based in the temporary storage room will spend half their time organizing volumes as well as processing)	<p>79 days (75 days +5% for human error)</p> <p>Approx. 5 minutes to sign out a batch of 5 volumes; 2 minutes to put the folios in order; testing revealed that it takes approximately 20 minutes maximum to process a volume -- remove the documents from the old file cover, punch the holes in the documents, attach them to the file cover with the treasury tag, and write the information on the cover; 5 minutes to return the volumes and sign off on them. Total processing time per volume is approximately 24 minutes and there are approximately 3500 volumes. Therefore 187 person days of processing are required divided between 2.5 people.</p>

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 2 Third Floor, Ministry File Processing Area	<p>A contract worker and/or permanent registry staff member will sign for the next 5 volumes in the <i>Station 2 Register</i> and take the appropriate batch to their desk.</p> <p>For each volume:</p> <ol style="list-style-type: none"> 1. Extract the folio that should be transferred to the Kampala Land Office, keeping them in sequence. 2. List the folio numbers for all extracted folio on the <i>KLA Folio Removal Sheet</i>. 3. Place the <i>KLA Folio Removal Sheet</i> on top of the folio that will remain in the Ministry (keep folio in sequence). 4. Bind each part of the volume with archival tape (i.e., the folio that will be transferred to the Kampala Land Office and the folio with the <i>KLA Folio Removal Sheet</i> that will remain in the Ministry). 5. Tie the two parts together with string and label the batch clearly. <p>When a batch of 5 volumes is complete, pass them to the next station in the next room for data entry and sign the <i>Station 3 Register</i>.</p> <p>Return to the processing room, sign off that the previous volumes have been passed to Station 3 in the <i>Station 2 Register</i> and then sign out another batch of 5 volumes from the <i>Station 2 Register</i> and repeat above.</p>	1 contract worker and 1 permanent registry staff member.	<p>66 days (63 days +5% for human error)</p> <p>Approximately 1 minute to sign out a batch; 15 minutes per volume to extract those that belong to Kampala Land Office and list and bind the folios accordingly; and 5 minutes to deposit the batch at the next station, sign off on them and get the next batch. (Approximately 700 batches of 5 volumes in total taking an average 1 hour and 15 minutes to process each batch + 6 minutes administration per batch = 126 total person days)</p>

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 3 Third Floor, Ministry Data Entry Processing Area	<p>A contract data entry clerk and/or permanent registry staff member (alternating from Station 2 during breaks) will sign for a batch (in number order) in the Station 3 Register and return with the batch to their data entry station and untie a batch and starting with the Kampala sub-batch:</p> <ol style="list-style-type: none"> 1. Search the database for duplicate volume and folio and/or block and plot number, street name and plot number or place name. There should not be duplicate volume and folio numbers, however human errors do occur. Refer all duplication to the Project Supervisor who will take up the appropriate action. 2. Enter the data for each folio from the information written on the file cover in the TRIM database. 3. Initial the right hand column on the file cover when data entry is complete. 4. Repeat until all the folios for the Kampala sub-batch is complete, retie the sub-batch and then repeat steps 1 and 2 for the folio that will remain in the Ministry. 5. Once all the folios in one volume are completed, repeat steps 1 through 3 for the remaining 4 volumes in the batch. 6. Once the batch of 5 volumes is complete, print a batch report from TRIM. <p>When steps 1-5 are complete, tie the 5 volumes together with the batch print out on top and pass to the next station for verification of data entered and log the batch into the <i>Station 4 Register</i>.</p> <p>Sign off that the last batch is complete in the <i>Station 3 Register</i> before signing out the next batch and repeating the above.</p>	2 contract workers (with one permanent registry staff member alternating during breaks)	PROCEDURE NOT TESTED PROPERLY – DATABASE CUSTOMISATION NOT COMPLETE

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 4 Third Floor, Ministry Data Entry Processing Area	<p>The contract worker responsible for verification will sign-out a batch in batch number order from the <i>Station 4 Register</i>.</p> <p>Untie the batch and then using the printout, check that the data entered in the database matches the information written on the file covers for each volume (ie sub-volume for Kampala Land Office followed by the sub-volume for folio remaining with the Ministry).</p> <p>If there are discrepancies, record them on the printout and initial and pass the batch to the project supervisor who will verify the corrections required are correct and initial the printout.</p> <p>Return the printout report and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station 3 Register</i>.</p> <p>The data entry clerk will call-up the database record and make the correction, repeating the process described in Station 3.</p> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout, file it in batch number order in the Data Verification Folder, log the batch as completed in the <i>Station 4 Register</i>, take it to the next station and log the batches into the <i>Station 5 Register</i>.</p>	2 contract workers under the direct supervision of the registry supervisor.	PROCEDURE NOT TESTED PROPERLY – DATABASE CUSTOMISATION NOT COMPLETE

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 5 Third Floor, Ministry Processing Area	<p>Untie each batch and separate the volumes (keeping them bound by archival tape) according to destination (e.g., Batch 1 MWLE and Batch 1 KLA, Batch 2 MWLE and Batch 2 KLA, etc).</p> <p>For bound volumes being forwarded to the Kampala Land Office (e.g., all Batch # KLA):</p> <ol style="list-style-type: none"> 1. List the batch number and then volume and folio numbers for each volume being transferred on the <i>Transfer List</i> sheet (using carbon paper to make 3 copies). 2. Pack the listed volumes into a cardboard box and number the box with the next available sequential number – record the box number on the <i>Transfer List</i>. 3. Lie one copy of the <i>Transfer List</i> on top of the files in the box and place the lid on the box and seal it with packing tape. 4. Sign the packing tape on the top of the box using a ballpoint pen. 5. Give the second copy of the <i>Transfer List</i> to the Registry Supervisor to put in a binder in box number order. 6. Place the third copy of the list in an envelope. At the end of each day seal the envelope and sign diagonally across the seal and give it to the Project Supervisor. <p>For files remaining in the Ministry (e.g., all Batch # MWLE):</p> <ol style="list-style-type: none"> 1. Record all volumes in batch and then volume and folio number order that are being returned to storage in the Leasehold and Freehold strong rooms in the <i>Station 5 Register</i>. 2. Ensure that the <i>KLA Folio Removal Sheet</i> is on top of the stack of remaining folio comprising the volume and that the volume is tied appropriately with archival tape. 3. Place the volumes on the shelves in the Leasehold and Freehold strong rooms in volume number order. 4. Sign off on the volumes replaced in the <i>Station 5 Register</i>. 	1 contract worker	<p>14 days (13 days +5% for human error)</p> <p>It is estimated that it will take approximately 10 minutes to complete the transfer list, pack the box, seal it and sign it. Each box can fit approximately 6 volumes of 25 folios. It is estimated that 583 boxes will be required to move the Freehold and Leasehold records to Kampala Land Office.</p>

