

**Report to the 32nd General Assembly
FIG Working Week in Eilat, Israel, May 2009**

Task Force on Institutional and Organisational Development

Report of Activities 2008-2009

1. Introduction

This Task Force was established by the FIG Council, and endorsed by the 2007 General Assembly, as a key element in Building the Capacity. This report provides the General Assembly with a summary of work over the last year, and plans for the next stages of work.

2. Task Force Membership

The Task Force's membership was drawn from across continents and disciplines, to ensure that the Task Force saw issues in a broad manner. The membership approved by the Council was as follows:

- Iain Greenway (UK) – Chair
- Santiago Borrero Mutis (Colombia)
- Adam Greenland (New Zealand)
- Teo Chee Hai (Malaysia)
- John Parker (Australia)
- Richard Wonnacott (South Africa)
- Spike Boydell (Australia)

3. Overview of Task Force work and plans

The Task Force has followed the division of capacity work into two elements: capacity assessment and capacity development. During 2007 and 2008, the Task Force concentrated on capacity assessment, and developed frameworks and templates for this. This work is outlined in section 4 of this report. The Task Force is during 2009 preparing tools to assist organisations in capacity development, as described in section 5.

Given the timetable to which the Task Force is working (to present an FIG Policy Paper to the 2010 General Assembly for approval), all comments and suggestions surrounding the work and plans of the Task Force, either arising from this report or from the paper on the work of the Task Force in Technical Session 3E, are welcomed.

4. Development of a model to assess capacity

A model through which to assess capacity was developed in close conjunction with ITC from the Netherlands, and was tested at a workshop at the Cambridge Conference of National Mapping Organisations in July 2007. The ITC model had been developed in conjunction with UN Agencies and considered the three levels of societal (systemic), organisational and individual. The model was well received at the Cambridge Conference workshop but

comments made by participants, along with reference to other published material, led the Task Force to make some further refinements to it.

The Task Force in particular considered the elements of capacity in the Cambridge Conference model (noting that most authors have settled on the three levels of capacity) and refined it into six elements, those being:

- The development of appropriate land administration policy and legislation;
- The conversion of those policies and legislation into strategies, systems and programmes;
- Agreeing the split of activity between different stakeholders;
- The production of the necessary outputs (for instance, accurate and current surveys, land registers and valuation lists);
- The effective use of those outputs; and
- Ensuring effective learning and improvement.

The Task Force then created an assessment template, providing four statements for each of 18 areas (each of the six elements above, at each of the three levels). Respondents were asked to rank the statements 1-4 in terms of how well the statements reflect the situation in their country/ state.

The assessment template was made available on line during the middle months of 2008, and was also made available in hard copy versions. 41 questionnaires were completed in full. The results include returns from:

Australia	Brunei	Bulgaria	Canada
Colombia	Cook Islands	Czech Republic	Denmark
Egypt	Fiji	Finland	France
Germany	Hong Kong	Malawi	Nigeria
Norway	Singapore	Solomon Islands	South Africa
Sri Lanka	Swaziland	The Netherlands	The Philippines
Tonga	UK	USA	Vanuatu

giving a broad geographic spread of responses. The responses to many of the questions are very clear cut, suggesting that common issues exist in different regions – this is encouraging in that it allows a single set of outputs from the Task Force to support work in various regions.

The table below provides an overview of the responses (where the most often-selected response is shown, 1 being the ‘worst’ description and 4 being the ‘best’ description).

	Societal	Organisational	Individual
Policy development	4	3	3
Conversion into programmes	3	3	2
Division of work	1	3	2
Producing outputs	2	3	3
Use of outputs	2	3	3
Learning	3	3	2

A textual summary of the results is that:

- The organisational section scores best, with the third answer being selected in all six areas;
- In the institutional section, the worst answer is selected once and the second answer two times. Despite the best answer being selected once, it is last choice for very many respondents;

- In the individual section, the second answer is selected three times and the third answer three times;
- The area scoring best is policy development;
- The area scoring worst is agreeing the division of labour between stakeholders at the various levels.

Of course, this analysis is somewhat crude, simply showing the answer that is selected most often by respondents as their first choice (the best fit with their perception of the situation in their country); and it is of 41 completed returns, albeit from a wide range of countries.

