

Third Arab Land Conference  
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المؤتمر العربي الثالث للأراضي  
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# Upgrading Fit-for-Purpose Land Administration Systems: Challenges and Opportunities in Bosaso, Somalia

Technical Session:

INNOVATIVE SOLUTIONS FOR LAND MANAGEMENT AND PROPERTY REGISTRATION

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المملكة المغربية  
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وزارة إعداد التراب الوطني والتنمية  
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# Fit for Purpose Land Administration

- Growing demands of for land governance systems that can strengthen security of tenure for all and ensure effective management of land use and natural resources
- LA must be designed and implemented with local circumstances and tenures in mind,
- LA should be inclusive, quick, cost-effective, and easy to implement
- LA should be adaptable for improvement over time

Inclusive

Participatory

Flexible

Reliable

Attainable

Affordable

Upgradable

# Upgradability

## Two distinguished levels of change:

### UPDATE

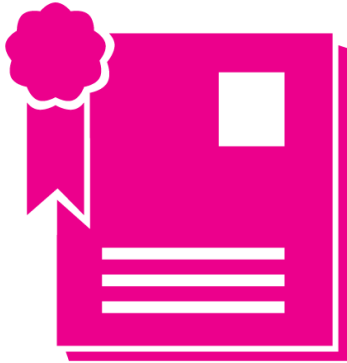
Day-to-day upkeep

- Redefining spatial updates (i.e., land subdivision, readjustment, or consolidation)
- Updates to rights (i.e., land transfer, inheritance)
- ....

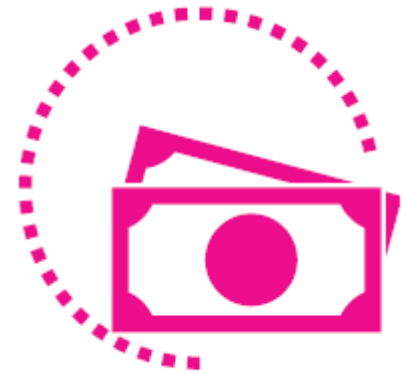
### UPGRADE

- Institutional and organizational components
- Information quality (granularity and detail of the data, and their geographical scope)
- Technology
- Expansion to new Land services

