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**ECONOMIC COMMISSION FOR EUROPE**

**COMMITTEE ON HOUSING AND LAND MANAGEMENT**

Working Party on Land Administration

Sixth session

Geneva, 18–19 June 2009

Item 6 of the provisional agenda

**RESULTS OF THE PERFORMANCE EVALUATION OF THE 2008-2009  
PROGRAMME OF WORK**

**SELF-EVALUATION OF WORKSHOPS OF THE WORKING PARTY  
ON LAND ADMINISTRATION**

Note by the secretariat

*Summary*

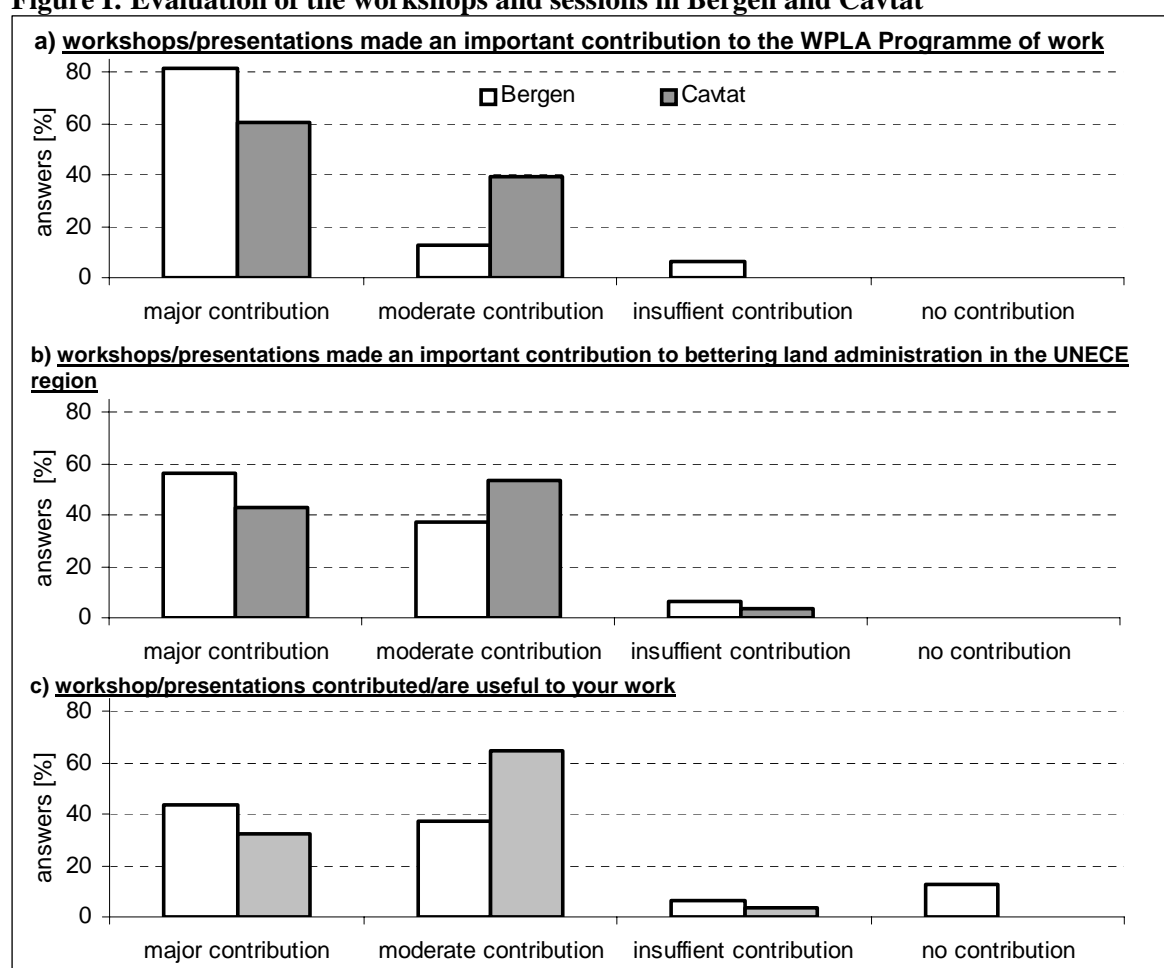
In response to a decision of the Economic Commission for Europe requesting each Sectoral Committee to conduct biennial evaluations to report on programme performance (ECE/HBP/2007/10), the fifth session of the Working Party on Land Administration (ECE/HBP/WP.7/2007/10, para. 40 (b)) decided to undertake a self-evaluation exercise to assess its workshops. The objective is to ascertain the workshops' relevance of for the Working Party's programme of work and to identify ways to improve future events. This report summarizes the findings of questionnaires distributed at two workshops (Bergen, Norway, 10–11 April 2008 and Cavtat, Croatia, 2–3 October 2008). A total of 72 questionnaires were returned by participants to the secretariat. Other questionnaires were planned for two further Working Party events (Sofia, 23–24 April 2009 and Rome, 3–4 June 2009; see informal notice 2). The questionnaires survey participants' opinions on the topics covered, the content and quality of presentations as well as organizational aspects.

