

Land-based Finance Learning Sessions

Third Series, 2023

“Leveraging Land for Delivery of Services, Building the Social Contract and Promoting Peace and Security”

[v.3 March 2023]

The Land, Housing and Shelter Section of the United Nations Human Settlements Programme (UN-Habitat) and the Global Land Tool Network (GLTN), in partnership with the Local Government Revenue Initiative (LoGRI) of the International Centre for Tax and Development (ICTD), have the pleasure of introducing a third series of learning sessions on the overall theme of *“Leveraging Land for Delivery of Services, Building the Social Contract and Promoting Peace and Security”*. As in the first two series, the overall purpose is *“Bringing together partners, experts and implementers to learn about advances, good practice, innovations and challenges, and to create opportunities for collaboration.”*

While the primary focus will be on land-based finance, this series will, as before, also include sessions on other key aspects of property taxation and revenue reform, as well as focussing on land, housing and shelter finance more broadly. The series runs from April 2023 to the end of 2023 and will include two mutually reinforcing learning streams.

Each of these learning streams will contribute to the production of normative and learning resources and will allow UN-Habitat and partners to continue growing the emerging land, housing and shelter practice network and building the shared virtual library of resources and leveraging land “toolbox”.

STREAM 1: HIGH-LEVEL SHOWCASING AND LEARNING

The purpose of this already established stream is for partners, specialists, stakeholders and implementers to learn about, review and propose improvements to tools and methodologies for enhancing land-based financing (including housing and shelter financing) in developing and fragile country contexts. These are high-level events building upon and using a similar methodology as that used previously.¹

Learning objectives:

1. Increased knowledge of available land-based finance and land value capture tools, methods and approaches.
2. Enhanced understanding of the social, economic and political challenges facing implementers.
3. Case-specific information shared on ways of overcoming challenges and building good practice.
4. Proposals for priority actions for improved impact formulated.
5. Areas of potential collaboration identified.

¹ For session reports from the first learning series, see [here](#). Also see Annex A for the draft pool of participants (based on previous events) and Annex B for relevant background information as well as tools, key sources and frameworks and guidelines.

Facilitation approach:

Sessions include presentations, facilitated discussion supplemented by sidebar questions and comments, and closing observations by the presenters and a discussant. Depending on the nature of the subject, some sessions may also adopt a roundtable or debating format (for example where the body of knowledge is particularly inconclusive regarding a policy issue of interest) to flesh out and learn from diverging perspectives. Attendance will be open to the public via registration. Separate post-event interviews may also be carried out with the respective presenters of each session.

Frequency and duration:

Four scheduled core sessions will be held during 2023, with additional events being arranged upon request, or as the need may arise.

Subject	Presenters	Date and time (EAT)
1. <i>A new tool for own-source revenue self-optimization (ROSRA)</i>	Lennart Fleck (UN-Habitat), others tbd Discussant: Enid Slack (Univ. of Toronto)	3 April 2023 16h00-18h00 EAT ¹
2. <i>The role of diagnostic assessments in land-based finance reform in fragile states</i>	tbc	5 June 2023 16h00-18h00 EAT
3. <i>IT for Property Tax Reform</i>	LoGRI (details to follow)	11 September 2023 16h00-18h00 EAT
4. <i>Linking Property Tax Revenue with Service Provision</i>	LoGRI (details to follow)	6 November 2023 16h00-18h00 EAT

STREAM 2: FOCUSED, CASE SPECIFIC PROBLEM-SOLVING

The purpose of this new learning stream is to offer colleagues and partners a more focused and practical peer learning and problem-solving facility, designed to support individuals and teams in dealing with challenges faced in specific land and property taxation projects. Broader issues and challenges relevant to taxation and revenue will also be covered.

Learning objectives:

1. Understanding of scenarios and challenges in specific land and property taxation projects.
2. Identifying and analysing the ‘deeper’ and ‘difficult’ strategic and implementation questions.
3. Improving knowledge of available tools, methods and approaches which could help address those challenges.
4. Formulating potential solutions and actions.

Facilitation approach:

The sessions are interactive, loosely based on Action Learning methods and facilitated to promote understanding, debate and innovative thinking. The convener / facilitator will liaise with the main presenter to discuss, determining a precise formulation of the topic, who should be invited, time allocation and the process to be followed. For such events the facilitation is usually kept deliberately ‘light’ and flexible, designed to ensure maximum benefit through interactive techniques based on Action Learning. Administration is minimal, with no formal record kept, though the presenter and participants will be free to keep notes of key lessons and actions to be taken for their own use; and to

¹ Please note the time of these sessions, which will in future commence one hour later than our usual time. The reason for this change is to accommodate our partners the Western hemisphere. Apologies for any inconvenience.

follow up with colleagues and partners after the session, as appropriate. In circumstances involving political or other sensitivities it may be necessary – at the discretion of the presenter – for the proceedings to remain confidential.