APPENDIX G

Forms to Support the Freehold/Leasehold Rehabilitation Process

The following forms are required to support the Freehold/Leasehold Rehabilitation Process. Where the form is referred to as a 'register' a register book should be purchased with numbered pages and the columns described should be drawn in and labeled. Alternatively, SPEED could contact a local printing company and enquire whether they can print on demand copies of a bound register with numbered pages and the columns as specified. Plain photocopies will suffice for all other forms. Carbon paper should be used for making multiple copies and all pages should be numbered sequentially by hand.

A limited number should be produced in advance for the pilot. The forms may have to be altered as a result of piloting.

Using Microsoft Word, the forms should be cut from this report and pasted into a new file so that the headers and footers from the report are not reproduced. It is recommended that forms be resized to better fit A4 size paper.

FREEHOLD AND LEASEHOLD STATION 2 REGISTER

Date Arrived at Station	Batch Number	Volume Numbers	Date Completed	Initials

Checked (Supervisor's Name):
Signature:

Date:

FREEHOLD AND LEASEHOLD STATION 4 REGISTER

Date Arrived at Station	Initials	Batch Number	MWLE Volume Number	KLA Volume Number	Date Sent for Correction	Initials	Date Passed	Initials

Checked (Supervisor's Name):

Signature:

Date:

**FREEHOLD AND LEASEHOLD
STATION 5 REGISTER
KAMPALA**

Batch Number	Destination	Date Received	Initials	Date Transferred	Initials

Checked (Supervisor's Name):

Signature:

Date:

**FREEHOLD AND LEASEHOLD
STATION 5 REGISTER
MWLE**

Batch Number	Destination	Date Received	Initials	Date Transferred	Initials

Checked (Supervisor's Name):

Signature:

Date:

APPENDIX H

ComputerLand (U) Ltd. Training Justification

TRIM

The Government is moving toward the implementation of a Land Information System (LIS). There are a significant number of good LIS products on the market, but is too early to anticipate what system will be implemented. However, options for automating an index to the land records should take account of compatibility as far as possible.

TRIM[®] by TOWER Software is an international market leader in records management software to facilitate the capture, registration, access and retrieval of information. TRIM was selected as the application of choice for the following reasons:

- Local support is immediately available for customizing, training and maintaining the software. ComputerLand (U) Ltd. is TOWER Software's Distributor in East Africa and they are based in Kampala.
- TRIM is compatible with a number of commercial LIS systems, including MAPInfo¹, ArcInfo and ArcView. Data can also be easily exported to a bespoke system.
- TRIM is currently being deployed to 60 Local Government sites in Uganda, including Kampala City Council.² As a result, there should be capacity built in 60 local government sites to use and manage TRIM. This is valuable as the land registry decentralizes.
- TRIM meets the USA Department of Defense Records Management Applications Standard 5015.2 (<http://jrtc.fhu.disa.mil/recmgt/#standard>) and is used in several US Government Departments.

TRAINING

It is strongly advised that ComputerLand (U) Ltd. be contracted to supply the training for both the introduction to computers and for the TRIM index and file tracking software. ComputerLand (U) Ltd. has customized the database to the needs of the land registries. No other computer training organization in Kampala has adequate knowledge and expertise to train processing staff to use the customized system. Moreover, the training to introduce staff to using computers needs to be structured to be compatible with the specialized TRIM training. Introduction to computers courses offered elsewhere are geared to teaching individuals to use Microsoft Office products. This would be of little use for the purposes of this project.

Inadequate or improper introductory training for using computers will have an adverse affect on the transfer of skills essential to the successful completion of the project.

¹ map2TRIM is an application which links MapInfo Professional GIS to the TRIM document management system. Landfile Consultancy Pty Ltd (<http://www.landfile.com.au>) developed this application.

² The World Bank is providing funding for this project, and ComputerLand (U) Ltd., TOWER Software's Distributor in East Africa, is working in conjunction with the Ministry of Local Government on the implementation.

APPENDIX I

ComputerLand (U) Ltd. Training Curriculum

See the electronic files submitted with the report titled: 'Pre-TRIM Training.doc' and 'TRIM – SPEED Training.doc'

These files have been provided by ComputerLand (U) and outline the training curriculum for both training components.

APPENDIX J



The Republic of Uganda
Ministry of Water, Lands and Environment

LAND REGISTRY

Disaster Preparedness Plan

Name of institution: _____

Date of completion of this plan: _____

Date of next update of this plan: _____

Locations where this plan is on file: _____

Staff members to be called in case of a disaster (Name/Phone number):

Registrar in Charge _____

Registry Supervisor _____

Person in charge of building _____

Records and Information Management
Department, Ministry of Public Service _____

In-house disaster recovery team members (Name/Phone numbers): _____

Who on staff has a copy of this plan and is familiar with its contents (name/phone number)? _____

SERVICES NEEDED IN AN EMERGENCY

Service	Company and/or Name of Contact	Phone Number
Ambulance		
Architect or builder		
Carpenter		
Computer emergency		
Computer records support		
Electrician		
Exterminator		
Fire department		
Freeze-dry service		
Fumigation service		
Glass company		
In-house security		
Insurance company		
Janitorial service		
Legal advisor		
Locksmith		
Photographer		
Plumber		
Phone (nearest off-site)		
Police		
Professional advice	Records and Information Management Department, Ministry of Public Service	
Utility companies		
Electric		
Gas		
Telephone		
Water		
Other		

