



**CREATING A STRATEGY FOR THE ORGANISATIONAL MODERNISATION OF A LAND
REGISTRATION SYSTEM**

**DR. MARIA ZIFOU (2); ALKIVIADIS LAMPROU (2); GEORGIOS PAPAKYRIAKOPOULOS
(1); AVGERINOS AVGERINOUPANAGIOTOU (1); DR. VANESSA LAWRENCE CB (1,3);
JOHN SCHONEGEVEL (4)**

Organization(s): 1: The World Bank; 2: Ministry of Environment and Energy, Government of Greece; 3:
Location International; 4: New Frontiers Management Ltd

Presenting Author: Dr. Maria Zifou, zifoum@gmail.com

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Abstract

This paper focuses on the Transformation Programme that is being undertaken by the Government of Greece to organizationally modernize the Land Registration Process.

Historically, Greece has used a ‘Person Based’ deeds system to register rights, through 392 individual Mortgage Offices, located throughout the country while a project of cadastral creation was initiated in the late 1990’s.

The Greek Government has decided this transformation will be achieved by establishing a single Public Sector body for the establishment of a ‘Parcel Based’ system and within twenty four months of establishment, the 392 organisations, the majority of whom are currently in the private sector, will have migrated to 92 Branch offices in the Public Sector.

This paper will describe the development of the Organizational Reform Strategy that underpins this organizational Transformation Programme. It will demonstrate how by using a stepped process of a preparation phase, a migration phase and an optimization phase, the land registration system is protected from service disruption during such a significant transformation to modernize the land registration system.

Key Words

Land Registration, Strategy, Transformation,



INTRODUCTION

Modernization of land registration systems is a continuous process, in many countries around the world. It is well understood that ‘fit for purpose’ Land Registration can have a transformational effect on the economy of a country to support security of tenure for all and to sustainably manage land use and natural resources. At the same time it is important to consider the issues facing countries that need to modernize their own traditional methods of land registration and make them suitable to create a secure land registration system in the new technological age.

This paper will focus on the creation of an Organizational Reform Strategy (Organizational Transformation) needed to modernize a land registration system. It describes the process for building the Strategy to support the needed transformation, whilst ensuring the continuous operation of the land registration system to support the citizens in their land transactions. The paper illustrates how the Strategy development process supported the Transformation Programme that is being undertaken by the Government of Greece to modernize its Land Registration process.

The paper draws extensively from the paper titled “A Model for Modernizing the Organization of Land Registration Systems” by Georgios Papakyriakopoulos, Dr. Vanessa Lawrence CB, John Schonegevel, Dr. Maria Zifou and Alkiviadis Lamprou, which describes a Model that can be used to underpin the development of Organizational Reform Strategies, Organizational Transformation Programmes and Corporate Strategy creation.