## I. OVERALL EVALUATION OF THE WORKSHOPS

1. For about 30 per cent of the responding participants at the Bergen event, this was the first time they had attended a Working Party workshop. Among those in Cavtat, it was the first time for about 25 per cent of the participants. Fifty-four per cent of the Bergen and 70 per cent of the Cavtat attendees had participated in Working Party events fewer than four times. Whereas 15 per cent of responding Bergen participants had attended more than 10 Working Party events, only 7 per cent of the Cavtat participants had attended more than 10 events (figure III).

2. The majority of participants at both events thought that Working Party workshops supported land administration practices in the UNECE<sup>1</sup> region and were of “good” quality (figure IV(a) and (b)).

**Figure I: Evaluation of the workshops and sessions in Bergen and Cavtat**



3. The workshops and associated programmes were perceived by both workshops’ participants as a major contribution to the Working Party’s programme of work (figure I(a)).

<sup>1</sup> United Nations Economic Commission for Europe.

4. The Bergen workshop was considered to be a major contribution to improved land administration practices in the UNECE region by the majority of the responding participants (56.3 per cent) and the workshops/presentations were seen as major contributions to participants' work (43.8 per cent). Most responding participants (53.4 per cent) at the Cavtat workshop felt that the event had helped to improve land administration in the region, and the sessions/presentations were regarded by 64.3 per cent as a moderate contribution to the participants' work in their countries (figure I(c)).

5. It was widely mentioned that the most positive features of Working Party workshops were the variety of topics covered, the (group) discussions and the recommendations for good practice. Working Party workshops were appreciated for being an international forum to share experiences and to identify common goals and concerns, and as an opportunity for informal networking. However, participants felt that there was room to further balance, broaden and diversify the workshops' content. It was suggested that a possible approach to addressing the latter would be to organize joint workshops with other institutions, which would allow for the exchange of cross-cutting knowledge.

6. As far as content was concerned, topics such as networking, land registry, new products and services (e-services), customer demands and needs, data and system interoperability, digital data, electronic archives, data transparency, the real estate market and the register-finance-mortgage sector were considered to be crucial. Discussions about the balance between "right to information" and "right to privacy", public-private partnership in land administration and steps towards e-conveyance in different countries were also highly appreciated by the participants.

7. Responses frequently pointed out that the possibility to exchange experiences and hear about progress being made in other countries was very useful. The reports and practical examples from different countries and regions were considered to be diverse and well balanced regarding their geographical origins (i.e. no region was overrepresented). In general, participants considered the contributions to be topical and relevant, especially regarding land administration practices in the light of the sub-prime mortgage crisis.

