Land registration and Cadastre - One or two agencies

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Agenda

- Background / history of project
- Main research question
- Analytical framework
- Method of data collection and analysis
- Key results
- Conclusions and recommendations

Background / history of the project

2005: UNECE / WPLA discussion and task force on Merger of Cadastres and land registers:

"Although separate organisations may administer the land books, the cadastre, and the registers of mortgages and encumbrances, an integrated system is desirable either in one organisation or through electronic linkages"

2013: UNECE/WPLA – TG7:

Observation -> many countries have not merged their agencies, or only partly

New study ->

- Case studies of 15 countries
- Correlation between Benchmark studies and WB Doing business
- Qualitative study with narrated vignettes from key staff member

Correlation study

UNECE-benchmark vs WB Doing Business

DB-ranking	Rank	Merged
3	1	yes
5	2	yes
6	3	no
7	4	no
14	5	no
34	6	no
35	7	yes
49	8	yes
50	9	yes
53	10	yes
57	11	no
72	12	yes
73	13	no
83	14	no
104	15	no

Merged average   rank = 7.0
Non-merged average   rank = 8.7
Range 4 – 11,5

Revisiting Merger discussion, seeking explanations and solutions

Laarakker, P., W.T. de Vries, and R. Wouters. 2015. "Land registration and cadastre : one or two agencies?" Linking land tenure and use for shared prosperity, proceedings of the annual World Bank conference on land and poverty, 23-27 March 2015, Washington DC, United States.

de Vries, Walter Timo, Peter Marinus Laarakker, and Hendrikus Johannes Wouters. 2015. "Living apart together: A comparative evaluation of mergers of cadastral agencies and public land registers in Europe." *Transforming Government: People, Process and Policy* 9 (4):545-562. doi: doi:10.1108/TG-09-2014-0040.

de Vries, W. T., T. N. Muparari, and J. A. Zevenbergen. 2016. "Merger in land data handling, blending of cultures." *Journal of Spatial Science*:1-18. doi: 10.1080/14498596.2015.1068230.

Wouters, R., de Vries, W.T., Laarakker, P. 2016. "Land registration and cadastre, one or two agencies. ." 17th Worldbank conference on Land and Poverty, Washington, D.C. , USA.

Preliminary findings of new case studies

- No hard empirical evidence is available to promote the integrated model of cadastre and land registration organisations, or to suggest that merged organizations are more effective or efficient
- Often mergers discussion can be traced back to either a very hard and discrete change in statutory law, or to a more gradual and continuous demand for more interoperability and more simplification of tasks
- Encouraging and intensifying collaboration with information resources is in fact leading to an organisational transformation in which new unwritten procedures and attitudes are manifested leading to new communities of practice
- The concept of merger itself is ambiguous -> need conceptualization

Key research question

Shift research attention from

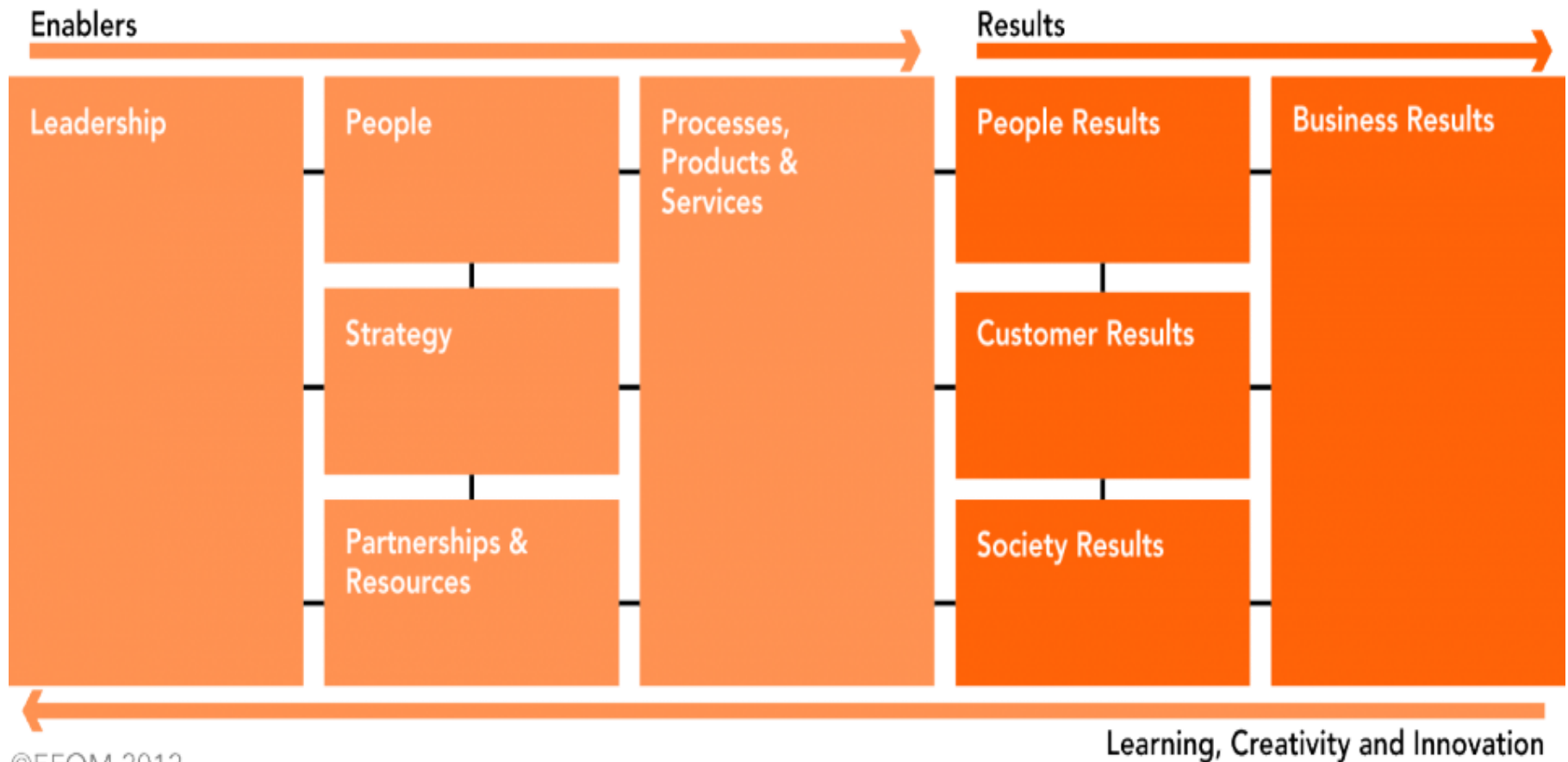*What are current merger processes and why are they needed?*