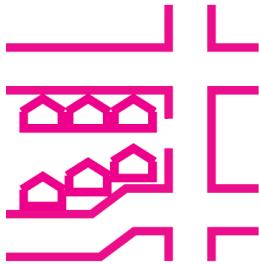
# Upgradability



**Land Tenure**



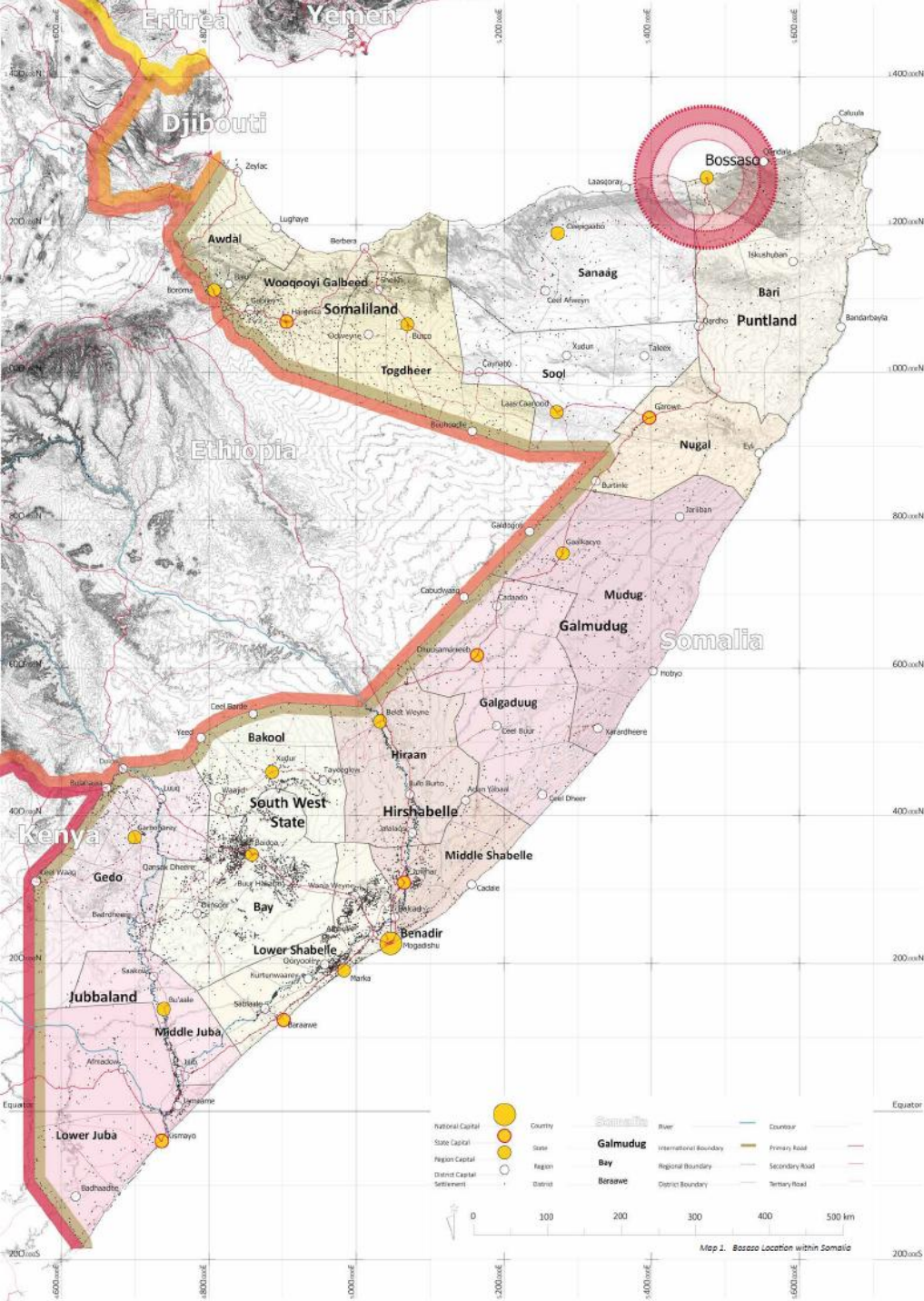
**Land Valuation**



**Land Use**



**Land Development**



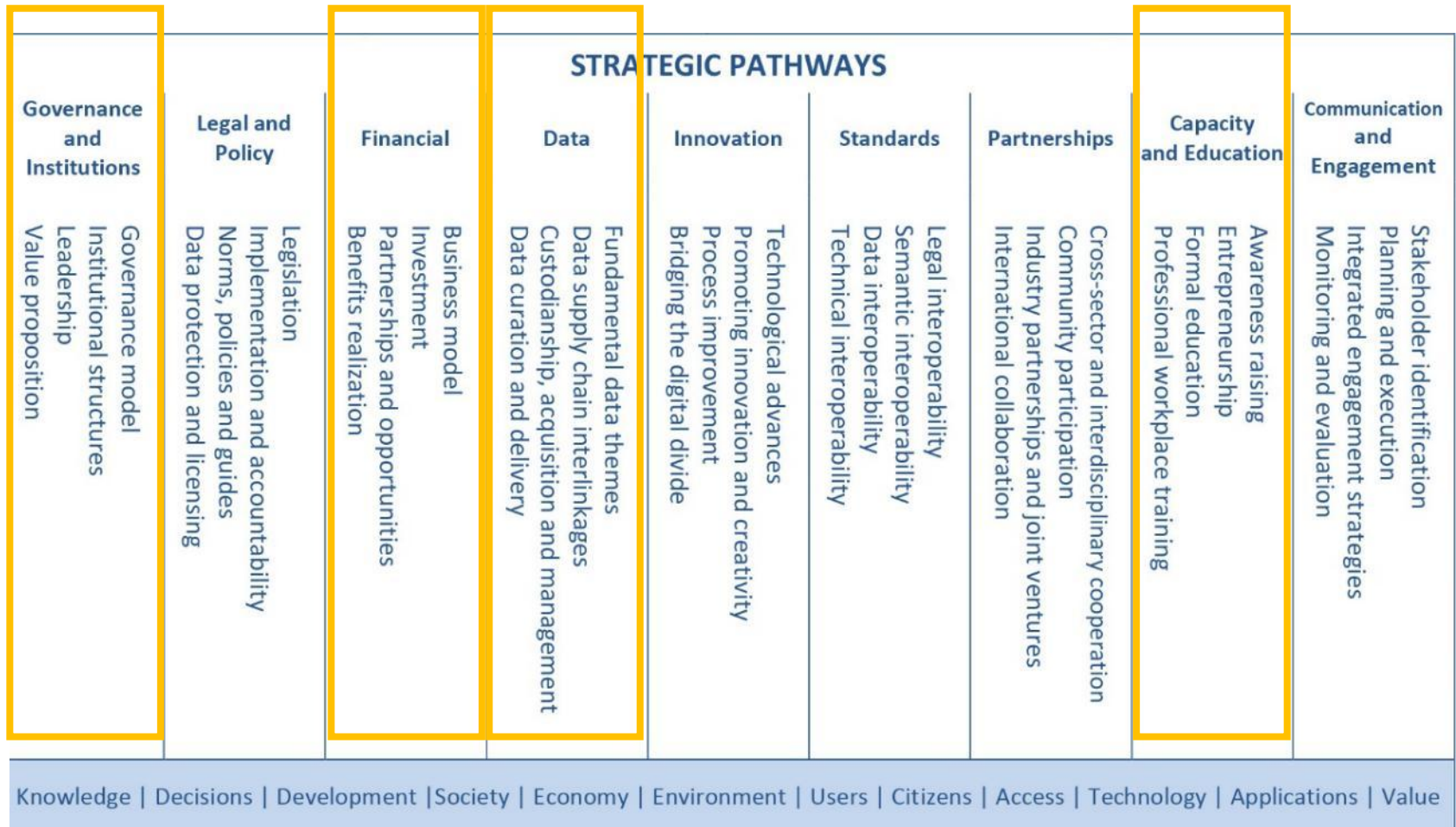
# Bosaso: 2008–2024

## 3 UN Projects:

- UNJPLG (I, II, III) 2008-2023
- UN-Habitat LBF 2021-2022
- Saamyenta Programme 2022-2025

# Assessing upgradability

## Framework for Effective Land Administration (FELA)



# Governance and Institutions

Responsibilities fragmented and overlapping across various state ministries and municipal authorities.

- Projects began with small teams of typically a municipal unit, a state ministry and one UN agency focusing on specific mandates to gather resources and lead change