5. Developing support materials for developing capacity

Recognising the constraints set out in the previous section, the Task Force examined the responses, including the textual responses as to specific issues which hamper organisational capacity in the views of the respondents, and drew the following broad conclusions from the responses:

- Cooperation between organisations is a weak point, with cooperation instead being suspicion in some cases, and the remits and skills of the different organisations not joined up effectively;
- Effective working across sectors is a particular issue brought forward in the free-form comments;
- There are skill gaps declared, particularly in the conversion of policy into programmes, the division of labour, and ensuring effective learning and development;
- Stakeholder requirements appear insufficiently understood/ insufficiently balanced when turning to ensuring effective use of outputs;
- There is insufficient time and effort given to learning from past experience.

The Task Force is now focussing its work on how organisations, and in particular different levels (regional/ national/ sub-national) and sectors (public/ private/ professional expertise), can work together more effectively. With a range of land administration initiatives at each level, it is vital that organisations demonstrate effective coordination, collaboration and cooperation with each other.

The Task Force has therefore moved one stage further from the above summaries, to consider what statements need to be true if institutional and organisational arrangements are such as to enable sustainable capacity to be put in place. The Task Force is in the process of developing its key statements, and welcomes discussion during the Working Week. The statements are currently as follows:

1. There are clear statements of what each level/ sector is responsible for
2. Relevant training courses clearly explain the need for cooperative working, and the roles of each level/ sector
3. There is clear leadership ‘from the top’ to encourage joining up
4. A clear role/ input is given to the private sector (including professional bodies)
5. There is a clear focus in place to develop a cooperative culture at individual level
6. The network of individuals and organisations has a sufficient voice with key decision makers that land administration issues are taken fully into account in all central policy making

7. Strategy making is a process open to all stakeholders, with all relevant voices being clearly heard
8. The legal framework enables [or at least does not hinder] modern techniques and cross-sector working
9. There are structured methods for learning from our own and others' experiences

The Task Force intends to progress its work by producing an FIG Policy Paper for publication at the FIG Congress in Sydney, Australia in April 2010. The paper will include practical support tools for organisations seeking to assess and develop capacity. The content of the document is likely to include:

- A policy declaration by FIG
- The context – stressing the importance of land administration for national and economic development, and the need for successful, sustainable organisations and institutions to achieve this
- The background – explanation of terms; some models which may prove useful; the three tier model of systemic/ organisational/ individual; links/ references to other relevant work
- The research – the model (6 areas by 3 levels) used; results of the questionnaire (and any other relevant material)
- The components that need to be in place for institutional and organisational capacity to be developed and sustained, as determined from the Task Force's research across countries and continents, with examples of good practice against each statement
- Conclusions and recommendations
- Annexes
 - A self-assessment tool
 - A checklist (for use by CEOs etc) of key issues from the work of the Task Force that need to be concentrated on

The paper will therefore give practical advice to organisations and practitioners, both on a general basis of key issues to consider, and in a tool to allow them to identify their own strengths and areas for development. It will build on several other FIG Publications, including the Bathurst Declaration; the Nairobi Statement on Spatial Information for Sustainable Development; the Aguascalientes Statement; and Capacity Assessment in Land Administration. It will also be designed to complement other studies.

The Task Force will also consider how the Internet, and in particular knowledge portals and the like, can be used to assist the process of assessing and building capacity. The Global Spatial Data Infrastructure (GSDI) Association has established such a portal. The Task Force membership includes an individual who is very active in the GSDI Association, and one option which will be progressed by the Task Force is making a range of material available via the GSDI Portal.

6. Final remarks

The FIG Task Force on Institutional and Organisational Development was established by the FIG General Assembly in 2007. It has since then:

- Developed, tested and refined a self-assessment template to determine where the main strengths and weaknesses in land administration capacity lie;
- Used the results of the template to propose key elements for success; and
- Begun to prepare an FIG Policy Paper which will include diagnostic tools for organisations

The author, as Task Force Chair, gratefully acknowledges all of the input and support provided by the Task Force members, FIG Council and Commission Officers, and others, in bringing the work to this stage.

Iain Greenway
Task Force Chair

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Web site: www.fig.net/tf/organisation/index.htm