TABLE OF CONTENTS

Introduction

Disaster Prevention

Monitoring of temperature and humidity control

Preventing the growth of mould and mildew

Safe storage of records

Fire prevention

Monitoring for water leaks

Evacuations plans and emergency lights

Establishment of a Disaster Action Team

Plan of Action for Emergency Situations

Fire

Water damaged materials

Insects or rodents

Bomb threats

Serious injury/illness

Severe storm warnings

Ceiling/roof water leaks

Prolonged power outage

Steps to Follow:

Temporary off-site facilities

Supplies

Facility integrity and security

Treatment of water damaged records

Documentation of disaster and salvage operations

Appendix A: Evacuation routes

Appendix B: Disaster action team (DAT) members

Appendix C: Disaster Preparedness Procedures

Appendix D: Emergency numbers

Appendix E: List of permanent staff and their contact telephone numbers

Appendix F: Emergency equipment and supplies on hand

Appendix G: Upkeep lists

INTRODUCTION

The purpose of this disaster preparedness plan is to enable all staff, with assistance from others, to meet an emergency with maximum efficiency and minimum loss to records.

The plan should be put into action immediately after a disaster occurs that results in a major interruption of the Kampala City Council Land Office's normal operations. A disaster could consist of a fire, flood, water damage, explosion, or any other situation requiring emergency procedures.

DISASTER PREVENTION

Planning includes considering ways to avoid, where possible, the occurrence of emergency situations by the following methods:

Monitoring of temperature/humidity control equipment

It is desirable to try to maintain a temperature of 70 degrees (+/- 5 degrees) Fahrenheit and a relative humidity of 50% (+/- 5%) in the records storage areas. To monitor these conditions, a hygrothermograph has been placed in Room Two of the records storage area.

<position> should check the hygrothermograph on a weekly basis and change the paper regularly. Any malfunctioning of environmental controls should be reported to the Registry Supervisor.

Preventing the growth of mould and mildew

Mould is the common term used to describe a downy or furry growth on the surface of records, file covers and so on. It is caused by fungi, especially in the presence of dampness and decay.

Mould is often used interchangeably with the word mildew. They are general terms that describe a variety of micro organisms, including fungi, algae, rusts, yeasts and bacteria. They produce irregular stains that can permanently damage records.

Detection

Often the first indication is a musty odour. A careful visual examination will generally locate stains that are clearly visible.

Prevention

The best means to prevent or control the spread of mould and mildew is to regulate the environment. Windows and fans should be used to allow air to circulate regularly in the

storage areas and humidity should be monitored using a hygrothermograph. If the storage areas are becoming too hot or humid, portable fans should be used to increase air flow and lower temperatures. Portable dehumidifiers can help to reduce humidity.

Problem environmental conditions that may contribute to higher humidity levels need to be corrected. Repair leaking pipes, gutters, downspouts, cracked windows, a problem roof, deteriorated masonry pointing or cracked walls.

It is also important to keep any area clean and free of dust and dirt.

Safe storage of records

To ensure the safe storage of records, certain procedures must be followed:

- records are not to be stored less than six inches from the ceilings or lights
- records should not be stored in contact with electrical or fire alarm systems or where they will obstruct any exit, access panel, or fire extinguisher.
- eating and drinking in the stack areas is strictly prohibited
- any roof leaks or signs of the presence of rodents or insects should be reported immediately to the Registry Supervisor.

The Registry Supervisor will check the facilities on a quarterly basis, including the inspection of insect traps, doors, foundation walls and so forth.

Fire prevention

Fire prevention procedures must be constantly in effect. Good housekeeping, constant monitoring, and prompt elimination of fire hazards are essential.

The rule against smoking in the stack areas and offices must be followed at all times.

All flammable solvents must be kept out of records storage areas.

Trash must not be allowed to accumulate.

Electrical outlets (i.e., power points) must not be overloaded. Extension leads for additional power points, if used, must not be overloaded, nor should they be used on a permanent basis. When extension leads are used for a temporary purpose, they should be industrial weight cords.

All staff of the Kampala Land Office are expected to become familiar with the location and operations of fire alarms, emergency exits and evacuation routes.

<position/group> should perform a monthly inspection of the premises. Daily housekeeping is provided by <position/group>.

All staff must be trained and familiar with the use of fire extinguishers. The Registry Supervisor should be responsible for training new staff.

Monitoring for water leaks

Procedures for monitoring for water leaks must be constantly in effect. Areas where water is known to leak regularly (e.g., lavatories) should be checked daily by <position>. The storage rooms should be monitored regularly during rain storms.

Building plans showing locations of water and water cut-offs for the building are given in Appendix #.

Evacuation plans

All staff are expected to become familiar with the location and operations of emergency exits, evacuation routes and fire alarms, if available. They are also required to notify their supervisor immediately of any potentially dangerous situations.

The evacuation plans for the Kampala Land Office are in Appendix #.

ESTABLISHMENT OF A DISASTER ACTION TEAM (hereafter referred to as DAT)

A Disaster Action Team (DAT) should be established BEFORE any emergency occurs to ensure the successful conduct and efficient salvage operation after a disaster. The purpose of the DAT is to:

- Ensure that all reasonable measures have been taken to prevent a disaster from occurring.
- Ensure that all staff are advised of emergency procedures, location of fire alarms and extinguishers, evacuation procedures and locations of emergency exits.
- Assess and assist during any emergency whether during business or non-business hours.
- Direct the flow of people during an emergency to the nearest emergency exits in the quickest and most orderly fashion.
- Direct and supervise recovery operations to salvage the maximum volume of materials in a manner that will minimize future restoration costs and effort.
- Coordinate personnel.
- Identify vital records and establish recovery priorities.
- Arrange for equipment, supplies and space.
- Designate a person in charge of public affairs.