8. Respondents of both workshops emphasized the high qualifications and variety of the participants' backgrounds, the positive atmosphere, the quality of the venues, the professionalism of the local staff and the in-depth discussions which often enabled "out-of-the-box thinking".

9. As far as the number of yearly events is concerned, participants also remarked that two workshops per year might be too many given the current financial restrictions in the travel budget of agencies in the land administration sector.

## **II. SESSIONS AND PRESENTATIONS**

10. The preparation and organization of the sessions at both workshops was considered to be either "excellent" (50 per cent in Bergen and 86 per cent in Cavtat) or "good" (50 per cent in Bergen and 14 per cent in Cavtat) by the total responding participants (figure II(a)). The quality of presentations was judged positively by a large number of participants at both workshops. Most presentations were evaluated as "good" at both events (figure II(b)) and participants experienced them as "well prepared". Also, the opportunity given to some young speakers was well appreciated.

11. Recommendations contained in the presentations were regarded as “good” by most participants of the workshop (68.8 per cent for Bergen and 65.5 per cent for Cavtat; see figure 2(c)). However, it was also pointed out that they could have been more practical and concrete.

12. The variety of the presentations in the workshops was perceived as enriching and representative of the complexity of land administration issues (table 1). While it was noted in the Bergen workshop that not all topics presented were necessarily relevant to all participants, it was also emphasized that the comparison with lessons from Africa added a pro-poor focus.

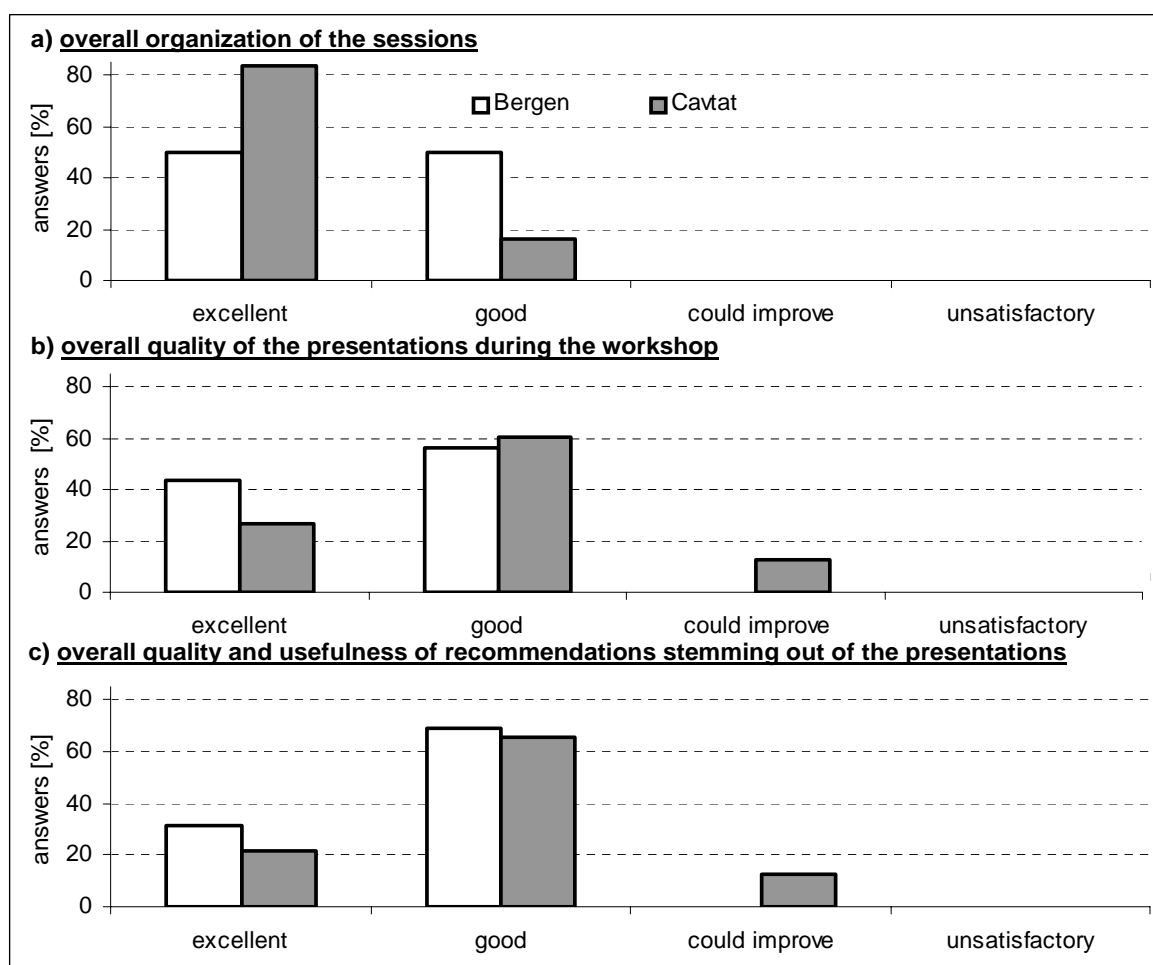
**Table 1: Presentations and discussions that were regarded as valuable**