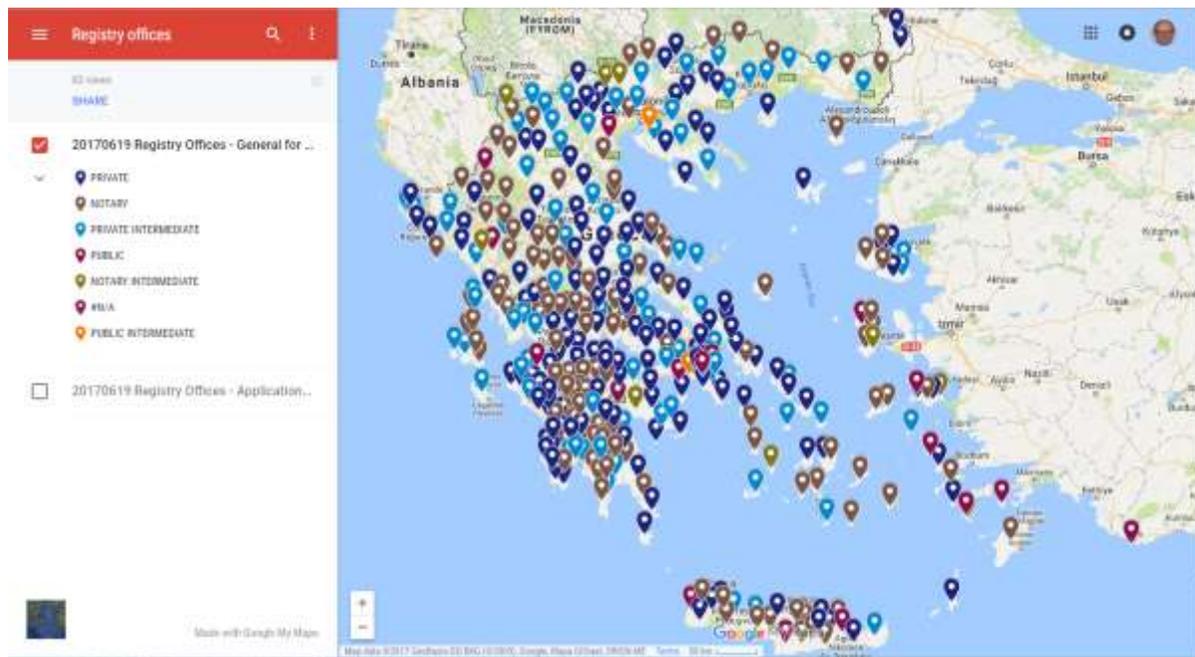
This paper shows a practical application of the Model and demonstrates its usefulness in ensuring all aspects of organizational transformation are considered in complex situations. As it is intended to be a standalone document, elements of the Model are summarized within this paper, to provide a context for the strategy as established for the situation in Greece. More in depth information about the Model itself can be found in the separate paper.

The current landscape in Greece is a composite of land registration services. Historically, Greece has used a ‘Person Based^[1]’ deeds system to register rights, through a number (currently 392 as at 7th October 2017) of individual Mortgage Offices, located throughout the country and serving defined geographic areas (see Figure 1).

¹ <https://www.elra.eu/the-present-landscape-of-land-registration-in-greece/>



Figure 1 - Map showing Mortgage Office Locations



The Mortgage Offices are divided into 3 different types depending on the way that they operate. All, except 33 of the offices, were privately owned by local Registrars or run by Notaries, however operating as private businesses, but providing a public service and operating under the supervision and jurisdiction of the Ministry of Justice. The remaining 33 are publicly owned and managed by the Ministry of Justice. Whilst the 392 Mortgage Offices work with the same basic processes they do have different ways of operating themselves.

In 1995, a Law on Cadastre was passed and projects to create the Cadastre commenced ^[2]. The process has involved the creation of a separate agency, the National Cadastre and Mapping Agency, operating as an SA, that essentially contracted out the work of creating the Cadastre to the private sector; This work is still under progress.

The timely delivery of Cadastral maps, conversion of all registration offices to Cadastre Offices and the lack of a viable work load in the Private Mortgage Offices due to a decline in the economy, has meant that important organizational reform is required to benefit the citizen and also benefit the staff who work within them.

² <https://www.ecolex.org/details/legislation/law-no-2308-on-the-creation-of-the-national-cadastre-lex-faoc050500/>



The Government of Greece has decided that this transformation will be achieved by establishing a single Public-Sector body and that within twenty four months of establishment of that entity, 392 organizations, the majority of whom are currently in the private sector, will have migrated to 92 Branch offices in the Public Sector, with the ultimate goal being the operation of only 17 regional offices upon the completion and final operation of the Cadastre.

The size of the task of transformation is immense and is set out in the following table (Table 1). It shows the expected position after the Migration Phase has been completed.

Table 1 -- Position after Migration Phase Completed

Current Name	Current Number of Offices	Name after Migration Completed (24 months after Law enacted)	Number of Offices 24 months after Law enacted
Public Mortgage Offices	33	Regional Offices	17
Private Mortgage Offices	219	Branch Offices	75
Notary Run Offices	140		
Total	392	Total	92

The new organization will take ownership and responsibility for all aspects of the service, including Cadastre Creation and the operation of all the Mortgage Offices at the same time ensuring sustainability, improving performance and providing a transparent and effective service to all.

