DELIVERING LAND ADMINISTRATION SERVICES AT SCALE

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## List of Acronyms and Abbreviations

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<tr>
<td>FIG</td>
<td>International Federation of Surveyors</td>
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<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
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<td>LAA</td>
<td>Land Administration Authority</td>
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<tr>
<td>LMDA</td>
<td>Lesotho Millennium Development Agency</td>
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<tr>
<td>LMS</td>
<td>Lease Management System</td>
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<td>MCA</td>
<td>Millennium Challenge Account</td>
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<td>MOU</td>
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Abstract

Land is a finite and one of the most valuable resources hence the need for proper land administration. Effective land governance ensures transparent and efficient land administration, equity and access to land by all, food security, land use planning, and natural resources management to name but a few. Land administration services should be business oriented as such adoption of appropriate customer centric models is significant. Balancing demand and delivery of land services should always be pivotal.

Although there are always lessons that could be learned from one country to another, there is usually no “one size fits all” hence concepts like “fit for purpose” come to play. One of the core reasons for embarking on land administration reform initiatives is that they are known to promote economic development hence poverty alleviation. Land administration services are part of day to day for public services. These services are usually provided by government offices and it is a common concern in developing countries that public service delivery is sluggish and sometimes contaminated with acts of corruption. Organisations providing land administration services still need to monitor performance and quality of service provided to the public. An outline of some best ways to manage or enhance service delivery, access to land information, reliability, transparency, performance, cost effectiveness and capacity gaps is made in this document.

Key Words:
Administration, delivery, governance, Land, service
1. Introduction

Land is a finite and one of the most valuable resources. Its administration deserves to be optimized hence the need for proper land administration. Land administration is defined as series of actions done in order to determine, record and disseminate information about land ownership, rights, identification, size, value and use thereof in line with land policies and regulations. Although this is an old phenomenon, the land administration services sector has evolved very rapidly in recent years. For instance, developing countries like Ethiopia, Ghana, Lesotho, Nepal, Nigeria, Rwanda to name but a few have taken significant strides to improve their land administration systems.

Land governance plays a vital role in ensuring that decisions concerning rules, processes and structures about land and its use are consciously made as people compete for land access and use. Land administration is a key function of land governance, (Byamugisha, 2014). As such, good land governance ensures effective and efficient land administration, equity and access to land by all, food security, land use planning, and natural resources management to name but a few.

A case study approach has been adopted in this paper. Countries differ considerably in levels of maturity as far as land administration is concerned. This is real between developed countries, less developed countries and between the two categories of countries. For contextual purposes, this exercise focuses on principles, styles and systems that are pro-poor.

Land registry and cadastre should have a clear ownership and so geographical land parcels data of entire country. Such information should be readily available to general public. According to World Bank Doing Business report 2015, only 27% of the world economies have registry with full coverage of the private land and only 34% with cadastre coverage, and the huge percentage of countries with the smallest coverage is in Asia, Caribbean and Sub Saharan Africa. The smaller percentage therefore gives an indication that fast expansion of coverage cannot be achieved through sporadic processes only. In some countries, it has been achieved through implementation of land regularisation projects. For instance, Lesotho, Rwanda, and others are considered to have benefitted through this approach.

One of the core reasons for embarking on land administration reform initiatives is that it is known to promote economic development. Land administration through taxes and fees on land, plays a
significant role in raising revenue for public finances. Through registration and cadastral systems, land administration provides security of tenure and allows people to obtain loans through mortgages (Grover & Food and Agriculture Organization of the United Nations, 2007).

A reliable land administration system can be achieved through proper land administration reform. This has proved to be an important factor in providing quality land administration services. Transparency, in business context is all about honesty and openness. Transparency and accountability are generally considered as two main pillars of good corporate governance. They are also critical and ethical ingredients for a functioning land administration system. Quality of land administration services can also be measured by level and access to land information for public decision making purposes. If such information is easily accessible, it reduces land disputes and facilitates economic development.

An information system that can provide affordable, timely, and accurate information about land resources and their quantity, quality, ownership, and use thereof is a cornerstone of any land administration and land management system, (Byamugisha, 2014). It is therefore important to have land information easily accessible to tax, courts, land use planning, financial institutions and others. Electronic storage for ease of storage and retrieval is very essential in these days and age.