- Initial implementation focused on tax and revenue collection, which received the largest share of resources
- Relative success of property tax progressively attracted more focus, overlooking the integration with other departments, entrenching the siloed operational environment in the municipality



# Governance and Institutions





# Finance

Efforts in land and property taxation: from **0%** (2008) to **15%** (2022) of total budget, due to:

- Expansion of taxable properties (new registrations)
- Enhancement in payment mechanism (mobile money)

Oversimplified tax fee determination impact compliance:

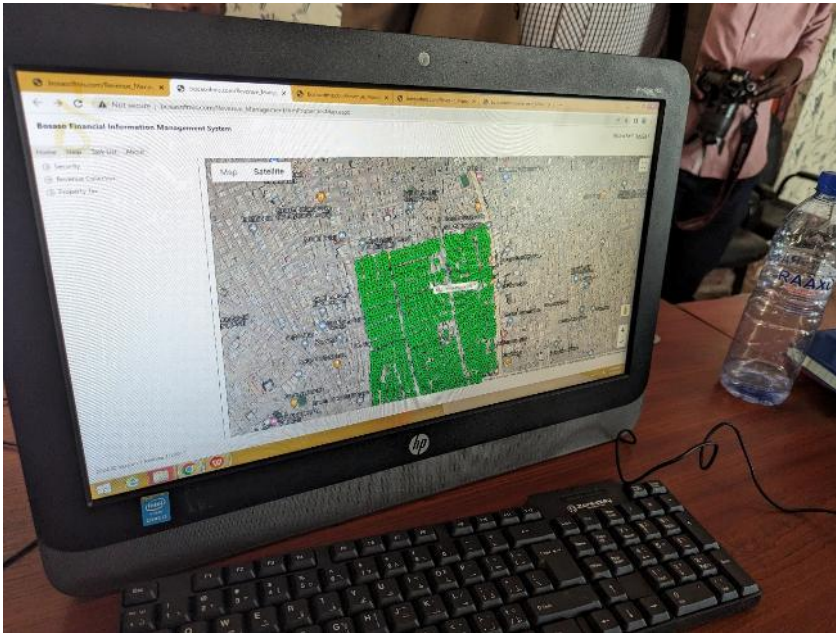
- Based on footprint and height

Rent-seeking behavior in the municipality: promotes development of properties extend revenue base