This paper describes the development of the Organizational Reform Strategy, often known as the Corporate Strategy, which underpins the overall Transformation Programme.



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From this paper there will be transferable knowledge that could be used in other land registration systems globally that wish to modernise to meet the needs of the citizens in an ever increasingly technological world.

CORPORATE STRATEGY

Strategy is defined as:

‘The overall scope and direction of an organization and the way in which its various operations work together to achieve particular goals.’

The following Model (Figure 2) has been used to support the development of each of the sections within this Corporate Strategy. The model uses a logical framework to place the Corporate Strategy within the overall context of the market for Land Registration and the various Stakeholders affected by, and involved in, land registration within Greece.

This model has been selected because the elements are in common-use worldwide for Strategy planning and it has been previously used for developing country level geospatial and land registration organization strategies.

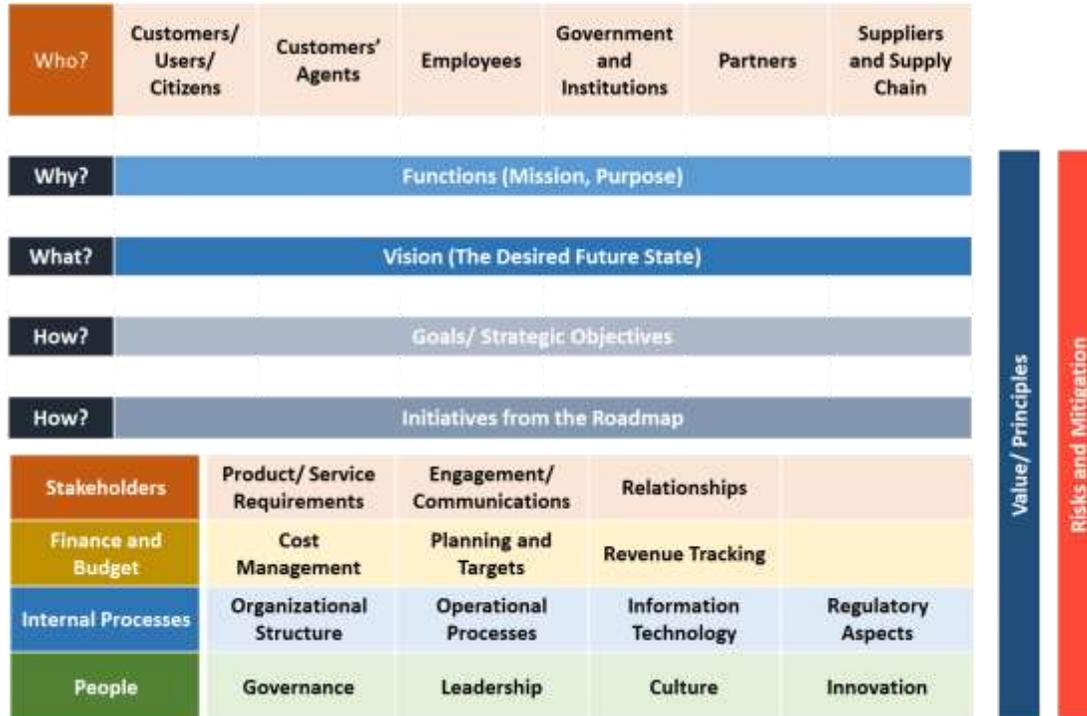


Figure 2 – Corporate Strategy



The strategic elements (Functions, Vision, Goals and Values) describe the overall scope and direction of the organization and are shown diagrammatically to represent the way they link together and support each other.

The Initiatives encompass four areas of strategy execution and delivery using a modified ‘Balanced Scorecard^[3]’ approach to ensure all operational aspects are considered and that they are aligned and work together to achieve the Goals and ultimately deliver the Vision.