When considering current technology trends, use of internet or cloud based computing for land information remains the most versatile solution. However, care must always be borne in mind for security purposes. As a result, use of high security networks accessible to only authorised institutions is a pre-requisite. Notwithstanding that it is still a challenge in developing countries to afford stable and reliable Land Information systems (LIS). Use of pro-poor systems like Solutions for Open Land Administration (SOLA), Social Tenure Domain Model (STDM) and others need further efforts to improve their capabilities. Implementation of SOLA in Lesotho through Millennium Challenge Corporation (MCC) in 2012 has shown tremendous results. However, only 76% of registered properties have been scanned and digitalised into the system to date due to limitations of the system. Notwithstanding, the limitations, the system has made a positive impact on service efficiency and keeping electronic land records.
2. Cost Effective and Fast Expansion of Coverage

Coverage assesses the extent to which the land registry and cadaster provide complete geographic coverage of privately held land parcels. To be accessible to third parties, and thus enforceable to anyone, all transactions need to be publicly verified and authenticated at the registry. Quality of Land Administration service and security of tenure can be compromised if registry and cadaster do not cover a huge percentage of the economy. The higher the coverage percentage, the higher the economic growth of a country for the reason that registered title can be used as collateral for obtaining finance from banks. Also if a huge percentage of population in any economy does not hold registered land titles, this can hamper economic development and promote corruption, illegal land transactions and can result in land disputes and conflicts.

Most developing countries are still unable to account for every square meter of the land within their economies. This is evidenced by World Bank Doing Business Report 2015 on registering property where the research indicates that only 27% of economies have a registry with full coverage of private land, and only 34% a cadaster with complete coverage. South Asia, Latin America and the Caribbean and Sub-Saharan Africa have the smallest shares of economies with full coverage of private land, while the OECD high-income group and Europe and Central Asia have the largest shares with full coverage. Limited success in achieving increased cadastral coverage in developing countries adversely affects individuals and communities to improve their living conditions. Unregistered titles result in insecurity of tenure, which also results in forced evictions, land grabbing, inadequate compensation when it is considered, and promotes poor urban service delivery.

2.1 Land Tenure Regularization

Complete coverage in most of developing countries was achieved through land tenure regularization. Even though it is generally perceived to be the most efficient and cost effective means of registering property and achieving full coverage, it is still a challenge for majority of the Sub Saharan African Countries to implement such projects without intervention of Donor Agencies. Let us take the case of Rwanda, where more than 10.3 million parcels were successfully registered through land tenure regularization to cover the whole country. The project costed around £42.2 million, more than 90% of project costs were financed by Donor Agencies, while Rwanda Government only contributed around 9%.
In Lesotho, around 55000 parcels were registered through regularization project fully funded by Millennium Challenge Corporation, and it costed around USD69 per parcel. The project came as result of the reform by Lesotho Government to address the inefficiencies in the land sector, to separate land management and administration function by bringing together registry and cadaster under one institution. Land regularization of 55000 parcels in the urban areas of the capital city, Maseru, was programme under this reform. The parcels registered under this project contributed around 2% to the land coverage of the whole country. The project was completed in 2012, and it is still a financial challenge for the Government of Lesotho to raise funds to continue with regularizing the whole country.

2.2 Sporadic land Registration

In most economies where coverage is still low, sporadic land registration is still the dominant means of registering property, and statistics has shown that, it would take years to achieve full coverage through sporadic land registration. In the case of Lesotho, on average around 2200 parcels are registered through sporadic process per annum. This contributes a small fraction of the land in Lesotho towards full coverage.

2.3 Inefficient land administration services

Transparent, reliable, accessible and cost effective land administration services can also go a long way towards increased geographic coverage, especially where sporadic process is used because people will be encouraged to register their properties without any difficult and bureaucratic process of registration. If an application of land title is submitted online without land Officer’s interaction, and all information can be easily accessible, this will result in cost effective services and the public will be encouraged to apply for land titles, as a result increasing coverage and land tenure security.