Note: In complex cases it may also be appropriate to establish a formal Action Learning group or “set”. However, this would require time and resources not immediately available. For information and guidelines on Action Learning, see Annex C below.

Frequency and duration:

Each peer learning session will be arranged on a case-by-case basis, *upon request by colleagues and partners*, and scheduled on mutually suitable dates, lasting between 60 and 90 minutes. Depending on progress made, subsequent sessions may also have to be arranged. Two sessions have already been requested, as shown on the table below.

Subject	Presenters and participants	Timing
1. <i>The potential contribution of land-based finance in addressing the challenge of Net Lending in Palestine</i>	Tbd	Second quarter, exact date tbd
2. <i>Prospects of leveraging land in Syria</i>	Tbd	Third quarter, exact date tbd
3. <i>Links between land titling and property taxation</i>	LoGRI	October 2023
4. ...		
5. ...		

ANNEX A: POOL OF PARTICIPANTS – provisional (updated with each event v.4Dec2022)

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ANNEX B: SUPPORT INFORMATION

1. Background

Over the past decade UN-Habitat and partners in the Global Land Tool Network (GLTN) have undertaken the development of a variety of land-based finance (or land value capture) tools. Land-based finance is a flexible set of instruments that can be adapted to a variety of institutional and cultural contexts. It aims to enhance the availability of resources for local development through leveraging land. Improved local finances and the ability to improve local infrastructure and service provision can have far-reaching social and economic benefits; and make a significant contribution to the efforts of governments to meet their Sustainable Development Goals. Compared with other often-used revenue streams, it tends to increase the progressivity of the tax system, thus promoting equity. Additionally, land-based finance tends to have fewer negative impacts than many other local source revenue tools, given the unique way it combines potential financial, economic, spatial and social benefits. It can also help to establish reciprocal relationships of accountability between communities / residents and government.

Combined with tools and methodologies that facilitate recognition for and recording of the land tenure rights also of users and occupants, instead of simply focusing on formally registered property ownership, land-based finance can have significant impact in less developed and fragile contexts. Various innovative tools and instruments are already in place to reinforce and support this approach. These include the Voluntary Guidelines on the Responsible Governance of Tenure (FAO) and Street Addressing (MIT, World Bank), as well as UN-Habitat and GLTN's Continuum of Land Rights, Fit-for-Purpose Land Administration, Social Tenure Domain Model, Gender Evaluation Criteria, Guide to Land Mediation, Tools to support Transparency in Land Administration, and Valuation of Unregistered Lands.

More specifically, a *Land-based Finance Training tool*, consisting of a *Training Guide* and a detailed *Reader*, has been developed by UN-Habitat and GLTN partners. This tool identifies and provides training guidance and instructive case study material covering seven primary land-based finance instruments which can be used individually or in combination. It has been successfully used in Egypt, Philippines, Kenya, Canada, Haiti, Malaysia and Saudi Arabia. It formed the basis of an international training week presented by UN-Habitat in conjunction with FMDV (the Global Fund for Cities Development) and the Metropolis International Training Institute, and hosted by the Municipality of Mashhad, Iran, in November 2018. Plans are also in motion to provide training support to FMDV and the City of Kampala's Program on Integrated Local Finances for Sustainable Urban Development (PIFUD). An implementation guide: *Where to start? A Guide to Land-based Finance in Local Governance*, was recently published.

Land-based finance also has relevance for fragile country contexts. UN-Habitat and its partners have over the past decade made significant strides in designing and implementing basic land taxation programmes for the delivery of essential services and building of the social contract in fragile contexts. We have developed and piloted urban land tax systems for local authorities in Somaliland, Puntland and Afghanistan. Using a range of innovative support tools, local authorities were assisted to identify the relevant land parcels, raise revenues from occupants and maintain a basic land records system. The approach was also used in Goma in the Democratic Republic of Congo, where the land mediation and the establishment of basic land information systems allowed for rudimentary land and property taxation. With a view to possible future replication of such work, UN-Habitat and GLTN are also active at country level in other fragile states, including Iraq, Nepal, Palestine and Sudan. To help take this work to a higher level, UN-Habitat has recently launched a programme to scale up, institutionalise and replicate good practices in land and property tax collection for service delivery, reconstruction, citizenship building and sustaining peace in fragile states. Implementation commenced in April 2020.