The DAT's collective mission is to evaluate quickly the disaster situation, make assignments, gather needed equipment and materials, set up work areas, and remove damaged records from the affected storage areas.

If a disaster occurs in the building during non-work hours, the <position> is designated to receive the first call, assess the problem, and initiate the phoning of others if necessary.

In the event of a disaster, the DAT should be ready to meet day or night, within hours of the reported disaster.

The DAT is responsible for following the guidelines of the disaster plan to lessen the severity of the disaster. It is also essential that all staff have a clear idea of what is to be done and how to do it in a manner that prevents further damage to the records or accidents to staff.

The DAT is composed of the Kampala Land Office personnel. Any disaster-related action will involve cooperation between <position/group> and <position/group>.

The members of the DAT identified in Appendix # should be notified immediately upon discovery of the emergency. Other Land Office staff will be notified, as appropriate (see Appendix #) as soon as the DAT and/or emergency personnel (see Appendix #) determine the severity of the event. The Records and Information Management Department of the Ministry of Public Service and <group?> are to be contacted should the event require additional staffing.

Additional duties of specific members of DAT are:

- <position equivalent to head of Land Office>: The <position> has overall responsibility for the execution of the emergency plan, including responsibility for major procedural decisions and for coordinating activities relating to them. The <position> must also ensure that DAT members and all other staff are aware of emergency procedures.
- <position equivalent to the deputy head of the Land Office>: In the event of a building evacuation, the <position> will account for all staff and members of the public in the Land Office. This individual will coordinate with the <position named above> the necessary plan of action for the protection and salvage of records in the Kampala Land Office. This may include the recruitment of temporary staff necessary to carry out salvage operations. This position assumes overall emergency plan responsibility in the absence of the <position named above>.
- <next position on the hierarchy who can be designated as team leader>: The team leader will supervise the activities of permanent and temporary staff in the salvaging of records.
- The remaining Land Office staff are responsible for removing and salvaging essential land records which are stored in the records storage areas under the direction of the team leader designated above.

PLAN OF ACTION FOR EMERGENCY SITUATIONS

The first step is to evaluate the disaster and notify <position> as per Appendix #. The second step is to contact <specific name> at <specific number>.

Fire

Any staff member who discovers a fire will promptly alert the <name of fire station> through the use of the nearest fire alarm pull station <verify exists!>. See Appendix # for the location of fire alarms in the building.

The staff member who sounds the alarm will alert the nearest supervisor, or proceed quickly to the main office in the Land Office and alert the person in charge. Along the way, the staff member should alert all persons within hearing distance by shouts of 'Fire in (give location)'. DO NOT PANIC.

The person in charge of the main office will report to the DAT:

- the location and severity of the fire
- the name of the person who sounded the alarm initially reporting the fire.

All permanent and temporary staff and visitors to the office are to evacuate the building immediately by the nearest fire exit and assemble <KCC to assign assembly point>. Evacuation posters detailing exits and egress routes are posted throughout the Kampala Land Office facilities. See Appendix # for all emergency evacuation routes.

Handicapped visitors or employees should receive special assistance in evacuating the building. <position> should check all rooms if possible, but not if it places them in danger. Instead, if a staff member suspects people are located in the building but cannot reach them they should notify the authorities.

<position/group> is responsible for calling the fire department and giving specific information about the fire or emergency.

Water damaged materials

Water damaged materials require immediate action. As a result, the main emphasis of this plan is on the salvage of water damaged materials. Short of destruction by explosion or fire, water damage to records is probably the most severe. Virtually any wet document can be saved if prompt and proper action is taken. Exceptions are documents which contain very water soluble ink; in ideal circumstances these documents should be microfilmed. This is not an immediate concern for the Kampala Land Office at this stage.

Although the specific methods for salvaging small amounts of material may differ from the methods for salvaging large amounts, the same general procedures are used for any type of water damage. Appendix # outlines some basic immediate actions that can be taken. However, in the event that records become damaged by water leaks or floods, please contact

the Records and Information Management Department at the Ministry of Public Service immediately for advice.

Insects or rodents

To reduce the possibility of insect or rodent infestation, the strict rule prohibiting the presence of food or beverages in the records storage areas must be enforced. Records retrieved from the storage areas and new supplies received should be examined for the presence of insects and rodents.

If records are infested with insects or rodents, the staff member will alert the Registry Supervisor immediately. The Registry Supervisor should contact the <building maintenance group> in turn to request their assistance in fumigating the storage area.

In the event that any records are caked with mud, they should be allowed to dry before attempts to remove the dirt are taken. After the records are dry, dirt and debris can be brushed off with the brushes that are kept with other preservation supplies.

Bomb threats

The person receiving a bomb threat should make every attempt to write down the exact words used. Note the exact time the threat was received and when it ended. Note any speech characteristics of the individual issuing the threat.

Try to obtain the following information from them in this order:

- When is the bomb set to explode?
- Where is the bomb placed?
- What type of bomb is it?
- What does the bomb look like?
- Why was the bomb set?

The staff member who receives the call should immediately (but discretely) report the incident to the Registry Supervisor. The Registry Supervisor should then immediately notify the <position – head of the land office> who will notify <position/group>. Building evacuation will be directed by the DAT.

Serious injury/illness

If a staff member or member of the public has a serious accident and/or becomes seriously ill at the Land Office, immediately call the <group equivalent to fire department or paramedic service and number>. Be sure to provide the building address <address> and the exact

location of the stricken individual. Have someone available near the front entrance to direct <group> to the scene. The Registry Supervisor should also be notified immediately.

The DAT will arrange for the periodic training of employees in cardiopulmonary resuscitation (CPR) and basic first aid procedures.

Severe storm warnings

If a warning of impending storm (such as torrential rain) is broadcast or ominous conditions are observed, the Registry Supervisor should be notified immediately. During periods of extremely heavy rain, conditions should be monitored to observe for the signs of flooding, blocked sewers, or other water-related problems.