2.4 Restrictive land laws and regulations

Restrictive land regulations and laws also contribute to the low coverage of registration in many economies. In Lesotho, it is not mandatory for people in the rural areas to have registered land titles, unless the property is used for commercial purposes, as a result people in those areas do not see the need to have registered titles. Therefore, their plots are not included in the formal cadaster or registry of the land administration institutions. Inclusion of such can only be done through land regularization, where the registered titles are given to people at a low cost or even free of any charges. Laws and regulations should be relaxed to encourage people to have registered titles.
3. Transparency, Reliability and Monitoring Performance

Transparency is widely recognized as a core principle of good governance. It is described by Transparency International as shedding light on rules, plans, processes and actions. It is knowing why, how, what, and how much. It ensures that public officials, civil servants, managers, board members and businesspeople act visibly and understandably, and report on their activities. As a result, the general public can hold them to accountable. It is an inevitable way of guarding against corruption, and helps increase trust in the people and institutions.

Provision of relevant, understandable and reliable land information is particularly important in land administration and because land is a highly valued resource and often the source of conflict and corruption. Access to land information has therefore gained recognition as a prerequisite to informed stakeholder participation and as a tool to enhance accountability (GIT, 2006). It is obvious that corruption in all forms is inherent in land administration services, as a result, measures need to be put in place to improve transparency in land administration services.

3.1 Measures to Improve Transparency

(a) Availability of information - Land information is considered to be public information, as such public authorities have an obligation to make such information available. In addition, the public has the right to receive information held by public institutions as one of their fundamental right. Making information available reduces chances of corruption, enables the public to make informed decisions and reduces the rate of conflicts.

(b) Access to information about ownership, value and use of land - There are various mediums for providing land information to citizens and stakeholders, ranging from traditional tools like community meetings, newspapers, brochures, etc. to the current trends of using computers and technology like facebook, twitter, etc.

Information should be provided in an affordable cost. Costing structures differ from one country to another, but the basic principle remain that it should be available and accessible with minimal or no cost.

(c) Standardized procedures for determination, recording and dissemination of information - It should be impossible to change land registers and cadastres in a hidden and legally unrecognized way. No change in land inventories therefore should be impossible without source document that justifies the
change (title application, deed, other document), in order to prevent illegal land transactions. Source of the occurred change in land ownership should always be traceable to who took the decisions and according to what legal prescriptions.

The way to efficiency in land administration service is also to simplify and standardise land administration procedures. This can be achieved through minimising the number of procedures, time, and cost that is needed to register property rights.

(d) **Computerization of systems** - Maintaining computerized land records has proved to be beneficial to provision of services and improves transparency in land administration in different ways. It improves data integrity, enables easy access to information, allows submission and application for services online and improves transparency. FAO (2007:22-23) stresses that computerising land administration services will enhance access to land records and reduce the ability of corrupt practices, which this will “improve the quality of services”. According to World Bank Doing Business Report 2015 – Registering Property, half of the 170 economies use an electronic database for checking for charges on property and half have a geographic information system for recording maps. Most economies around the world are moving towards computerization of land records to improve transparency and enable easy access to information. Kenya, Indonesia, Qatar, Rwanda amongst others:

- Kenya made registering property easier by increasing the transparency of its land registry and cadastre and improved documents management system by Implementing Land Management Information System (LMIS) that enables capturing, management and analysis of geographic referenced land related data in order to produce land information for decision making in Land administration services and management. Once implemented the system enabled users to sign up for user’s rights and carry instant searches online, enhance service delivery in the land sector, improves tenure security, efficient and effective land admin processes and guarantee accuracy and data security.
- Indonesia – digitizing cadastral records and setting up geographic information system
- Qatar – Made registering property easier by increasing the transparency at its land registry
- Rwanda – Introduction of effective time limits and increased transparency of the land administration systems.

Doing Business assess transparency through a set of questions focusing on who has access to land information, whether the fee schedule for land registry services is publicly available, whether there are
service standards for property transactions, whether statistics about land transactions are collected and made available to the public and whether any specific mechanism is in place for filing a complaint.

Transparency ensures accountability and information gives citizens the power of knowing what to expect and who will be accountable in case things go wrong. Most of the economies around the world make information on fee schedules available online and statistical records are made available to the public. Sweden has an online system allowing anyone to access not only information on fees but also any information on plots going back 400 years. Other avenues can be used to provide information to land users. For example, public notice boards, brochures and other information materials. These methods are used by most of developing countries around the world, where online access is not yet implemented.