Other UN-Habitat and GLTN partners are also active in the development and roll-out of land-based finance tools and programme support. This work has included the development of a Strategic Financing

Framework and Methodological Guide for the Participatory Slum Upgrading Programme (PSUP), and exploring options land-based finance for affordable housing. The Lincoln Institute of Land Policy has over the years produced a significant body of work on land value capture, the concept behind several mechanisms to finance infrastructure, affordable housing, and other key components of urban development. They are also, in partnership with the OECD, seeking to investigate and gain a better understanding of how land value capture is used around the world, with a focus on aspects that are important for systematic adoption. This research will result in a Global Compendium on Land Value Capture, covering both OECD and non-OECD countries. The Compendium will also aim to help promote the benefits and unpack common challenges of land value capture to policymakers at national and subnational governments as well as to academics, planning practitioners, and public officials. And in South Africa the Development Action Group (DAG), is a central advocate for land value capture, which they define as “a process of local government recouping unearned land value increments, created through public investments”. DAG’s approach has been to support local government in recouping this unearned land value and investing it towards poverty, inequality and redress.

Finally, the Land, Housing, and Shelter Section of UN-Habitat has created a Community of Practice (CoP) on Land, Housing, and Shelter Finance. The purpose of this CoP is to help build UN-Habitat’s capacity in the field of land, housing and shelter finance, supporting the development of norms and standards in conventions, declarations, regulatory frameworks, agreements, guidelines, codes of practice and other standard setting instruments, at global, regional and national level. This work also includes the support to the implementation of these instruments at the policy level, i.e., their integration into legislation, policies and development plans, and to their implementation at the programme level.

2. Land-based finance and complementary land tools, key sources and relevant frameworks and guidelines³

On land-based finance:

- *Leveraging land: Land-based finance for Local Governments*, including a Reader and a Trainer’s Guide (in English but currently being translated into French):
 - ~ The *Reader* is available at <https://gltn.net/download/leveraging-land-land-based-finance-for-local-governments-a-reader/>
 - ~ The *Trainer’s Guide* is available at <https://gltn.net/2016/12/05/leveraging-land-land-based-finance-for-local-governments-a-trainers-guide/>
- *Where to start? A Guide to Land-based Finance in Local Governance*. Available at <https://gltn.net/download/where-to-start-a-guide-to-land-based-finance-in-local-governance/?wpdmdl=15917&refresh=5ebd51297bc011589465385>
- *Valuation of Unregistered Lands: A Policy Guide*. Available at <https://gltn.net/2018/05/02/valuation-of-unregistered-lands-a-policy-guide/>
- A set of nine instructional videos on a range of land-based finance tools by which local authorities can leverage land to expand their revenue base, to finance urban development and the delivery of essential services to all. Available via <https://elearning.gltn.net/>
- Country-specific, Afghanistan:
 - *Land and Building Valuation Manual*. Available via [link](#)
 - *Safayi Guidelines*. Available via [link](#)
 - *Safayi Invoicing and Collection Manual*. Available via [link](#)
- Country-specific, Somalia:
 - *Guide to Local Taxation*. Available via [link](#)
 - *Somaliland Local Government Budget Brief*. Available via [link](#)

³ This list is being supplemented during the series, as more information becomes available.

- *BRA Finance Policy* (note there is one for each state, but they are all similar), Available via [link](#)
- *Harmonization of the Legal Systems Resolving Land Disputes in Somaliland and Puntland*. Available via [link](#)
- *Somalia GIS Handbook for Municipalities*. Available via [link](#)
- *GIS Technical manual*. Available via [link](#)
- Kelly, et al, *Property Tax Diagnostic Manual* (World Bank, 2020). Available via <https://ppiaf.org/documents/6010/download>

Other supporting land tools:

- *Fit-for-purpose Land Administration: Guiding principles for country implementation*. Available at <https://gltm.net/download/fit-for-purpose-land-administration-guiding-principles-for-country-implementation/>
- *The Social Tenure Domain Model*, various resources including technical guides available at <https://stdm.gltm.net/documentation/>
- Gender aspects of land:
 - ~ *Gender Evaluation Criteria for Large-scale Land Tools*. Available at <https://gltm.net/download/gender-evaluation-criteria-for-large-scale-land-tools/>
 - ~ *Designing and Evaluating Land Tools with a Gender Perspective: A training package for land professionals*. Available at <https://gltm.net/download/designing-and-evaluating-land-tools-with-a-gender-perspective-2011/>
 - ~ *Good land governance through gender empowerment and grassroots participation*. Available at <https://gltm.net/download/improving-gender-equality-and-grassroots-participation-through-good-land-governance-a-training-package-eng-2010/>
- *Guide to Land Mediation* <https://gltm.net/download/guide-to-land-mediation/?wpdmdl=8241&refresh=5d0368d913b501560504537>

