Report to the 33rd General Assembly
FIG Congress in Sydney, Australia 2010

Task Force on Institutional and Organisational Development

Report of Activities 2007-2010

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 three years. The Task Force believes that it has now concluded its work, and that the material it has produced can now be used by the FIG Council and Commissions to further the vital and continuous work of building the capacity.

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)
- Teo Chee Hai (Malaysia)
- John Parker (Australia)
- Richard Wonnacott (South Africa)
- Spike Boydell (Australia)

3. Overview of Task Force work

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 in 2009 prepared guidance for managers in key areas of capacity development, as described in section 5 of this report.

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

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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 were very clear cut, suggesting that common issues exist in different regions – this was encouraging in that it allowed 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:

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- 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 also considered a number of other publications concerning land administration policy guidelines, including those from the UN FAO (2007), AusAID (2008) and Land Equity International (2008). The last two of these focus on elements of land administration which need to be in place; the FAO document considers good governance and therefore provides the closest parallel with the work of the FIG Task Force. The focus of the FAO document coincides closely with the systemic level, whereas the Task Force work has considered elements more at the organisational level; the two documents therefore appear to complement each other.

As a result of its work and in light of the other publications it reviewed, the Task Force developed the following list of key components which need to be in place in a sustainable organisation, and which are often not in place:
1. Make clear statements defining the responsibilities of each level/ sector
2. Provide transparent leadership 'from the top' to encourage collaboration in both top-down and bottom-up ways
3. Define clear roles for the different sectors, including the private sector

4. Establish a clear organisational culture that supports a cooperative approach amongst individual employees
5. Ensure that the network of individuals and organisations has a sufficient voice with key decision makers for land administration issues to be taken fully into account in all central policy making
6. Facilitate policy development and implementation as a process that is open to all stakeholders, with all voices being clearly heard
7. Provide a legal framework that enables the use of modern techniques and cross-sector working
8. Offer relevant training courses that clearly explain, encourage and enable cooperative and action-based working by organisations, within a clearly understood framework of the roles of each level/ sector
9. Share experiences through structured methods for learning from each others' expertise and experiences, with this learning fed back into organisational learning

The Task Force then developed a guide for managers as an FIG Publication, which is presented to this General Assembly for endorsement. The Publication expands on each of the components. For each component, the Publication:
- describes issues that can arise;
- summarises what a truly sustainable system could be;
- provides examples from different countries; and
- lists key questions for managers to consider.

The Publication therefore provides practical advice and guidance to organisations and practitioners. It builds 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.

6. Next steps

The Task Force believes that it has completed the specific work for which it was established by the 2007 General Assembly. The vital work of building capacity is, however, unlikely ever to be completed. It is therefore vital that the work completed by the Task Force is recognised and built on in the 2011-14 work plan for the FIG Council and Commissions, and the Task Force has discussed with Chairs Elect how this might be done. Further discussions will take place in the incoming Council on this matter, with the two Vice Presidents who have been members of the Task Force well placed to ensure that this happens.

The Task Force Chair and members gratefully acknowledge all of the input and support provided by the FIG Council and Commission Officers and others.

Iain Greenway
Task Force Chair
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Web site: http://www.fig.net/tf/organisation