3.2 Reliability in Land Administration Systems

In general terms reliability is described as the ability of an apparatus, machine, or system to consistently perform its intended or required function or mission, on demand and without degradation or failure. It is widely agreed (Gunes, and Deveci, 2002; Tan, 2003; Kuei and Madu, 2003; and Gamini, 2004; Madu, 2005; Braglia et al, 2007) that reliability is a key to the survival of any organisation, system, and process and its continuity competitiveness. Reliability and quality are strongly connected to an extent that they are intertwined (Madu expression); therefore, any unreliable organisation, system and process cannot produce a competitive product with high quality.

Accurate, reliable and timely information is vital to effective decision making in almost every aspect of human life. In the absence of such information, people and organisations will make bad decisions. In land administration setting, a reliable land administration system provides clear information on the ownership of property, supports security of tenure and facilitates development of land market. It also inhibits fraudulent actions, such as using false documents to conduct land transactions or selling properties multiple times without the knowledge of the true owners (World Bank Doing Business Report 2015 – Registering Property, measuring quality of land administration services). These can only be achieved when land administration system has adequate infrastructure to provide up to date and accurate information, data input is reliable and there are efficient processes in order to reduce risks of errors.

3.2.1 Importance of reliable land administration services

In previous decades, people used to trust and depended on the manual systems. With globalization, both national and international stakeholders are becoming curious about reliability of systems. They need
transparent, efficient, accountable and reliable land administration systems before extending or exploring any investment opportunities. As a result, a reliable system is key to opening up opportunities for investment.

Reliable systems reducing risk in financial decisions. Investors, bankers, land use planners, land developers and the general public need to have confidence in land administration systems in order to make sound financial decisions.

Although setting up reliable systems is very costly and there are running costs (repairing, maintaining, training, auditing, etc.) as well, which can be reduced by spending money on reliability studies during the design, development, and quality control stages (A.G. Robertson, 1971), the overall benefits for society, economic development, and human welfare exceed these costs.

Computerized and integrated land registry and cadaster make access to information easy and transparent. Public can easily verify ownership and any transaction before initiating any sale or acquisition of property. According to Doing Business research, half of economies around the world have electronic databases for rights and encumbrances. This shows a positive move towards reliable land administration systems around the world.

Reliability can also be enhanced by having a unique land parcel identifier, which will make it easier to identify different properties and reduce the rate of errors. Most economies around the world have already adopted this parcel referencing.

3.2.2 Causes of unreliability

Generally speaking, the absence of integrated land policy that contains efficient land administration system (land registration system, land use planning, land information, and land valuation system) which depend upon an accurate land information system, is the main cause of unreliability.

Manual system which are inherent and prone to errors and manipulation can have a negative impact on reliability of the system.
3.2 Performance Monitoring

Currently there are no internationally accepted methodologies to measure and compare the performance of land administration systems. This is partly because land administration systems are in constant reform, and probably more importantly, they are part of the different national identities representing the societies’ perceptions of land.

3.2.1 Benefits of benchmarking land administration systems

Benefits in benchmarking land administration systems can be extensive:

- Facilitating cross-country comparisons in land administration performance;
- Providing a basis for comparisons over time;
- Demonstrating strengths and weaknesses of land administration systems;
- Justifying why a country should improve its land administration system and identify areas/priorities for reform;
- Helping to draw links to other issues and sectors;
- Justifying an investment to improve;
- Monitoring improvement.

Notwithstanding the fact stated above, land administration services providers like any other service organisations must develop creative, yet reliable, approaches to help them assess how well their community organisation is delivering its services. Measuring an organization’s performance is particularly important for all the stakeholders who put their trust in the management of an organisation to meet their needs and expectations. Performance measuring is a means of being accountable to funders and the community, and is a practical way to ascertain the need for change.