# Data and Processes

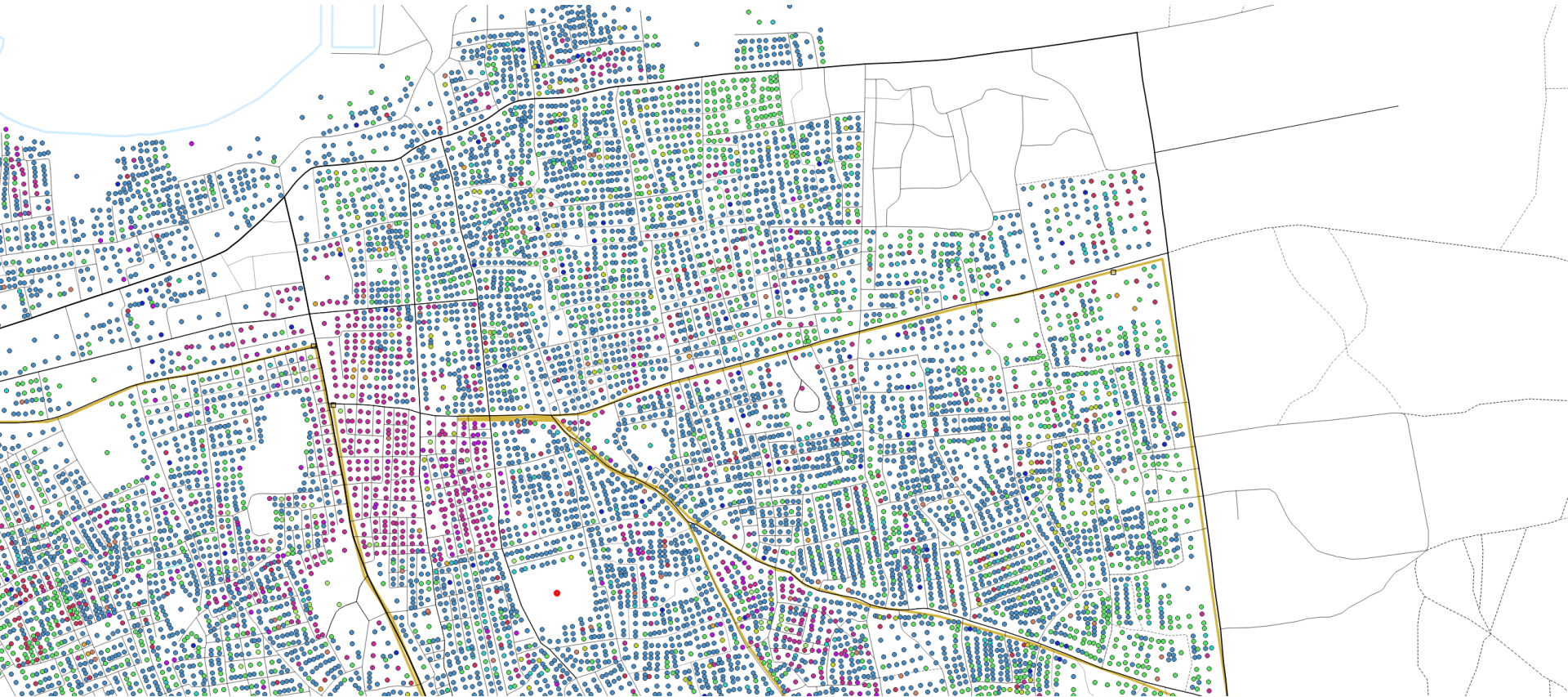
- GIS-based property survey was initially created in 2008, and later updated with a new survey in 2016 and more recently in 2022





# Data and Processes

- Each subsequent survey has increased the number of the records and reduced the detail and quality of the data