Presentations	Discussions
Land book e-systems	Improving cadastres and land registry services
New approaches on e-services/ e-supermarkets	Land administration and business
Simplified procedure for property registration	Real estate markets (and their sustainability)
Public-private property	Single-agency registration system
Awareness as a key factor for developing inter-organizational collaboration	Introducing private surveyors companies as a partner to cadastre authorities
Multi-purpose cadastres	Governance and employment
Cost-recovery principle	Transformation of land registry in the development/evolution of integrated land administration (particularly through e-conveyancing)
Fees and charges	
One-stop shops	
Finance and land market issues	
Reports from Croatia, the Netherlands, Lithuania	

13. In general, participants underlined that definitions and principles on cadastre and registration issues were often repeated in the various presentations and, as some topics had been already addressed in earlier workshops, there was no need to cover them again. Concerning the allocation of time for speakers, it was remarked that possibilities to speak could be more equally distributed. Participants also noted that there was a tendency among some participants to focus too much on technicalities and the “tool box” of the professional land administrator, rather than on the related socio-economic and socio-political contexts underpinning land management issues.

14. Although some participants at both workshops believed that in general enough time was allocated for discussions after the presentations, a number remarked that the time given to speakers and for questions and discussion was too short. Time for discussion was regarded to be as important as the presentations. If needed, the number of presentations per session should be reduced, and conclusions and recommendations could be discussed in more detail. The lack of sufficient time for question-and-answer sessions was common to both workshops.

**Figure II: Overall evaluation of the workshops and sessions in Bergen and Cavtat**



### III. SUGGESTIONS FOR FUTURE WORKSHOPS AND PRESENTATIONS

#### *Workshop topics*

15. Participants made both general and concrete proposals for future workshop sessions (table 2). Since land administration involves complex relations among policymakers and interest groups, it was suggested that future events should address technical as well as economic and social issues. A deeper understanding of the synergies between land administration and housing policies would also help to identify ways to better promote sustainable development.

16. In this context, the global financial crisis and its negative impacts on the real estate markets and land administration were considered to be top priority. Participants proposed discussing the consequences of the increased mobility of the workforce triggered by the economic crisis and the changes in land administration policy priorities that may result.

17. Participants also referred data management as an emerging issue warranting further discussion. This topic involved economic, juridical, political and technical aspects, and comprised issues such as the application of fees and charges on cadastral services and the development of modern data-processing methods (e.g. e-government). The institutional and legal reforms needed by Governments to support the development and use of modern technologies in land administration would be an important challenge for the Working Party to address.