3.2.2 Elements of evaluating performance of an organisation

At the organizational level, in a World Bank Seminar, Baird (1998) emphasized four elements that are central in evaluating performance of an organization:

- Well-defined objectives – to know where to go to;
- Clear strategy – to know how to get there;
- Outcomes: monitor able indicators – to know if on track;
- Evaluation of results – to gain input for improvements.
In addition, and to attest to the above elements of performance monitoring and evaluation, strategic planning principles states that an organisation will need to devise measures to best inform how well it is performing. These are just a few simple questions to answer:

- What are the organization’s goals?
- How are we going to know if we are achieving those goals?
- What data or information will tell us how we are doing?
- Will this information make sense and tell us what we need to know?

In applying the above principles to land administration services, the elements might look at the following aspects:

- Objectives/Goals – Clear, measurable, achievable, realistic and time bound objectives must set for land administration service providers. All this must contribute to the economic development and poverty alleviation of an economy.
- Strategy – Initiatives and approach adopted by land administration service to meet the goals and objectives.
- Outcome/ performance indicators – What is the outcome and the effect of the chosen approach. The outcome should be validated by data and information that will assist in determining how the organisation is doing. However, reliance should not only be on statistics. Statistics only provide clues to performance, not necessarily answers; so it is important that both quantitative and qualitative data in considered before making final conclusion about how well the organisation is meeting its goals.
- Evaluation of results - how is the land administration system managing change and how are the objectives and strategies re-evaluated.

3.2.3 Performance Indicators

Given the many facets and the cross-cutting nature of governance, a common way of assessing has been through indicators. Indicators are measures that (a) convey information about a phenomenon or a process, (b) are based on verifiable data or information, and (c) can be interpreted within the perspective of agreed-upon policy objectives. An indicator needs to be relevant; that is, it brings meaningful information relating to the issue that is raised. An indicator needs to be accurate in the sense that it can be unambiguously derived from the underlying data that support it. Finally, it needs to be consistent.
It is therefore equally important to assess the land administration system and develop indicators to assess and monitor performance of land administration systems. Dr. Daniel Steudler developed A Framework for the Evaluation of Land Administration Systems. It looks at the performance indicators for land administration systems at different levels of management:

- **Policy Level** – At this level the framework looks at whether the system is well defined by objectives and tasks, whether it responds to needs of society, whether is equitable for all and is economically viable. Examples of land administration systems indicators that can be used under this level:
  
  o Land policy Principles –
    - Existence of a government policy for land administration
    - List of statements for land administration system role
  o Land tenure Principles
    - Existence of formal recognition and legal definition of land tenure
    - Security of tenure (no. and solution of disputes)
    - Social and economic equity (underrepresented)
  o Economic and financial factors
    - Cost/benefit and fee structures, land tax revenue
    - Economic indicators (value and volume of land market)
    - Funding and investment structure

- **Management level** - At this level the framework looks at whether the structure of system is useful and clearly define, strategies are appropriate to reach and satisfy objectives, involved institutions have each clearly defined tasks and cooperate and communicate well with each other and private sector is involved. Examples of land administration systems indicators that can be used under this level:

  o Cadastral and land administration principles
    - Adequate protection of land rights
    - Support of land market (secure, efficient, simple, at low cost)

  o Institutional principles
    - List of responsible departments and ministries central or decentralized organization

~ 11 ~
- Number of institutions and offices
- Private sector involvement, no. and volume of contracts

- **Operational Level** - Products respond to objectives, technical specifications and implementations are appropriate to strategic needs.
  - Technical principles
    - Data properties (capture method, quality and accuracy)
    - Data maintenance, timeliness

- **Review Process** - Assessment of Review process
  - User satisfaction indicators
  - Degree of satisfaction of objectives and strategies
  - Existence of a regular review process

All these indicators can be answered with a yes/no, and an evaluation done to monitor how the land administration system is performing. Compliance with most of the indicators above indicates a good performing land administration system.

