

**Report to the 31st General Assembly
FIG Working Week in Stockholm, Sweden, June 2008**

Task Force on Institutional and Organisational Development

Report of Activities 2007-2008

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.

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)
- Francisco Delfini (France)

Spike Boydell (Australia) has shown a strong interest in the work of the Task Force and the Council has agreed to add him to the membership.

What the Task Force is setting out to achieve

Different countries have different levels of development of land registration, administration and management systems. The surveying and mapping profession therefore needs to develop appropriate, contextualised and practical approaches. Within this general approach, the key questions that the Task Force will need to address, for each type of organisation (professional survey associations, private sector firms, public sector bodies) include:

- Where are the key barriers to effectively functioning institutions and organisations? (These blockages could be systemic, financial, skills-based, structural,...)
- Who are the key influencers who can help to remove the barriers?
- What key materials are needed to remove the barriers?
- Which types of organisation are most affected and therefore most in need of the Task Force's early attention?

From analysis of the answers to these questions, the Task Force will be able to develop and refine its work programme, including the most appropriate types of outputs. These outputs will be developed to meet the needs identified by the Task Force, and to dovetail with other

related work. Without prejudging the development of the work programme, possible activities and outputs include:

- Running workshops to assist managers to determine the key challenges in the development of their organisations to meet national needs, and to give them the tools and confidence to respond to those challenges;
- Creating best practice guides on, for instance: implementing organisational development; managing technical change; sourcing funding for investment; and effectively creating networks across and between relevant organisations;
- Making links between those who are willing and able to travel to developing countries to support their organisations in their development activity, the developing country's organisations, and possible sources of funding.

FIG is well-placed to play a key role, given that it brings together leading professionals from every continent and has already completed a range of work impacting organisational and institutional development. This includes publications on constituting professional associations (Number 16), as well as work on land administration, including the Bathurst Declaration (Number 13). The Task Force will bring together a number of key individuals, supported by links within and beyond FIG, to give a focus to the key task of institutional and organisational development to allow the effective management and administration of land. The Task Force will therefore deliver, by 2010, key components in the 2007-2010 FIG theme of '*Building the Capacity*'.

Phases of work

Planning by the Task Force during 2007 divided its work into four components:

1. Assess needs
2. Determine how best to meet needs
3. Deliver the required outputs
4. Produce final report.

This plan was further refined by discussions with the FIG President and others. The key focus of work to date has been on elements 1 and 2 above.

Progress on assessing needs

In the first half of 2007, the Task Force chair worked with ITC, The Netherlands, to develop a workshop for the Cambridge Conference of National Mapping Organisations in July 2007. This workshop presented a model for capacity development, along with examples from Malawi and Northern Ireland. The workshop was well-attended and the content was well-received. The workshop considered two aspects of capacity: the capacity to produce; and the capacity to get the outputs used effectively (particularly by the public sector).

The model in terms of capacity to produce considered three levels of capacity – at the systemic (how organisations work together), organisational, and individual levels (this will be familiar to many readers from the work of Stig Enemark and others). It considered five phases of production, which the Task Force subsequently extended to six, these being:

- Developing appropriate policies and legislation
- Converting these into appropriate strategies and programmes
- Agreeing division of labour between stakeholders
- Producing the necessary outputs to the necessary standards and timetable

- Ensuring effective use of outputs across the system
- Ensuring effective learning and improvement

The Task Force then developed a questionnaire to determine which of the 18 areas (the six phases at each of the three levels) were strongest and which weakest, and whether this pattern varied between countries and regions. After testing different versions, the Task Force in March 2008 placed a version of the survey online (at www.questionpro.com/akira/takesurvey?id=878684). The survey asks respondents to rank (1-4) four statements about each of the 18 areas. The Task Force is encouraging responses by 31 May 2008, and will use hard copies of the survey at the General Assembly to complete gaps in coverage.

The work of ITC and of Spike Boydell has been particularly important in bringing the questionnaire together, and Task Force members have been very supportive in testing different formats and versions.

Progress on determining how best to meet needs

The results of the questionnaire will drive the next stages of the Task Force's work. A key piece of work in Stockholm will be to review the questionnaire results and decide what types of material and support the Task Force can create. One idea being given careful thought at the moment is to develop some written guidance material.

The publications needed, and the priority on them, will need to flow in large part from the questionnaire results. The Task Force believes that all guidance should follow the same format, perhaps:

- (Common) background section on the importance of land administration, and the shortcomings highlighted by the questionnaire, emphasising the need to *adapt* before adopting, to take into account skills, culture, customs etc;
- Several case studies of good practice from around the world;
- A pulling together of lessons learned and how to apply them;
- Sources of further information.

One possible list developed by the Task Force is that guidance material may be needed on:

- *Promoting the surveying profession to future professionals etc* – a key gap highlighted by Task Force members is sufficient professionals to meet the needs of the profession and its customers – The Task Force will need to work with Commission 2 on this, and the Young Surveyors Working Group under Commission 1;
- Effectively *producing the outputs required* by the users of land administration;
- Successfully ensuring that *land administration is seen as a key priority* by governments, funding agencies etc.

It may also be appropriate to revisit and update FIG Publication number 16 on Constituting Professional Associations.

The guidance material might be developed alongside other types of support suggested in the Task Force's terms of reference, including workshops.

Links with other activity

A key link that the Task Force has been maintaining is with the GSDI Association, which has developed a Knowledge Portal. This Portal will be an important place through which to share the material developed by the Task Force.

Other links include through FIG's Sister Organisations (ISPRS, ICA etc), who have been alerted to the questionnaire, and the World Bank and its Agencies (the Task Force is maintaining contacting with the FIG leads in links with the World Bank, in particular Paul van der Molen).

There are also important links with all of FIG's Commissions, and the Task Force will work with Commission Officers to validate the findings of the questionnaire.

Work in Stockholm

During the Working Week, the Task Force will review the responses to the questionnaire; complete gaps in coverage (where possible) by approaching attendees to the Working Week; agree the material to be produced and allocate responsibilities for producing it; and engage with the General Assembly to ensure that its work meets the needs of Member Associations at national level, as well as pan-national organisations.

Iain Greenway
Task Force Chair
March 2008

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