#### *Presentations*

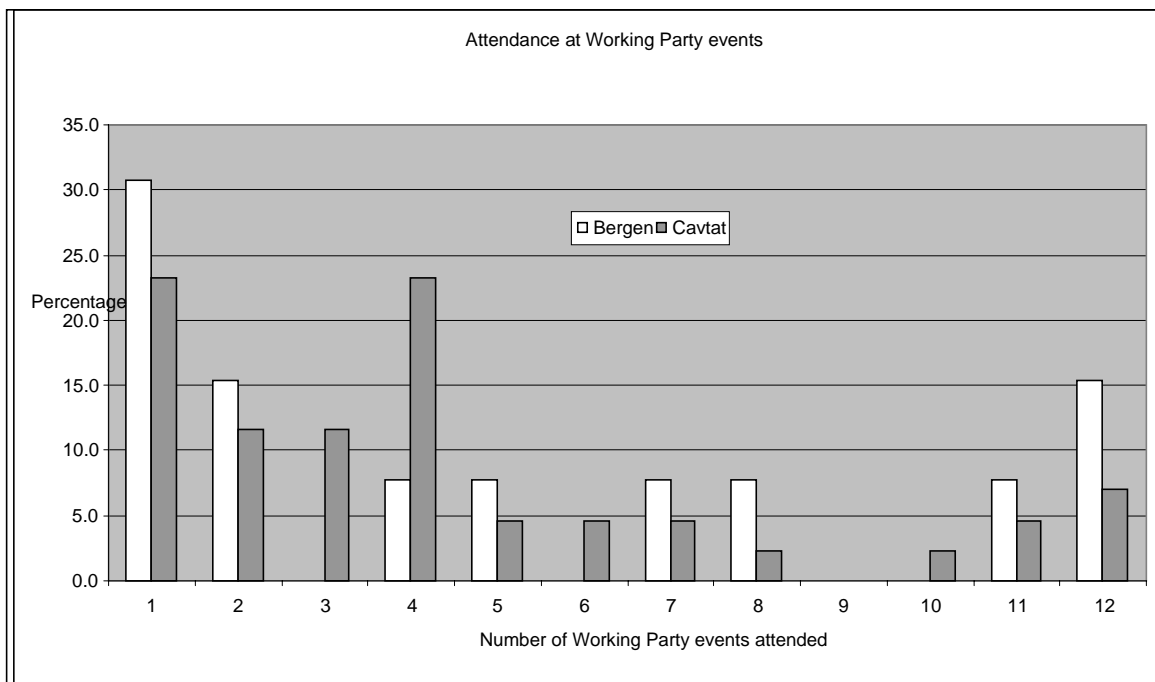
18. The need to develop more practice-oriented and better structured presentations with a clear message and examples of good practice (and more concrete recommendations) was underlined. Presentations should: (a) reflect the overall situation and needs of UNECE member States, especially countries in transition; (b) cover detailed aspects of the topic; and (c) facilitate concrete and focused discussions. Reports about flawed experiences could also be of high value to participants.

19. Participants also suggested a more active role for moderators: the latter should be required to summarize and elaborate on the messages contained in the presentations in order to generate more critical debate. To provide short summaries after presentations, as is the current practice, was considered to be less useful. Recommendations could be delivered in the form of “lesson learned” schemes. As far as the format of workshops was concerned, participation could be made more active through the creation of working groups on a defined topic (1–2 hours), panel discussions or breakout sessions.

