

## Building the Capacity - Promoting Institutional and Organisational Development in Surveying and Land Administration

Prof. Stig Enemark

 President  
Aalborg University, Denmark

MAP WORLD FORUM, HYDERABAD, INDIA, 22-25 JANUARY 2007

## The Message



- The Capacity Building Challenge is about establishing
  - Sustainable institutions
  - Sustainable land administration infrastructures
  - Sustainable human resources and skills
- The new paradigm for Capacity Building offers a whole range of principles and options to be considered in this regard.
- Institutional and organisational development in surveying and land administration can be modelled through a focused approach that includes capacity assessment, capacity development, and sustainability.
- FIG has a key role to play in this regard.

## Capacity Building – what is it ? ...

- **UN definition:**  
Capacity can be defined as the ability to of individuals and organisations or organisational units to perform functions effectively, efficiently, and sustainable
- **Three important aspects:**
  - Not a passive state but part of a continuing process
  - Ensures that human resources and their utilisation are central
  - Requires that the overall context is also a key consideration

## ... Capacity Building – what is it ?

### Capacity Building is two-dimensional:

Capacity Assessment  
Capacity Development

- **Capacity Assessment**  
A structured and analytical process whereby the various dimensions of capacity are assessed within the broader systems context, as well as evaluated for specific entities and individuals within the system.
- **Capacity Development**  
The process by which individuals, groups, organisations, institutions and society increase their ability to: (i) perform core functions, solve problems, define and achieve objectives; and (ii) understand and deal with their development needs in a broader context and in a sustainable manner (OECD Definition).

## Levels and Dimensions of Capacity Building

Capacity is the power/ability of something—a system, an organisation, a person—to perform and produce properly. Capacity issues can be addressed at three levels:

- **The broader system/societal level**  
Dimensions include: Policies, legal/regulatory framework, management and accountability perspective, and the resources available.
- **The entity/organisational level**  
Dimensions include: Mission and strategies, culture and competencies, processes, resources (human, financial, information) and infrastructures.
- **The group-of-people/individual level**  
Dimensions include: education and training programs to meet the gaps within the skills base and the number of staff to operate the systems in the short, medium and long term perspective.

Starting at organisational level and zooming in at individual and out at societal level

## The Institutional Challenge

- Comprehensive land policies, sound land administration institutions and good governance are essential components for the development of sustainable land administration infrastructures.
- In this context there is a whole range of capacity building and HRD principles and options to be considered.

## Lessons Learnt ...

- Donors often do know what they want to achieve
  - However, they will have to account to their superiors at home for the progress.
  - They tend to shape the project in a "manageable" and accountable way.
  - Consultants often have an interest in maintaining status quo
  - They often have little interest in criticising the system
- Two systems often exists in parallel:
  - Indigenous and Modern
    - When new knowledge is not integrated into indigenous knowledge and and production systems, it fails to be useful, despite its potential.
- Capacity Building is one of the central development challenges of the day
  - Much of the rest of social and economic progress will depend on it

## Key Lessons Learned

Donor projects in land administration often have a narrow focus on access to land and security of tenure; not on the wider land administration infrastructure and land policy issues. Institutional issues have been addressed mainly as a response to this narrow perspective.

Where a donor project is established to create land administration infrastructures in developing or transition countries, it is critical that capacity building is a main steam component that is addressed up front, not as an add-on.

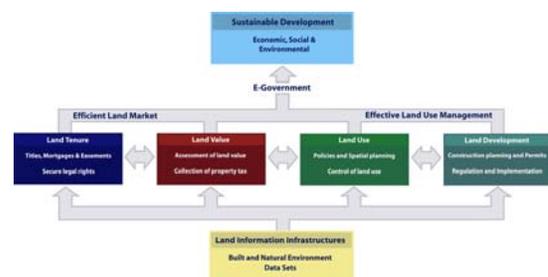
In fact, such projects should be dealt with as capacity building projects in themselves for building institutional capacity to meet the medium and long term needs.

## The New Capacity Building Paradigm

Capacity for Development – new solutions to old problems (UNDP)

	Current paradigm	New paradigm
<b>Nature of development</b>	Improvements in economic and social conditions	Societal transformation, including building of "right capacities"
<b>Conditions for effective development cooperation</b>	Good policies that can be externally prescribed	Good policies that have to be home-grown
<b>The asymmetric donor-recipient relationship</b>	Should be countered generally through a spirit of partnership and mutual respect	Should be specifically addressed as a problem by taking countervailing measures
<b>Capacity development</b>	Human resource development combined with stronger institutions	Three cross-linked layers of capacity: societal, institutional and individual
<b>Acquisition of knowledge</b>	Knowledge can be transferred	Knowledge can be acquired
<b>Most important forms of knowledge</b>	Knowledge developed in the North for export to the South	Local knowledge combined with knowledge acquired from other countries – in the South or the North.