Ceiling or roof water leaks

Upon discovery of a ceiling water leak in the stack area, contact the Registry Supervisor or a member of the DAT. The Registry Supervisor or member of the DAT should notify the <group name – equivalent of building maintenance> of the situation immediately. Immediate action needed to determine exactly where the leak is occurring and what measures are to be taken to prevent water damage to records.

Plastic sheeting should be placed immediately on the top of the stack units near the leak. Pails and buckets may be needed to collect water. Constant monitoring of the situation is needed to see if additional leaks occur and to empty pails.

If records are getting damaged by leaking water, remove them to a safer dry area. If records are removed, the location of where they have been placed must be noted in the file movement log.

Roof leaks may occur at times other than during a heavy rain storm. Staff should check for leaks during and after periods of heavy winds. Rainwater that has collected on the flat roof may seep through one of the roof seams. Water may also seep through one opening, but flow within one for the many grooves on the roof and eventual fall several feet away from the actual point of entry. Air-conditioning units used in offices located above records storage areas may also be the cause.

Prolonged power outage

A power outage is usually a short-term inconvenience, not a major emergency. However, in the event of an extended power outage lasting more than one day, records may be vulnerable to damage because electric fans will stop working. Good air circulation is important. Temperature and relative humidity levels should be checked.

Paper is sensitive to changes in air temperature and to the amount of humidity in the air. Rapid changes in temperature and relative humidity over a short period of time will accelerate the irreversible deterioration process. High temperatures and/or low relative

humidity may cause textual records to become brittle and crack. High relative humidity may cause textual records to warp and promote the growth of mould and mildew.

In the event of a prolonged power outage, every effort must be made to maintain proper temperature and relative humidity levels. Responsibility for facility power supply and proper climate controls lies with <group>; they should be contacted in any case of prolonged outage.

Hazardous materials threats

Although the chance of a toxic chemical-related spill or explosion may appear to be remote, staff should be aware of this possibility. An accident involving a chemical tanker truck could result in explosions and fires or release of toxic fumes. If such an event occurs and appears to threaten the safety of personnel and records, immediately call the FIRE DEPARTMENT <contact information>.

The DAT must wait until public safety officials allow staff to reenter the area around the building. None of the DAT should undertake fighting chemical fires, the firefighting should be left to <fire department>.

Earthquakes

Although an unlikely disaster, the shock or tremor will provide the only warning in the event of an earthquake. During an earthquake, the following safety procedures should be followed:

- Take immediate shelter under tables, desks, or other objects that will offer protection from flying glass and debris. Step under doorway or into a narrow hall or corridor.
- Do not leave cover until ordered to do.
- Evacuate the building if notified to do so by an announcement, the DAT, or the Fire Department.
- Try to keep calm. Do not run outdoors. Watch for falling debris or electric wires upon leaving the building.
- If working in one of the records room service aisles, staff should drop to the floor and crawl to the main aisle.
- Proceed to a safe area away from the danger of being struck by falling glass, bricks, electric wires, boxes, etc.
- Notify the DAT of any fires.
- The DAT will check the names of staff and visitors.

After an earthquake, the following emergency procedures should be followed:

- Administer first aid and rescue victims as necessary. Report the seriously injured to the DAT.
- The <name of group> will turn off utilities and inspect utility lines for damage.
- Reserve the telephones for emergency use only.
- Look for any damage or expose hazards.

STEPS TO FOLLOW

Assessing the damage

The first step taken after a disaster has occurred is to insure that the building is safe to enter.

<group> will notify the DAT when the building is safe to enter. The <fire department> if they are not already on the scene, should also be consulted about environmental problems before any attempts should be made to salvage records.

The DAT will notify personnel when the damaged building is safe to enter. It will be the <position>'s responsibility to ensure that all electrical and gas hazards have been eliminated. If the electric fans still work, they should remain on if it is determined to be safe to do so. It is imperative to bring the temperature and humidity down, as mold will appear within forty-eight hours in unventilated areas made damp and harmed by water.

If any of the records have been damaged by fire, extreme caution must be used in handling them. The records will be brittle and probably wet. Pieces of plain paper towels or unprinted newsprint (do not use newspapers as the ink will damage the records) should be placed under each charred page before moving the item. The towel or newsprint serves two purposes, to absorb moisture and to provide support. The corners of the towel or newsprint are then used to move the document.

Upon entering the stack area, all entrances and aisles of the stack area should be cleared. All doors should be opened to allow as much ventilation as possible. At this point an assessment of the damage can begin. The DAT should jointly decide the extent of the damage and the most appropriate initial course of action. The wettest records should be salvaged first.

If the volume of damaged records is small, the documents should be divided into three groups:

- very wet records that will be packed and frozen
- records that are only slightly damaged and can be fan dried or air dried right away
- records that were not damaged and need no treatment, except for possible relocation.

Temporary off-site facilities

Should one or more temporary off-site facilities be needed during the emergency effort, the DAT will contact <group> for available space <location>. In the event of long-term records storage needs, other Kampala City Council facilities or temporary rental space may be required.

Supplies

While some supplies can be maintained at the facility to handle relatively small recovery efforts, sufficient quantities of supplies to meet all contingencies is impractical, if not impossible.

Emergency planning, however, should provide guidance on how and what supplies should be readily accessible. A list of in-house emergency equipment and supplies and a list of suppliers for emergency/disaster goods and services appear in Appendix #.

<name/position> has procurement authority. In addition, <body/position> can be called upon for the accelerated procurement of emergency supplies.

Facility integrity and security

In the event of a major disaster at the Kampala City Council building, priority must be placed on Land Office security.

Should there be any evidence of damage to the building structure (i.e. perimeter walls or roof) which would allow unauthorized access, immediate security precautions must be taken. The affected area should be cordoned off and security personnel obtained to maintain 24-hour protection until building repairs can be made. This effort should be coordinated with <position/group>.

Similar security concerns should be given high priority for any off-site staging areas which may be needed as part of a disaster recovery effort.