Relevant Global Agendas and Guidelines:

- Addis Ababa Declaration of the Third International Conference on Financing for Development. Available at https://unctad.org/meetings/en/SessionalDocuments/ares69d313_en.pdf
- UN General Assembly. Transforming our World: the 2030 Agenda for Sustainable Development”, 21 October 2015, A/RES/70/1. Available at <https://www.refworld.org/docid/57b6e3e44.html>
- New Urban Agenda United Nations (2017). “New Urban Agenda. HABITAT III. A/RES/71/256. <http://habitat3.org/wp-content/uploads/NUA-English.pdf>
- The Voluntary Guidelines on the Responsible Governance of Tenure. Available at <http://www.fao.org/cfs/home/activities/vggt/en/>
- New Deal for Engagement in Fragile States. Available at https://www.pbsbdialogue.org/media/filer_public/07/69/07692de0-3557-494e-918e-18df00e9ef73/the_new_deal.pdf
- UN Secretary-General’s Guidance Note on Land and conflict. Available at <https://unhabitat.org/the-guidance-note-of-the-secretary-general-on-the-united-nations-and-land-and-conflict-is-endorsed/>
- Toolbox for Localising the SDGs. Available at <http://17goals.org/toolbox-for-localizing-the-sdgs/>

Additional:

- The *Leveraging Land ‘Toolbox’* developed by the UN-Habitat Land, Housing and Shelter Finance Practice Area (advanced draft in place, available on request, contact: jean.duplessis@un.org or clinton.omusula@un.org).

ANNEX C: ACTION LEARNING

The concept of “action learning” was originally developed by Reg Revans and introduced as a learning practice in the 1940s in the coalmines of Wales and England. Revans’ work attempted to bridge the gap between thinking and doing to promote understanding of how people can work together more effectively.

Broadly, action learning is the use of structured or semi-structured processes that help individuals and groups to reflect on their life and / or work experiences and learn from them. Central to the approach is bringing together groups of people who use their existing knowledge and skills to work on real challenges to produce fresh ideas. Over the decades action learning has developed into a powerful, flexible tool with broad application and which increases significant learning in a short period of time. There are three fundamental goals for action learning:

1. To make useful progress on an opportunity or problem in the real world
2. To provide opportunities, time and spaces for people to come together and begin to practice the discipline of learning collectively how to approach the challenges for which there are currently no answers
3. To create conditions in which we learn with and from each other in the pursuit of common goals.⁴

In its classical form, action learning is done in the context of an action learning group or “set”, which provides space and time to its members to engage in reflective learning. A set usually consists of between four and eight peers, from the same or similar organisation, institution, field, profession, or area of interest or challenge. The purpose and structure of sets can vary and include facilitated sets sponsored by organisations, independent action learning sets, pair sets, and self-facilitated sets. Action learning sets work best for people who are dealing with problems or challenges that do not have clear-cut technical solutions. Set members will meet an agreed number of times (usually five or six), a day or half a day in length. The structure gives each person in the group a turn to present a current work problem or challenge. Set members adhere to ground rules determined by consensus among members. We are in the process of discussing opportunities of using this methodology in the context of land-based finance projects being implemented by UN-Habitat and partners. We have a qualified action learning facilitator on our team who is available to support the process. More information on this will be shared in due course.

For information and guidelines for action learning sets see the websites of Action Learning Associates and Bond.

- <http://www.actionlearningassociates.co.uk/action-learning-sets.html>
- <http://www.bond.org.uk/resources.php/463/action-learning-set>

Other recommended resources:

- Mersey Care NHS Trust and Revans Institute, *Handbook for Action Learners*. 2nd Edition, 2010 reprint
- Ian McGill and Anne Brockbank (2004). *The Action Learning Handbook*. London.
- Also see the *GLTN Capacity Development Strategy* at <https://gltn.net/download/7638/>

⁴ Mersey Care NHS Trust and the Revans Institute, (2010). *D.I.Y. Handbook for Action Learners, 2nd Edition*. p.9.