To

1) What forms of integration can be referred to as mergers? and

2) How do these forms contribute to a fundamental change in organisational quality?

Analytical framework -> EFQM model (European Foundation for Quality Management 2012)

©EFQM 2012

Data collection and analysis

1) Structured questionnaire with possibility to provide qualitative comments and explanations
2) Each EFQM component is assessed by a number of statements
3) 4-scale range answers (from fully agree to fully disagree)
4) Respondents -> key professional staff who have worked in strategic change processes

Methodology of interpretation-> hermeneutic cycle:
1) Per EFQM component – qualitative and quantitative
2) Combining EFQM components
3) Ranking and comparing degree of agreement – as an indicator / proxy for the degree and type of integration

Results – example 1 of result per component

Component LEADERSHIP	I fully agree	I largely agree	I partly agree	I disagree	Total
The organization(s) responsible for the C&LR processes has (have) a clear joint vision on the execution of their tasks	9	5	5	1	20
This vision is based on thorough knowledge and analysis of the environment of all C&LR organizations (clients, stakeholders, ministers, etc.	9	7	3	1	20
The vision is based on strengths, capabilities and the unique positions of all C&LR organizations	9	4	6	1	20
All C&LR organizations are adapted to optimal execution of integrated all C&LR services	7	8	0	5	20
All managers express a positive attitude towards cooperation with other land administration organizations	8	7	3	1	19
All managers are offering a powerful stimulus to improvement, renewal and innovation of integrated all C&LR processes	6	6	6	1	19

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Component PEOPLE (EMPLOYEES) RESULTS	I fully agree	I largely agree	I partly agree	I disagree	Total
C&LR organizations execute a single standard employee satisfaction survey for all departments	6	3	2	8	19
All employees rely on a single policy for employee development related to a joint strategy for C&LR organizations	6	4	2	7	19
All employees of all C&LR organizations perceive that their organization successfully achieves their mutual goals for employees	4	5	3	7	19

Results – combined components

Component	Average degree of agreement / integration (4 is the proxy for full integration – 1 is a proxy for no integration)
Leadership	3.04
Strategy and policy	3.04
Processes	2.88
Society results	2.74
Business results	2.52
People	2.50
Partnerships and resources	2.44
People (employees) results	2.39
Customer results	2.28
Improvement and innovation	2.27

Comparison between the degree of integration of enablers and of results

Enablers		Results	
Leadership	3.04	People results	2.39
People	2.50	Customer results	2.28
Strategy	3.04	Society results	2.74
Partnerships and resources	2.44	Business results	2.52
Processes, products and services	2.88		
Average	2.78	Average	2.48

Conclusions

- Organizations are perceived to reach the highest degree of integration in collective leadership and joint strategies, and the lowest degree of integration in handling customers and collectively dealing with improvements and innovations

In other words:

- Mergers and integration primarily focus on the operations instead of a shared customer focus

- Perceived degree of integration is substantially higher for the enabler components than for the results components.

In other words:

- integration is primarily developed and appreciated from an internal perspective and not from a systems perspective,
- results are not improved vis-à-vis the external environment, such as society at large or customers in the more narrow sense

Conclusions for this and other types of mergers

Mergers are following different co-evolving streams of organizational change and development.

These streams are related but not necessarily causally and effectively connected.

Instead, they evolve in seemingly independent ways.

Merging, in other words, is also dealing with unforeseen and unmanageable factors which either stimulate or resist merger objectives.

Recommendations for further research

Bring these findings into the discussions of the members of the TG of the WPLA and the forum of experts dealing with this merger issues.

With such a discussion and further feedback practical and feasible implications and changes in both strategic and operational processes can be further highlighted.

Final step: Recommendations for the organisations

- Recommendation to be defined:
  practical and feasible improvements in both strategic and operational processes

- Best practices and recommendations need to be "customized" for each country.

- Therefore input from TG-members and other experts crucial

- Results to be presented in Scientific paper (end of 2016)

Thank you for your attention!

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