# Data and Processes

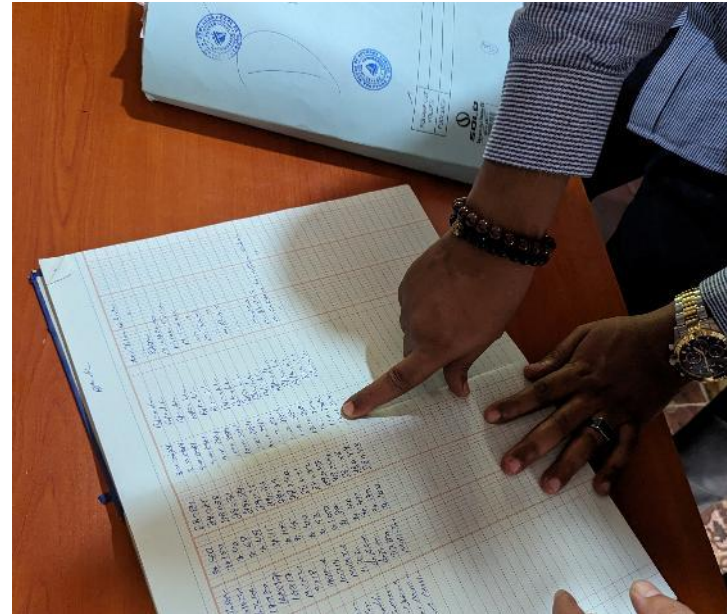
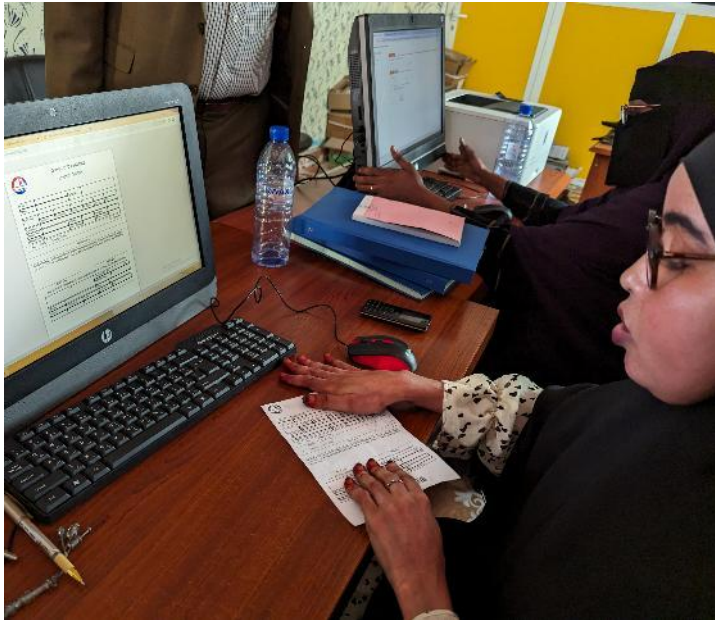
- Surveys were also not undertaken as updates but as new exercises: no correspondence between older and newer databases