These four areas are: Stakeholders, Finance and Budget, Internal Processes, and People.

An initial assessment of the changes required in the four areas was carried out to identify the steps that will, over time, transform the organization from its current diverse, multi-entity state to one that is both unified and much smaller than today, in terms of numbers of businesses, people and locations.

This assessment provoked the development of action steps and milestones that together create the strategic migration and transformation plan. It shows very clearly the complexity and scale of the change under consideration here.

Risk is also considered and documented, to enable the Organization to understand the level of risk associated with achieving the Vision and the mitigating steps available, should any risk be realized.

Stakeholders

The first step involved identifying the Stakeholders Groups affected by and involved in the Land Registration system. The Stakeholder Analysis then reviewed each of the Stakeholder Groups to understand their interests and influence, plus to assess the ways in which these interests may affect the viability of the Corporate Strategy.

From the stakeholder analysis it was apparent that several stakeholder groups, including current public and private sector employees and Registrars would be most affected by the initial changes. Their co-operation and involvement was considered essential if the Migration is to proceed without major disruption to the services provided to Citizens. Therefore it was recommended that engagement activities with these groups should start immediately the Strategy was approved.

³ Modified from - http://www.strimgroup.com/wp-content/uploads/pdf/KaplanNorton_Linking-the-BSC-to-Strategy.pdf - accessed 20th June 2017



Functions

The Functions establish the role and purpose of the organization, plus they define what it does and why it exists.

Within the Greek context, the following were established:

- Provision of information on property and property rights to the public and private sector.
- The registration of transactions of all sorts whether using the person-based or the newer parcel based methodology.
- Approval of any amendments to the parcel descriptions through subdivisions, consolidation and boundary amendments.
- Completion of the initial Cadastre creation.
- Registration of movable asset Pledges, Sureties, Bonds and other non-parcel based rights as needed. (These are currently within the responsibility of the Mortgage Offices (MOs) and need to be retained.)

Vision

In terms of the Corporate Strategy, the Vision statement is a description of the overall long-term end goal. It provides a description of what the organization will look like at some future point and answers the question ‘where are we going?’ An example of the long-term vision, as developed for the Greek Land Registration systems is as follows:

Provide security of tenure for land rights to Citizens and a transparent, effective service to Citizens and Public Sector organizations when (a) supplying information about property rights, their location and their values, and (b) processing and registering transactions and changes involving property rights and boundaries.

Principles

The Principles provide all stakeholders with a guide to the behaviors they can expect from the organization. These principles inform the process of strategy development and implementation and provide a guide to decision making, for all parties involved. They are also intended to help create a positive image and long-lasting relationships with stakeholders, by enabling the organization to demonstrate how its actions are aligned to them. In the Greek context, a number of Organizational, Legal and Operational Principles were defined, including:



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- The future organization will be a Public Body that is self-funding and Service Oriented.
- The organization and the operation will fall under the Public Law.
- The employees will fall under the rules of the Code for public servants and servants of the legal entities of public law. It will also abide by the following set of Operational Principles:
- Staff and registrars are to be treated fairly.
- Key stakeholders' views will be sought and will inform actions, they will be kept informed of the processes.
- The processes will be revenue neutral or, if possible, will enhance the State's income above the current level.
- The system will move to a digital system, with greater access to information, as a priority.
- The assignment of management and control of the Mortgage and Cadastre Offices to the new organization will occur immediately or within a period specified within the new Law, but the consolidation of Offices will be a staged process that may take some years – as agreed in the Corporate Strategy.