## Land Administration Systems (LAS)



LAS provide the infrastructure for implementation of land polices and land management strategies in support of sustainable development. LAS are concerned with the four land administration functions of land tenure, land value, land-use and land development.

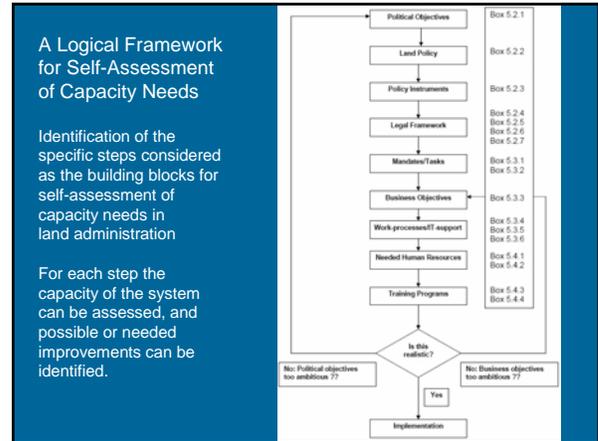
## Operational tasks

- **Allocation and security of rights in land**  
Geodetic and topographic survey; parcel boundary surveys; property transfer.
- **Assessments of value in land and property**  
Gathering of revenue through taxation.
- **The control of land use**  
Adoption of planning policies; land use regulations.
- **Building of new physical infrastructure**  
Implementation of construction planning; permits for change of land use.

## The value to society

12.5% of Britain's GDP is based on the activity of Ordnance Survey of Great Britain - £100 billion (one thousand times the turnover of OSGB)

Capacity Building in Land Administration		
<p>Land administration is a cross-sectoral and multidisciplinary area. An adequate response in terms of capacity building measures must reflect this basic characteristic that includes assessment and development at all three levels: Societal, Organisational, and Individual.</p>		
Level	Dimensions of Capacity Assessment	Dimensions of Capacity Development
<b>Societal Level</b>	<ul style="list-style-type: none"> <li>• Policy dimension</li> <li>• Social and institutional dimension</li> <li>• Systems dimension</li> <li>• Legal and regulatory dimension</li> </ul>	<ul style="list-style-type: none"> <li>• Land policy issues</li> <li>• Land administration vision</li> <li>• Land administration system</li> <li>• Land tenure principles</li> <li>• Legal principles</li> </ul>
<b>Organisational Level</b>	<ul style="list-style-type: none"> <li>• Cultural issues</li> <li>• Managerial and resource issues</li> <li>• Institutional issues and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional infrastructures</li> <li>• Spatial data infrastructures</li> <li>• Professional institutions</li> </ul>
<b>Individual Level</b>	<ul style="list-style-type: none"> <li>• Professional competence</li> <li>• Human resources needs</li> <li>• Educational resources</li> </ul>	<ul style="list-style-type: none"> <li>• Educational programs</li> <li>• Training and CPD programs</li> <li>• Virtual programs</li> <li>• Education-research centre</li> </ul>