# Data and Processes

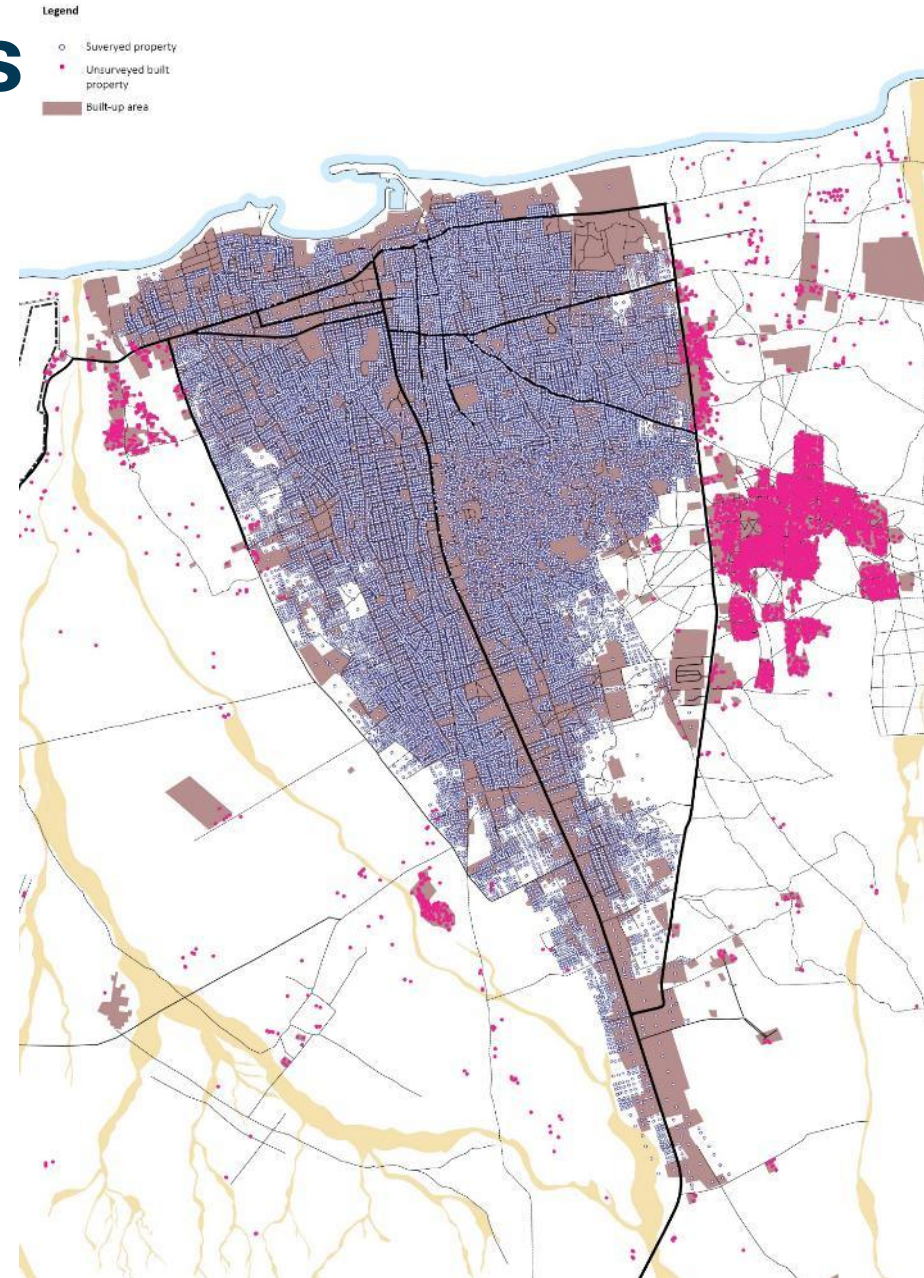
- Database is currently hold by the Revenue Department and not in use by the Land Unit





# Data and Processes

- Confined geographical coverage: omits key economic activities and IDP settlements (approximately 20% of the population with no formally recognized tenure)
- Absence of standardized protocols for data sharing—within Bosaso, across other urban centers, and at state or national levels



# Capacity and Education

- ❑ Municipality initially burdened with a high number of inefficient and unskilled staff hired on a tribal basis, rather than expertise
  - ✓ Consolidated structure and staff charts and invested in training newly recruited employees, surveyors and collectors.
  - ✓ Since 2008 the number of staff in the municipality has shrunk by almost a third
  - ✓ Increased female representation up to 28%
  - ✓ Higher levels of education across all departments
- Positions are connected to donor funding and not renewed as projects expired
  - x High turnover
  - x Dispersion of knowledge and expertise
- Tax and finance staff prioritized over the Land Unit

# Takeaways

- **A 'fit-for-purpose' design can be implemented in stages but requires unified strategies, spatial clarity and inclusive governance**

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- **Fit-for-purpose land administration can support urban management with highly valuable public information only through Integration, Standards, and Capacity**

# Takeaways

- A 'fit-for-purpose' design can be implemented in stages but requires unified strategies, spatial clarity and inclusive governance
- Fit-for-purpose land administration can support urban management with highly valuable public information only through Integration, Standards, and Capacity
- **Long-Term Investment Strategies and Economies of Scale are key for sustainability and scale-up**



# THANK YOU!

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Read the article  
on *Survey Review*



Download the  
*Bosaso City Strategy*

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