Goals/ Strategic Objectives

The Goals within the Corporate Strategy describe what the organization intends to achieve over time to achieve its Vision whilst maintaining alignment with the Principles and Functions. In the example used here, the following Goals have been established:

- The Cadastre must be completed.
- Users must be confident and satisfied with the process of accessing information and registering property rights and transactions.
- All property records will be in digital form and available to the public via web-services.
- A system of e-conveyancing and e-payment will be established in line with other e-government initiatives.
- Dispute resolution mechanisms must be in place and effective.
- The integration with other government agencies must have greater synergies and automated links.
- Financial management and accounting procedures will be in place.
- Effective Monitoring, Evaluation and Reporting systems will be in place and maintained.
- High levels of Customer satisfaction



- Meeting agreed service standards
- Good working relationship with key professionals
- Open and transparent operations, responsible to stakeholders needs.

These Goals form the core outcomes of the Corporate Strategy.

IMPLEMENTATION PHASES

Due to the complexity of most Transformation Programmes operating around the World, moving from the current situation to achieve the Vision in one step is often considered unrealistic and carries a very high risk of failure.

A phased approach is recommended, to lower the risk and to match the reality of making a transformation of this nature, scale and type. Each of these Phases is described below:

A. Preparation Phase

The outcome of this Phase will be that the new organization is ready and able to implement the initial office reduction and merger programme with the minimum of disruption to the functioning land registration system.

Based on the agreed Operational Principles, and especially to ensure that the consolidation of Offices does not adversely affect the service provided to Citizens, the following activities need to be planned for, resourced and completed before the start of the Migration Phase;

The Legal Basis

Where required, the legal basis of the organization must be established. In the example of Greece, a new Law was required to provide the framework, under the Constitution, for the planned changes. This legal basis should reflect the Corporate Strategy and the activities involved in putting the new structure in place, in a controlled and measured way, to minimize the risks of an unwanted outcome. It should also allow for flexibility and provide the ability for the organization to respond to developments in technology, services, customer requirements and demand levels, which cannot yet be defined with any clarity.

Stakeholders

From the stakeholder analysis it is often apparent that several stakeholder groups will be most affected by the initial changes. Their co-operation and involvement are essential if the Migration is to proceed



without major disruption to the services provided to Citizens. It is therefore recommended that engagement activities with these groups should start immediately the Strategy is approved.

Finance and Budget

An assessment of the current accounting packages and financial systems must be made to ensure it can meet the needs of the new organization and can handle the increase in Offices, employees and additional services as well as different reporting requirements required by any changes to the legal basis of the organization. Any changes should be identified, costed and implemented prior to the start of the next phase, to minimize the risks of failing to account effectively for both revenue and costs from the entities joining or merging with the organization.

Internal Processes

The move from multiple entities to a single entity is complex and carries a substantial risk of a poor outcome, if not planned carefully or if implemented without the required resources. The establishment of standardized, documented processes is a key element to lower the risk of such an outcome. There are many processes needed, but at minimum these processes are required for the following:

- Re-allocating and transferring staff to the new organization, including meeting any legal requirements under employment laws
- Establishing the processes by which the newly merged offices will be managed
- The Negotiation and signing of new contracts for Offices (rent, insurance and utilities) to ensure that this happens smoothly once Migration starts
- Taking ownership of the assets in use in the Offices, so that the process is fair, robust and legal
- Defining a detailed operational plan to review and finalise details of those Offices scheduled to be closed and how and where the work they do, will be reallocated. The Plan will define the phasing of the integration, based on a detailed assessment of each office e.g. size, size of archive, accessibility for professional advisors and Citizens, ability to transfer documents, expectations about those employees who will remain and those who intend not to continue, and all the additional steps required to make a smooth integration of individual Offices. This feeds into the manpower planning requirements. It also affects the likely timetable for office mergers and closures within the Migration Phase.