Records being transferred to an off-site location (e.g., freeze drying facility or off-site storage facility) should be handled as follows:

1. Transportation should be arranged using a vehicle with a closed trailer which can be operated by cleared Kampala Land Office staff.
2. All land records will be escorted by two full-time responsible staff of the Land Office. This requirement must be adhered to at all times. This includes the movement of the records from current storage areas to the vehicle, loading of the records onto the designated vehicle, and the transportation of the records to the designated off-site location.
3. Any or all vehicles used to transport land records to a relocation site must be locked and sealed by authorised Land Office personnel.

4. Placement of the records into the off-site storage area should be handled in the same secure manner.

If all of the land records are wet, there will be a question of costs that Kampala Land Office would have to pay to seal a large commercial freezer. An average walk-in freezer has a storage capacity of 2000-3000 cubic feet, and Kampala Land Office would not want employees of the cold storage firm to have access to the freezer containing the records.

Small volumes of wet records can be placed in large picnic coolers with dry ice, the coolers can be placed a locked safe room until freeze dried.

Treatment of water damaged records

Treatment of records without freezing

After the DAT decides which material can be dried without freezing, drying rooms should be set up away from the affected area. Electric fans should be used to circulate air on the documents. Relative humidity of 35-50 percent is optimum. Work surfaces should be covered with plastic sheeting. Very little cleaning should be attempted on wet records that will not be frozen. After the documents are dry, muddy records can be brushed to remove the dirt; attempting to remove mud while paper is wet forces the dirt further into the paper's fibres.

Bound volumes (such as registers) should be blotted with unprinted newspaper or paper towels at intervals of two to ten pages, changing the interleaving as frequently as possible and as often as necessary until dry. When partially dry, the volumes may be fanned if the pages are strong enough to support the book standing on end.

Wet volumes containing coated pages should not be allowed to dry. Once coated paper has dried, it is virtually impossible to separate the pages without further damaging them. The Records and Information Management Department of the Ministry of Public Service should be contacted for advice on dealing with wet volumes with coated pages.

Treatment of records to be frozen

For stabilizing and restoring a large volume of water damaged materials, freezing documents at low temperatures (below twenty degrees) is the most effective method.

Cold storage provides accessible and inexpensive space in which a large volume of material can be stabilized in the condition it was found, preventing further deterioration while awaiting treatment. It also provides time to assess the damaged material and to restore the building or stack area affected.

The procedure by which the damaged records will be dried will determine the way they should be packed for freezing. If only a small volume of material is frozen, it is less expensive to send the records to a local refrigeration unit and then have Land Office staff air dry them later. Bound volumes (e.g., registers) should be wrapped in freezer or wax paper to prevent their sticking to each other. Groups of textual records (e.g., Certificates and

instruments) should be wrapped in the same type of paper in packages not to exceed two inches in thickness. All bundles and volumes should be labelled and the information recorded in a notebook.

If a large volume of records is damaged, the least expensive and most successful method for drying is vacuum or freeze drying. This technique allows the water to pass from the frozen to the vapour phase without going through the liquid stage. It is also effective in reducing stains on documents and odour caused by smoke. Vacuum drying should always be used with water damaged materials infested with mould at the time of freezing, as the records can be sterilized at the end of the drying process at little additional cost.

Materials designated to be vacuum or freeze dried should be placed in plastic crates (e.g., milk crates). The milk crates are lightweight and provide for air circulation and drainage. Materials should be placed unwrapped in the cartons until they are loosely packed, approximately three-fourths full. Bound volumes should be wrapped with freezer or wax paper and placed in cartons on their lower edges so they will not fall over or be further distorted. They should not be packed too tightly, as to allow for air circulation. Oversized material should be placed on uncoloured cardboard and wrapped in packages not to exceed two inches in thickness.

Burned and charred materials require special care in handling, as the paper or bindings are very brittle. Support single sheets on uncoloured cardboard and secure them with another sheet of cardboard or heavy paper.

In cases of massive destruction, a human chain should be used to move the damaged material. If possible, the material should be packed on-site in an adjacent dry area. Two teams containing the same number of members should be organized, one to collect the damaged documents and the other to pack the records. Since wet material is much heavier than dry records, personnel should be cautioned to use proper lifting methods to prevent back injuries. The plastic cartons should be numbered, and, if available, copies of location registers or other finding aids should be annotated to record where the materials are being transferred. Accurate labelling or inventorying of records as they are moved will save a great deal of time later when the records are returned.

Large volumes of wet material should be moved directly from the building to the freezing facility, preferable in refrigerated trucks. For small collections of documents, dry ice may be used to freeze material for transport in un-refrigerated trucks to the freezing facility. Gloves should be worn when handling dry ice.

After material has been sent to the freezing facility, stack areas should be repaired and sterilized. Documents should not be moved into the stacks until the shelves are thoroughly clean and dry, and proper temperatures and humidity has been restored. As large collections have been safely kept in a frozen state for as long as six years, there is ample time to re-establish those conditions. During the period that the records are stored at a freezing or drying facility, a designated member of the DAT should be responsible for ensuring the proper security and protection of the records.

Treatment after drying of records

After the critical drying operation is over, all returned dry material should be placed in the stack area and separated according to the different degrees of repair or restoration needed. Some documents may have escaped damage while others may require cleaning, flattening, or minor repairs. The designated member of the DAT should consult with the Records and Information Management Department of the Ministry of Public Service before attempting to repair badly damaged documents.

Before being returned to their original locations, the records should be monitored daily for several weeks to insure that mould or fungus has not developed. Random monitoring should continue at regular intervals for at least a year after re-shelving.

Documentation of disaster and salvage operations

In the event that a disaster does occur, a post-disaster assessment report should be written to determine the effectiveness of the recovery techniques used. Extensive photographs and written records of the conditions of the building and the procedures followed should be kept.

It is also important to document all resources used to cope with a disaster, including personnel, materials, time, and expenses. This documentation can be important in helping to obtain emergency budgetary funds.