4. **Accessibility of Land Information**

4.1 **Improvement of Land Information Accessibility**

Access to land information by authorized parties like tax authorities, courts, land use planners, financial institutions, utilities companies and others is critically important hence the need to link land information systems to other systems without compromising its security. When considering current technology trends, use of internet or cloud based computing for land information remains the most versatile solution. However, care must always be borne in mind for security purposes. As a result, use of high security networks accessible to only authorised institutions is a pre-requisite. Notwithstanding that it is still a challenge in developing countries to afford stable and reliable Land Information systems (LIS). Use of pro-poor systems like Solutions for Open Land Administration (SOLA), Social Tenure Domain Model (STDM) and others need further efforts to improve their capabilities. Implementation of SOLA in Lesotho through Millennium Challenge Corporation (MCC) in 2012 has shown tremendous results.
5. Business Models for Service Delivery

Land administration services are part of day to day for public services. These are usually services provided by government offices and it is a common concern in developing countries that public service delivery is sluggish and sometimes contaminated by acts of corruption. Organizations providing land administration services still need to monitor performance and quality of service provided to the public. Unlike in profit making companies, that measure of performance by profitability in land administration service organisations is not key. As a result, such service providers have to develop innovative and reliable performance measures that assess how well an organisation is delivering its services. Below are few approaches for better service delivery worth considering.

5.1 Decentralisation of Services

Migrating from a model of central provision of services to that of decentralisation to local governments introduces a new dimension of accountability between national and local authorities, (Ahmad, 2005). Some few decentralisation cases that can be quoted from Ethiopia, Ghana, Uganda and Tanzania are as thus: (Byamugisha, 2014).

In Uganda, the Land Act of 1998 envisaged an ambitious decentralization involving both expansion of registration and related services for formalization of customary rights and the creation of local land committees and a hierarchy of other institutions, including specialized land dispute settlement institutions.

In Tanzania, the Village Land Act of 1999 provided for a major vesting of land administration tasks in villages, as well as expansion of land services, with stress on implementation upon demarcation and registration of village and household lands.

In Ethiopia, under both national legislation and state laws in this federal system, important land administration functions are vested at the local level, including key roles in the implementation of an ambitious program of mapping and certifying household landholdings.

In Ghana, customary land tenure is legally recognized and governs over 80 percent of rural land, and the government is creating customary land secretariats (CLSs) to build capacity, transparency, and accountability in customary land administration; at the same time, it is piloting systematic registration of Customary and statutory land rights. (Byamugisha, 2014)
Although decentralisation has some benefits, there are challenges that surround it. These include: high establishment and administration costs, service quality control, discrete records where use of technology is still behind and limited local skills, knowledge and literacy at the grassroots level where decentralized services are needed.

It is also a common practice to find that decentralized service centres are usually not fully fledged. As a result, there will still be some instances whereby customers would have to visit regional or national offices at their cost to access certain land administration services. Although the reason for this is mostly cost benefit oriented, whereby the volumes of customers are small governments should be encouraged to do complete decentralisation. That in itself has potential to trigger service need in communities hence contribute positively in the land administration work of a country.

5.2 Land Administration Legal and Institutional Framework

Regulation and management of land should involve institutions with clear mandate (Burns, Deininger, & Selod, 2012). In Lesotho through a recent land administration reform gave birth to Land Act 2010 and the Land Administration Authority (LAA) was also established under the LAA Act of 2010 as an agency of the government responsible for land administration. Tremendous service delivery improvements were realised as a result of this new institution compared to when similar services were offered by a government department, Lands Surveys and Physical Planning (LSPP). This newly formed organization is functionally autonomous but reports to the Minister of Local Government and Chieftainship through its Board and receives limited annual government subvention to cover part of its running costs.

- There is clear line of accountability on land registry, spatial and cadastral records;
- As a result of emphasis on customer centricity and clearly defined access to land administration services, public confidence on the organisation improved tremendously;
- Customer segmentation and having a key accounts office for VIP and corporate customers gave a special attention to high revenue customers;
- Public awareness/education campaigns played a big role in ensuring that the general public understands the work done by the organisation well and services offered;
- Use of strategic alliances approach with other organisations and having MOU’s in place seemed to open valuable business relations with such organisations.
Even though the establishment of LAA was a blessing to citizens, the organisation has been facing many challenges pertaining to its existence, autonomy, financial self-sustainability, political turbulences and its roles and functions not well understood.

5.3 **Self Service Technologies**

Although walk-in method of accessing land administration services is still essential for face to face service encounter, use of online and mobile self-service technologies and public places kiosks to make enquiries, applications, provision of updates and information, always brings a new dimension of service experience. Fully digitalized land records and good information technology infrastructure are a pre-requisite for such non-walk-in services. These services may include: electronic banking to make payments, cellular phones based applications for enquires, notifications and payments, web-portals to access information, social media applications and many other electronic tools.