People

This set of activities covers the need to establish the Governance and Leadership of the organization, define the organizational structure and criteria for appointing key managers and senior staff and the provision of sufficient skilled resources to plan, manage, deliver and check that all the Preparation Phase activities are delivered to meet the required standards for quality, budget and timescales. The following outline steps are important in any Corporate Strategy:

- **Governance, Top Structure and Culture** – Values need to be defined and be part of early communication to staff. The governance and top management structure need to be confirmed and senior leadership team roles need to be defined, with clarity about what individuals will be accountable for and the key competencies they need to possess
- **Resourcing** – Much of the requirement here is for operational processes, and the need to transfer employee data, accurately and securely into HR and payroll system used by the organization because it is an essential prerequisite for the smooth transfer of people from their current employer into the new entity, at the correct rate of pay.
- **Training & Development** - Guidelines need to be developed and provided to support managers in the induction and early training of new starters and those being transferred to the care of their teams. Management team development within any new regional structure must be a priority
- **Performance Management** – Focus initially will be on the top-level managers, setting objectives within and between teams and ensuring alignment of effort going forward
- **Reward and Recognition** - The creation of the new organisation may be seen as a great opportunity to be part of a real success story, turning a complex and disaggregated public-private organization into a single entity with fresh strategies, values, structures and systems. Plans can be developed to encourage staff to understand what makes the new organization ‘a good place to work at’ and attention should be given to the non-cash benefits that may accrue to staff working in the new organization e.g. pension benefits

Information Technology

The Information Technology requirements for the Migration Phase must be assessed. As a minimum, the new organization will need:

- Payroll and human resource management systems to meet the requirements outlined in the People section



- Financial Management, budgeting and transactional recording systems to meet the requirements outlined in the Finance and Budget section
- Computer hardware, software and networking capability to install the systems within the Offices

B. Migration Phase

The Migration starts once the Preparation Phase has been completed. With a well developed and detailed plan, the Migration Phase is essentially operational, with time and effort also given to reviewing and assessing progress, and adjusting the plan to match the realities on the ground.

Finance and Budget

During this Phase, as multiple changes are occurring and as the situation will change rapidly, there is a need for effective control of budgets, plans and targets to reduce the risks of costs escalating and of income being lost, through poor financial control. In addition, some staff members will be taking on additional managerial responsibility for multiple Offices and they are likely to need extra support from experienced managers to help them with the transition. A process/ system will need to be put in place to track revenue and activity by office, because the tiered organization will need to be able to view and analyze income, costs, activity and results. The Migration Phase would also see implementation of the auditing, accounting and financial reporting, payroll and office reporting protocols developed during the previous Phase.

The key activity during this Phase is the implementation of the plans, systems and processes developed during the Preparation Phase.

Internal Processes

If the Preparation Phase has been implemented effectively, then the Migration Phase focuses on implementing the plans and processes already developed. The key activity during this Phase is the implementation of the office merger and reduction programme through the systems and processes developed during the Preparation Phase.

The phasing for this is dependent on detailed planning but will ensure that all Offices are integrated and/or merged within as short a timescale as is realistic, based on the availability of appropriate resources, both people and funds.



People

- **Governance, Top Structure and Culture** – The communications plan, as developed in the Preparation Phase will be implemented and is likely to involve – group briefings, feedback and a Frequently Asked Questions (FAQ) mechanism, mailings and e-media. This will include messages about Governance, with special reference to how the interests of the employees are to be dealt with. Each ‘new’ management team should hold an event/workshop to review their plans and to overcome potential issues around organization clarity, performance expectations and accountability
- **Resourcing** – As the Migration Phase proceeds, frequent detailed analyses will need to be conducted to ensure that resource levels are appropriately set. Central support functions may need additional help by redistribution from similar functions. This will be a very fluid and emerging process with a need for Managers to be able to take decisions rapidly and to implement them quickly. A team of people are needed to carry out the steps involved in:
 - transferring out those staff who do not wish to stay with the new Organization beyond the minimum period stipulated in the law; and
 - identifying the need to fill any gaps and offering opportunities within the Organization to staff to fill these roles
- **Training & Development** - There is a requirement to provide for induction and training as new staff and work are relocated from those Offices that are closed down
- **Performance Management** – This Phase provides the opportunity to introduce or reinforce a simple personal review process for staff

C. Optimization Phase

Whilst the Migration Phase was primarily focused on implementing the processes required to create and operate effectively as a single organization, the Optimization Phase focuses on consolidating those processes and on driving culture change. The work to achieve this is extensive and offers the opportunity for the leadership team to drive the organization to become more customer-centric and performance focused.