APPENDIX A

Evacuation routes

<KCC to advise – will reproduce blue print after Spacesaver revises design and it is known which rooms will be occupied.>

APPENDIX B
Disaster Action Team (DAT) Members

<To be determined in consultation with KCC and the Kampala Land Office staff>

APPENDIX C

Disaster preparedness procedures

Fire

1. REMAIN CALM
2. **Call Fire Department** Phone:
3. **Assist in evacuation of building if you cannot extinguish the fire.**
4. **Notify:**
 - DAT Leader, <name> Phone:
 - Registry Supervisor, <name> Phone:
 - Officer in Charge of Land Registry, <name> Phone:

IMPORTANT:

- If the fire is small, try to extinguish it using the proper fire extinguisher.
- DO NOT JEOPARDISE PERSONAL STAFETY.
- DO NOT allow the fire to come between you and the exit.
- Disconnect electrical equipment if it is on fire and it is safe to do so.
- Assist disabled persons.
- Do not break windows.
- Do not use elevators.
- Do not attempt to save possessions.
- Go directly to the assembly area.
- Do not return to the affected area until told to by appropriate authorities.
- Do not spread rumours.

Water

1. **Remain calm**

2. **Call**

DAT Leader, <name>

Phone:

Plumber/facilities staff

Phone:

Advise them of the severity and location of the problem. Indicate if any records are in immediate danger.

Registry Supervisor, <name>

Phone:

3. **If the source of the water is known and you are confident that you can stop it safely (i.e., unclog the drain, turn off the water), do so cautiously.**

4. **Cover shelves with plastic located _____ OR**

move records higher on shelves OR

move records off shelves using a cart OR

carry records to another location.

Severe storms

1. In the event of a severe storm watch in the surrounding area:

- Listen to the local radio for instructions.
- Tie down loose items outside or move them indoors.
- Open windows slightly –

Time permitting; open them on the side away from the direction of the storm's approach.

- Check equipment and back-up power sources.

2. In the event of a severe storm warning for the surrounding area:

- Disconnect electrical equipment not required in emergency use.
- Do not use telephone except for an emergency or absolutely essential business.
- Store drinking water in clean containers (e.g., jugs, bottles, sinks).
- Avoid structures with wide span roofs.
- Otherwise, take cover.

Hazardous material accident

In case of hazardous material accident at the Land Office:

1. Evacuate the immediate area.
2. Notify the authorities <name> as soon as possible.
3. Do not re-enter the affected area until directed by the DAT.
4. Do not spread rumours.

In case of hazardous material accident in the local community:

1. Listen to the local radio or TV.
2. Follow instructions of the DAT.
3. Evacuate when directed. Follow the designated route to the Assembly Area.
4. Do not re-enter the affected area until directed by the DAT or Authorities.
5. Do not spread rumours.

Civil disorder and demonstrations

In case of demonstration or other form of civil disorder within the area:

1. Notify the authorities immediately of any information received, factual or rumoured, of a demonstration or other form of civil disorder, which is planned, or in progress in the vicinity of the facility.
2. Follow the instructions given by the authorities and the DAT.
3. Assist with protecting records.
4. If an explosion occurs, take cover immediately and anticipate there may be others.
5. Notify authorities of any potential or actual hazards (e.g., fire, bomb threat) incurred during the threatening situation.
6. Stay indoors and away from windows unless directed to evacuate by the DAT.
7. Evacuate when directed and follow evacuation procedures included in Appendix #.
8. If released from work early, follow instructions given by the DAT and the local authorities. Do not remain in the vicinity of the disturbance to sight-see.
9. Do not spread rumours.

Terrorism

1. Should and act of terrorism occur within the surrounding area:
2. Follow the instruction of the authorities and DAT.
3. If an explosion occurs, take cover immediately and anticipate that there may be other explosions.
4. Notify authorities of any known hazards (e.g., fire, bomb threat).
5. Stay indoors and away from windows unless directed to evacuate.
6. Evacuate when directed and follow procedures included in Appendix # and any instructions of the authorities and/or DAT.
7. If released from work early, follow the instructions of the authorities and/or DAT. Do not remain in the vicinity to sight-see.
8. Do not spread rumours.

Bomb threat

If you receive a bomb threat:

1. Remain calm
2. Listen carefully. Be polite and show interest.
3. If the threat is made on the telephone, try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. Write down as much detail as you can remember.
6. Do not discuss the threat with other staff.
7. Follow the instructions of the building authorities.
8. Evacuate when directed and follow the procedures in Appendix #.
9. Do not spread rumours.

Explosion

In case of an explosion in your area:

1. Remain calm.
2. Take cover under a table or desk.
3. Be prepared for possible further explosions.
4. Stay away from windows, mirrors, overhead fixtures, filing cabinets, shelving and so on.
5. Follow the instructions of the building authorities and DAT.
6. Evacuate calmly, when directed, to the Assembly Area. Assist disabled persons.
7. Do not move seriously injured persons, unless they are in immediate danger (fire, building collapse, etc).
8. Open doors carefully. Watch for falling objects.
9. Do not use elevators.
10. Avoid using the telephone, except in a life-threatening situation.
11. Do not use matches or lighters.
12. Do not re-enter the affected area until directed by either the authorities or DAT.
13. Do not spread rumours.

Earthquake

In the event an earthquake should occur:

During the shaking:

1. If indoors:
 - Stay there.
 - Take cover under sturdy furniture (desks, tables, etc) or in a supported doorway.
 - Stay near the centre of the building.
 - Do not run for the exit. If you are not on the ground floor the exit may be blocked, jammed with people or stairs may be broken.
 - Do not use elevators (if available).
 - Stay away from glass windows, doors, display cabinets, shelving and so on.
 - Do not use candles, matches, or other open flame, as there may be gas leaks.
 - Extinguish all fires with the proper type of extinguisher or other method.
2. If outdoors:
 - Move to an open area away from buildings, utility wires, trees and so on.
 - If forced to stand near a building, watch for falling objects.
3. If driving a vehicle:
 - Stop as quickly as safety permits, avoiding power lines.
 - Remain in the car until the shaking stops.
 - If able to drive on after the shaking stops, watch out for hazards which may have been created by the earthquake (e.g., fallen/falling objects, downed utility wires, under-mined roads, damaged bridges, and so on).