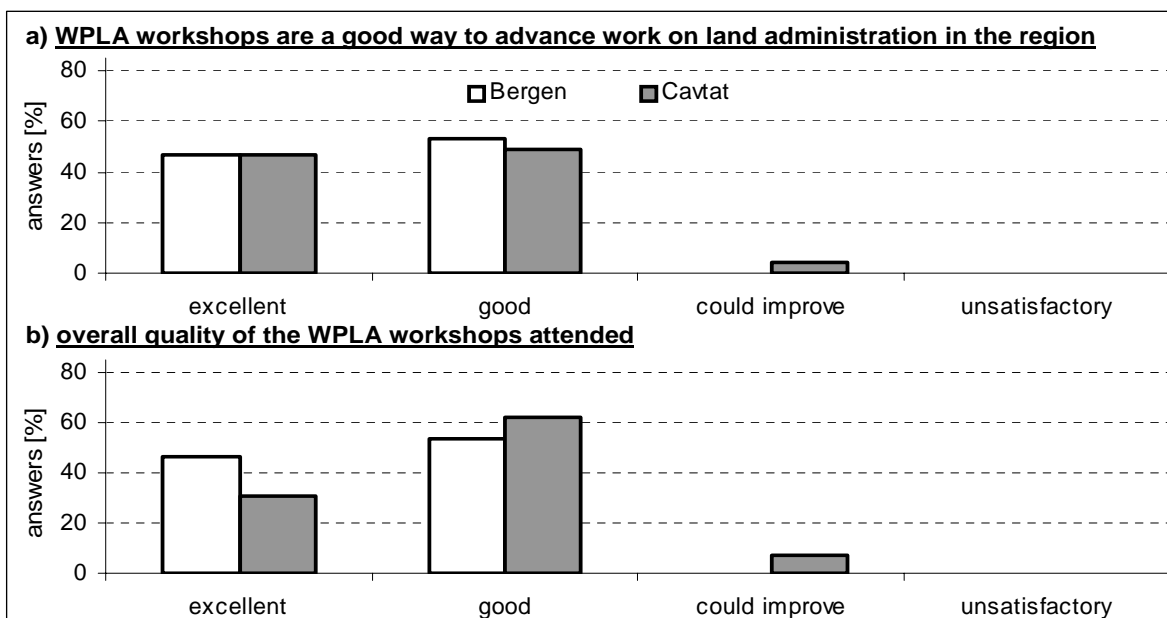
20. Some participants proposed promoting cooperation with local authorities, representatives of the financial sector and civil society (e.g. women’s organizations and consumer associations) and including their presentations during events. Others advocated inviting more speakers from academia and research institutions.

21. Finally, participants felt that simple solutions and devices should be identified to facilitate communication among participants and good translation. It was furthermore suggested that a summary document be produced after the workshop, which would contain conclusions and the names of the attendees. Also, the availability of papers and presentations was identified as an important aspect. Participants should receive copies of the complete presentations so they could obtain more information on the issues addressed.

**Figure III: Attendance at workshops in Bergen and Cavtat**



**Figure IV: Evaluation of the development and overall impression of workshops in Bergen and Cavtat**



**Table 2: Suggestions of topics for further Working Party sessions**

<b>Administrative aspects</b>	<b>Juridical and political aspects</b>	<b>Technical aspects</b>	<b>Service-oriented and economic aspects</b>	<b>Developmental and social aspects</b>
Quality controls of land management	Inheritance rights of land and real estate	Remote censoring for land administration tasks	Customer demands and needs for new products	Good governance and anti-corruption
“INSPIRE” (European Union initiative)	Housing policies	Multifunctional cadastre	Outsourcing and benchmarking	Risk assessment
e-Government, e-registration, e-administration and “one-stop-shops”	European Union Directives on “domestic” laws	Electronic archives/ hosting of data	Developments of e-services (also cross-border e-services)	Security of tenure and land administration (e.g. informal settlements)
Agreement on common terminology (e.g. how to handle problems associated with different legal systems, customs and languages)	Discussion on how to encourage government ministries and agencies to work to “join up” themes (i.e. a joint approach to land policy and the issue of spatial data)	Technical aspects of the shift from land registration to regulation/provision of services	Increased demands on security of land registration and cadastre business, ensuing from new technologies  Linkages to credit/ financial markets	Considerations on how land registration principles can be applied to building regulation and environmental controls affecting property
State registers today and in the future and the effect on stakeholders and integration of State registers and services	Interaction and linkages with civil society in land administration  Optimal immovable property information	Improvement of data management and quality in cadastre databases and registers	Fees and charges: sustainability and continuity of land registration and cadastre business	Capacity-building in organizations and the public sector
Discussions on data transparency and/or whether registers should be “open” or not	Land use and land use rights. Formal and informal land use rights  Legal amendments encouraging the development of modern technologies  Intellectual property rights and right to privacy	Architecture and realization of services	Understanding of the role of registration within larger land/real estate markets  Land consolidation  Efficiency improvements	Linking land administration to overall development issues  Microfinancing for land and housing