The Primary Action Areas in this Phase consist of the following:



Stakeholders

During this Phase, the expectation is that a new set of digital services will be implemented covering both the full range of e-services for Citizen services and if appropriate, digitization of the Archives. Citizens and their Professional Advisors will need to be educated on how to use the systems and on the benefits of these systems. Consideration should be given to making the process ever simpler and easier and lowering the charges to reflect any cost reductions, as this will reinforce the view that the system is there for the Citizen's benefit.

Internal Processes

A set of Common Operating Procedures ('One Best Way' or OBW Model) will be developed and implemented across all the remaining Offices. This step will make it easier for employees to move to other Offices and provide citizens and their professional advisors with clarity about services standards and expectations. The organizational structure will continue to evolve as the services are implemented and as the number of Offices changes.

Success here relies extensively on the development and implementation of effective e-services provided by the IT function. An electronic applications and e-payment system should be made available for citizens, lawyers and notaries. Any paper-based archive will have been completely digitized and available through e-services and the historical paper-based archive will be stored now safely and securely in one central repository.

People

- **Governance, Top Structure and Culture** – The aim is to develop and implement appropriate 'good practice' approaches, including tracking the development of the corporate culture. Because 'what gets measured gets valued', customer service/satisfaction metrics should be defined and reported
- **Resourcing** – It is envisaged that the HR systems will have been developed such that Offices provide accurate data and that the 'health' of the organization and workforce planning needs are kept under close review
- **Training & Development** – budget will continue to be allocated to support new change initiatives as part of a comprehensive change management methodology
- **Performance Management (PM)** - A PM policy and process with associated management development and implementation plan to cover all staff within the new Organization – consistent



with the Organization’s strategy, values, prevailing culture, and the terms and conditions of employment will be operating effectively, leading to productivity improvements and greater employee engagement

- **Innovation** - Developing and implementing continuous improvements and new ways of working

At the end of this Optimization Phase, the organization will have completed its transformation and is streamlined, optimized and seen as a leader worldwide.

RISKS

Every Transformation Programme is inherently risky, due to its scale, complexity and timeframe. It is therefore vital to identify the risks, assess them and develop mitigation plans for those risks that sit above the risk tolerance level. To achieve this, it is recommended that a structured process is employed that includes the following:

- Create a Risk Matrix to enable risks to be evaluated in a consistent manner. The matrix is built on two dimensions; Impact and Likelihood. An example of the Impact table is shown in Table 2 below

Table 2 - Impact Assessment Criteria

	Financial (F)	Reputation (R)	Operations (O)
Minor (MI)	Minimal loss < € 50,000	Single citizen loss of confidence	Disruption affecting less than 1% of population
Significant (S)	Moderate loss < € 500,000	Single citizen loss of confidence with limited press/social media comment	Disruption affecting up to 10% of population
Considerable (CO)	Considerable loss < € 5M	Multiple citizens loss of confidence with increasing press/social media comment	Disruption affecting up to 20% of population
Major (MA)	Severe loss < € 10M	Negative headlines in press, Government concern	Disruption affecting up to 50% of population
Catastrophic (CA)	Catastrophic loss > € 10M	Sustained negative headlines and Government involvement	Disruption affecting more than 50% of population



Develop a Likelihood assessment as shown in Table 3

Table 3 - Likelihood

	General
Very Low (VL)	Less than 5% probability of it happening within the next two years
Low (L)	6% to 10% probability of it happening within the next two years
Medium (M)	11% to 30% probability of it happening within the next two years
High (H)	31% to 50% probability of it happening within the next two years
Very High (VH)	More than 50% probability of it happening within the next two years

These two sets of criteria are combined to create the Risk Matrix (Table 4) which is then used to assess the risks facing the programme. Any Risk that scores 4 – High or 5 – Very High needs a Mitigation strategy. Those scoring 3 – Medium many need one and those scoring 2 – Moderate or 1 – Low are acceptable levels and are within the agreed risk tolerance levels. Thus, no mitigation strategy is required for these risks.