APPENDIX D

Emergency Numbers

Service	Company and/or Name of Contact	Phone Number
Ambulance		
Architect or builder		
Carpenter		
Computer emergency		
Computer records support	ComputerLand (U) Ltd.	
Electrician		
Exterminator		
Fire department		
Freeze-dry service		
Freezer		
Fumigation service		
Glass company		
In-house security		
Insurance company		
Janitorial service		
Legal advisor		
Locksmith		
Photographer		
Plumber		
Police		
Professional advice	Records and Information Management Department, Ministry of Public Service	
Utility companies		
Electric		
Gas		
Telephone		
Water		
Other		

APPENDIX E
List of permanent staff and their contact telephone numbers

<To be completed with KCC Land Office.>

APPENDIX F

Emergency equipment and supplies

In-house emergency EQUIPMENT

LOCATION

Keys

Main Utilities

 Main electrical cut-off switch

 Main water shut-off valve

 Main gas shut-off

Fire extinguishers

 Wood, paper, combustible (Type A)

 Gasoline and flammable liquid (Type ABC)

 Electrical (Type C)

 All routine types of fire (Type ABC)

Master fire alarm (pull box)

Smoke and heat detectors

Cellular telephone

Portable pump

Extension cords (50 ft., grounded)

Flashlights

Camera and film

Battery operated radio

Toolkit (crowbar, hammer, pliers, screwdriver)

Brooms and dustpans

Mop, bucket, sponges

Wet-vacuum

Book trucks/trolley

Portable folding tables

Portable fans

Protective masks
Rubber or plastic aprons/coveralls
Rubber or leather gloves
Drying space

In-house emergency SUPPLIES

<u>NUMBER ON HAND</u>	<u>ITEM</u>	<u>LOCATION</u>
	Adjustable spray nozzle	
	Aluminium foil	
	Bricks wrapped in clean fabric	
	First aid kit	
	Heavy-duty tape (e.g., duct tape)	
	Large plastic garbage cans	
	Paper pads, pencils, waterproof pens	
	Paper towels (uncoloured)	
	Plastic crates (or uncoloured cardboard boxes lined with plastic garbage bags)	
	plastic wash tubs	
	Polyethylene bags (various sizes)	
	Rolls of plastic sheeting	
	Scissors or razor cutters	
	Screen racks (if available)	
	Self-adhesive labels (large and small)	
	Soft cloths and/or brushes	

Sponge mop with squeegee

Sponges

Water hoses with connectors

Suppliers

Portable electrical sump pumps

<name, address>

Industrial extension cords, mops, buckets, brooms

<name, address>

Wet/dry vacuums

<name, address>

Refrigerator trucks

<name, address>

Sublimation chambers

(walk-in facilities that lower temperature)

<name, address>

<CONFIRM WITH ROBERT OKUSAM IF AVAILABLE>

Deep freeze facilities

<name, address>

Plastic milk cartons / sturdy boxes

<name, address>

Absorbent paper (blank newsprint, blotter, etc)

<name, address>

Dry ice

<name, address>

Pallets and forklift

<name, address>

Sand bags
<name, address>

Portable dehumidifiers
<name, address>

Portable electric fans
<name, address>

Portable generator
<name, address>

Portable lighting
<name, address>

Heavy plastic sheeting
<name, address>

Portable tables
<name, address>

Extra security personnel
<name, address>

Construction materials (wood, screws, nails)
<name, address>

Ladders
<name, address>

APPENDIX G

Upkeep lists

Daily upkeep list

The following should be checked during opening and closing procedures, and included in security patrols.

	Yes	No
Keys are secure and accounted for	<input type="checkbox"/>	<input type="checkbox"/>
Doors that are supposed to be locked are locked	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of tampering with locks or access points	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of tampering with major utilities	<input type="checkbox"/>	<input type="checkbox"/>
Anyone hiding in the storage areas or offices	<input type="checkbox"/>	<input type="checkbox"/>
Lights are working	<input type="checkbox"/>	<input type="checkbox"/>
Unusual or off-hours activity	<input type="checkbox"/>	<input type="checkbox"/>
Construction or renovation areas	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of water leakage (walls, ceilings, floors)	<input type="checkbox"/>	<input type="checkbox"/>
Known problem areas	<input type="checkbox"/>	<input type="checkbox"/>
Sinks and toilets are in working order	<input type="checkbox"/>	<input type="checkbox"/>
Small appliances are unplugged	<input type="checkbox"/>	<input type="checkbox"/>

Weekly upkeep list

	Yes	No
Emergency numbers are posted near every telephone	<input type="checkbox"/>	<input type="checkbox"/>
Fire extinguishers are updated and operable	<input type="checkbox"/>	<input type="checkbox"/>
Smoke and/or heat detectors are operable	<input type="checkbox"/>	<input type="checkbox"/>
Fire alarms are operable	<input type="checkbox"/>	<input type="checkbox"/>
Incident reports have been reviewed	<input type="checkbox"/>	<input type="checkbox"/>
All keys are accounted for	<input type="checkbox"/>	<input type="checkbox"/>
Flashlights are operable (one in each office)	<input type="checkbox"/>	<input type="checkbox"/>
Transistor radio is operable	<input type="checkbox"/>	<input type="checkbox"/>

Other emergency issues

Date of last fire drill: _____
 Frequency: _____ Required? (Y/N) Next scheduled date: _____

Date of last inspection by local fire department: _____
 Frequency: _____ Required? (Y/N) Next scheduled date: _____

Photographs of interior and exterior stored off site? (Y/N)
 Frequency: _____ Required? (Y/N) Next scheduled date: _____

Is there an off-site record of the holdings? (Y/N)
 Frequency of update: _____
 Location: _____

(Insert copies of last inventory report and insurance policies, if applicable, here)