#### IV. CONCLUSIONS AND RECOMMENDATIONS

22. The participants' general impressions of the workshop events ranged from satisfactory to excellent. The organization of the workshop was on average regarded as very good.
23. Informal exchange during the workshop was regarded as very important by the participants, and this should be facilitated.
24. There should be room for productive discussions of the presentations and the recommendations. Discussions should be animated by the moderators and the format should be designed to involve all participants in the discussions.
25. Real estate markets and their impact on social and economic variables are crucial topics for future sessions.
26. The Working Party was able to broaden its scope, but it could be further extended by exploring new subjects and linking Working Party work to wider United Nations goals and objectives.
27. The balance between technical and socio-political/socio-economic considerations is skewed towards the technical issues. Consequently, upcoming events should cover a more balanced agenda.
28. Repetition of issues in sessions should be avoided.
29. Additional financial support to cover a wide and geographically balanced participation of delegates from UNECE countries should be promoted.
30. Invitations of high-quality keynote speakers, lecturers/researchers and practitioners in the relevant fields should be encouraged.

Annex**QUESTIONNAIRE FOR THE WORKSHOP SELF-EVALUATION****I. BACKGROUND**

This questionnaire was divided under three main headings, covering the following aspects:

1. The Working Party's programme of work;
2. Sessions and presentations;
3. Attendance at previous Working Party workshops.

The questionnaire contained the following set of questions:

**II. QUESTIONNAIRE**

This questionnaire was distributed to participants in the Working Party workshops held in Bergen, Norway (10–11 April 2008) and in Cavtat, Croatia (2–3 October 2008) to assess these events' quality and relevance to the Working Party's programme of work, and to gather suggestions on how to improve future workshops.

**Working Party programme of work**

	<b>Major contribution</b>	<b>Moderate contribution</b>	<b>Insufficient contribution</b>	<b>No contribution</b>
<b>1. Do you feel that the workshops and associated presentations made an important contribution to the Working Party's programme of work?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Do you feel that the workshops and associated presentations made an important contribution to bettering land administration in the UNECE region?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Do you feel that the workshop and associated presentations contributed and are useful to your work?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please specify what in particular you believe was a good feature of the workshop:**

**Sessions and presentations**

	Excellent	Good	Could improve	Unsatisfactory
<b>1. Your views on the overall organization of the sessions?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Your views on the overall quality of the presentations during the workshop?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Your views on the overall quality and usefulness of recommendations stemming from the presentations?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Your suggestions for future sessions:**

**Could you think of a topic you felt was underrepresented in the session/presentations?**

**In detail: Please indicate below what you were positively impressed with and what did not satisfy you, and how to improve sessions and presentations.**

**I was positively impressed with:**

**I was not satisfied with:**

**How to improve:**

**If you have attended previous Working Party workshops:**

**How many Working Party workshops have you attended before the workshop in Bergen (10–11 April 2008)?**

	Excellent	Good	Could improve	Unsatisfactory
<b>1. Do you think the Working Party workshops are a good way to advance work on land administration in the region?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. What is the overall quality of the Working Party workshops you have attended?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Please indicate positive features of <u>previous</u> Working Party workshops that you would like to see repeated in future workshops:</b>				
<b>What topics should future Working Party workshops address?</b>				
<b>Name and country (optional)</b>				

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