Table 4 - Risk Matrix

	Very Low	Low	Medium	High	Very High
Minor	1- Low	1- Low	2- Moderate	2- Moderate	3 - Medium
Significant	1- Low	2- Moderate	2- Moderate	3 - Medium	4 - High
Considerable	2- Moderate	2- Moderate	3 - Medium	3 - Medium	4 - High
Major	2- Moderate	3 - Medium	3 - Medium	4 - High	5 – Very High
Catastrophic	3 - Medium	4 - High	4 - High	5 – Very High	5 – Very High



Risk Assessment and Mitigation for the Corporate Strategy

The Risk Assessment is then developed using the above tables for each identified risk. Table 5 provides a partial example of such an Assessment. It sets out the Risks, their Type i.e. Financial (F), Reputational (R) and Operational (O). It also includes the view of Impact, Likelihood, the resulting Risk Level and , where required, the Mitigating Action Plan to treat the Risk is proposed.

Table 5 - Risk Assessment and Mitigation

#	Risk	Type	Impact	Likelihood	Risk Level	Mitigating Action Plan
1	Moving to the Migration Phase before completing the Preparation Phase	F, R, O	CA	H	5	Avoid – The desire to move rapidly to implementing the office closure and merger programme, before having put all the preparatory elements in place must be avoided, because if it is undertaken in that manner, the outcome is likely to be chaotic and cause significant harm to the country’s ability to manage land registration, probably over a significant period
2	Lack of suitably capable leadership to take charge of the organization	F, R, O	CA	H	5	Treat – Appoint a highly regarded professional to lead the operation with proven leadership skills rather than technical experience in surveying



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#	Risk	Type	Impact	Likelihood	Risk Level	Mitigating Action Plan
						or academia
3	IT staff leave	F, O	S	VH	4	Treat – Establish to what extent there is any flexibility in salary levels for Public Employees in areas where it is difficult to recruit or retain suitably qualified staff. If not, then consider additional outsourcing of tasks to contractors
4	Employee productivity decreases because of poor management during the migration process	F, O	CO	L	2	Tolerate – This will be addressed through the performance improvement process during the Optimization Phase
5	Information security problems with stolen, missing or illegally altered Records in the current Mortgage Offices	F, R, O	CO	VH	4	Treat – Develop and implement an Information Security strategy and achieve ISO 27001 certification for the whole organization

Note that this is a partial view of the risk assessment; it is not complete.



STRATEGY DEVELOPMENT PROCESS IN GREECE

A Working Party, comprising of members of the various Government Organizations involved in the management of Land Registration was established. This group was allocated responsibility for the development of the Strategy, with overall programme governance provided by the Ministry of Energy and Environment. The work of the Working Party was guided and supported by a team of advisors from the World Bank, under a technical assistance programme funded by the European Commission.

The members of this Working Party and the consultants engaged in a collaborative process, developing the Strategy over a six-month period, through a series of facilitated workshops using the model described above. This was to ensure that the end result was achievable, realistic and met the varying requirements of all interested parties.

The outcome of this process was the drafting of a Law by a designated committee, setting out the strategy and its implementation. This draft law was handled by the Greek Legislative process and enacted on the 17th January 2018. The organizational leadership team is now developing the Preparation Steps as defined in the Transformation Plan.

Acknowledgments

This undergoing transformation could not have been a success so far without the contribution of the Ministry of Environment and Energy and the Ministry of Justice, Transparency and Human Rights in Greece, the other representatives of the Government of Greece as well as representatives of the National Cadaster and Mapping Agency SA, the World Bank, the Lead and Local experts working for the World Bank and the support from the European Commission (SRSS and DGRegio).