5.4 **Call/Service Centre**

Establishment and use of call centers dedicated to land administration services is another approach which can improve service delivery. A service centre usually functions as the main/single point of contact through which all enquiries, queries could be channeled all the time. This is a very well tested and mature concept which works for various service industries with high volumes of service requests. Although it might not be advisable for sensitive services like those concerning land matters, call centre services could be outsourced and run 24 hours in a day and 7 days a week.

5.5 **7P’s Marketing Mix Approach to improve Service Delivery**

Having outlined some of the best ways to enhance service delivery, it is worth mentioning that “customer service culture” is the core for every effort made.

Although there was no point in time where LAA said it is adopting the 7P’s Service Marketing Mix, the analysis of how things are done, shows a classic example of the traditional 4P’s product marketing mix model extended with 3P’s to come up with a Service Marketing Mix as applied,(Hinson, 2012):

(a) **Product/Service**: Land administration services and value delivery model/value chain were clearly redefined. Figure 1 below shows the perceived model for delivering value to customers.
(b) **Promotion:** A well-financed and very active public outreach/relations initiatives were taken. Promoting the organisation, creating awareness on land matters and soliciting support from stakeholders.

**Figure 2:** One of many public awareness billboards in local language placed in Maseru – Lesotho’s Capital
(c) **Prices**: Costs of services were reviewed bearing in mind that this is one element every customer is sensitive about. When considering the costs incurred to provide the needed land administration service one could really appreciated that charges for those services to customer are really very low.

(d) **Place/Office Accessibility**: Although efforts are in progress to improve remote or online access to services, physical access to the services has been made easy for regional and highlands districts customers.

(e) **People/ Human Resource**: Rigorous steps are made to ensure that the staff of LAA are highly motivated at work as such put into place hygiene, wellness factors and motivators for better job performance (Herzberg, 1964).

(f) **Physical Evidence/Customer Experience**: The environment in which services are offered has a very significant psychological influence on customer satisfaction. Buildings, service points, signage, ambience and surroundings were refurbished. There is a continual improvement and maintenance of physical service facilities to ensure that ambience is conducive.

(g) **Processes**: Business processes were re-engineered and are continually reviewed for efficiency. Full automation of these processes is very pivotal but still need more improvement. At this point in time, rigorous efforts are in place towards attaining fully electronic processing of land administration requests and services which are is still semi-electronic.

6. **Addressing Capacity Gaps**

6.1 **Fit for Purpose**

In land sector there is usually no “one size fits all”, because of different land tenure systems and cultural habits. As a result, solutions might always need to be customised to a country’s specific needs. Developed solutions should always be compliant and compatible with the elements of fit for purpose land administration framework as thus:

- Flexibility;
- Inclusive;
- Participatory;
- Affordable;
- Reliable;
- Upgradable.
6.2 Capacity Gaps

In land administration services there are always an upward trend of service delivery expectations from citizens. As a result, it is important to ensure that there is a continual growth in terms of the organizational capacity to meet the demand. It is therefore important that well defined capacity assessment and development plans are in place as part of strategic initiatives. Capacity gap in its literal meaning refers to deficiencies. Some deficiencies might be existent now and some in the future. All these capacity gaps must be given attention for the organisation to keep on performing as expected.

This power or ability to deliver as needed could involve human resources, systems, facilities and others. All these need to be looked at holistically, assessed and developed systematically.

7. Conclusions and Recommendations

To conclude this study, one could boldly say that there are indeed many valuable lessons that could be learned from various countries pertaining to delivering land administration services at scale. In as much as it could be desirable to offer the land administration services without limits, there are always financially oriented constraints that could not be ignored. On the other hand, despite all sorts of limitations, reliability, transparency and performance monitoring should always not be compromised as they can give a negative image about land administration service. Linking land information systems to tax, courts, land use and financial institutions is another avenue that needs to be looked at with some level objectivity. Innovative ways to make land administration services access experience much better than yesterday have to be taken into action. In the same manner, governments can determine as to what extend these services can go and be delivered by providing equivalent financial support. It is believed that the discussed cases here have numerous lessons that could be taken home for consideration.
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