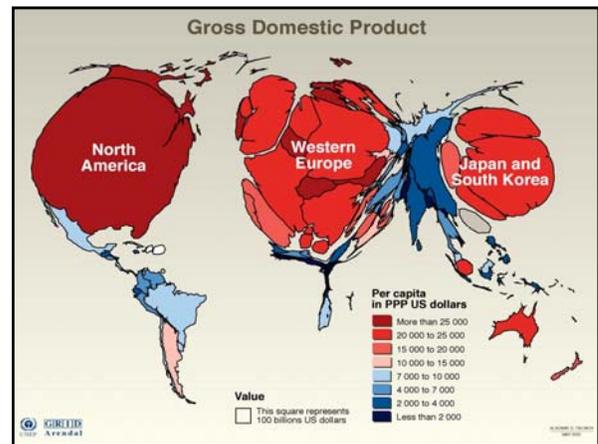
### A logical framework of 17 boxes

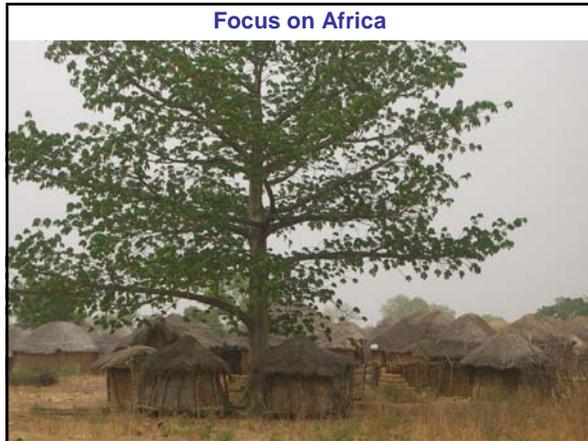
- Each step is addressed in a box posing some key questions to be analysed.
- Some comments are given in each box in order to facilitate the analyses
- The analyses may lead to the need for organisational changes or improvements
- The analyses may also indicate the need for developing the necessary human resources and skills for improving the competence of the existing personnel.
- The analysis must be realistic and may lead to adjustment of the political objectives and/or the business objectives of the organisation

The guidelines will be published in FIG/FAO in the first half of 2007

### It is all about:

- **People**  
Human rights, engagement and dignity
- **Politics**  
Land policies and good governance
- **Places**  
Shelter, land rights and natural resources



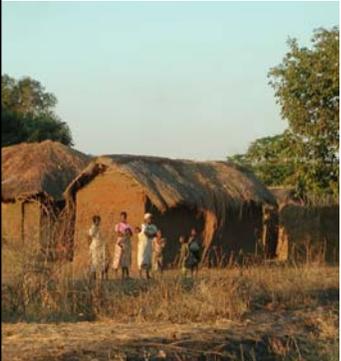


### Malawi example



- A New Land Policy:
  - Comprehensive land law
  - Sound institutional framework
  - Democratization
  - Decentralization
  - Security of tenure
  - Security of land investments
  - Equal access to land
  - Poverty alleviation
  - A powerful symbol

### Malawi - example



- The new Land Policy aims to achieve social, economic development and sustainability
- Empowering and integrating the local and traditional authorities
- Multi-donor project addressing capacity building issues up front
- Flexible curriculum combining diploma and bachelor level and combining surveying, planning and land management
- A modern and sustainable approach

### Malawi - Curricula Development

Current status: 26 planners, 20 valuers, 12 licensed surveyors

Short term capacity needs:  
 National level: 100 professionals, and 150 technicians  
 Local government: 300 professionals and 700 technicians  
 Including private sector: Double  
 Traditional authorities: 300 trained clerk

- Certificate in Land Administration
- One year program for the land clerks
- Diploma in Surveying and Land Administration
- Two year program for technicians
- Bachelor in Surveying and Land Management
- Four year program for professionals



## Institutional and Organisational Development

### Institutional development

The enhancement of capacity to perform key functions effectively, efficiently and sustainably. This requires:

- Stable remits enshrined in legislation
- Appropriate mechanisms for dealing with shortcomings

### Organisational development

The enhancement of structures and responsibilities to meet the agreed remit. This requires:

- Adequate, suitable resourcing
- A clear and appropriate focus
- Suitable mechanisms to turn focus into practice

## A FIG Task Force on Institutional and Organisational Development

The relevant organisations include the professional surveying associations the private surveying companies, as well as the government agencies such as the mapping organisations and the organisations with land registration and land administration responsibilities.

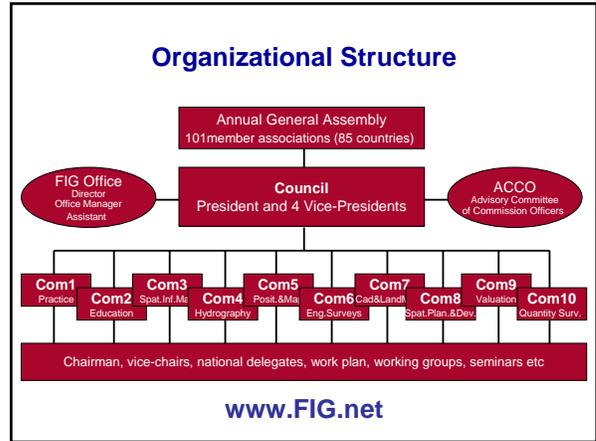
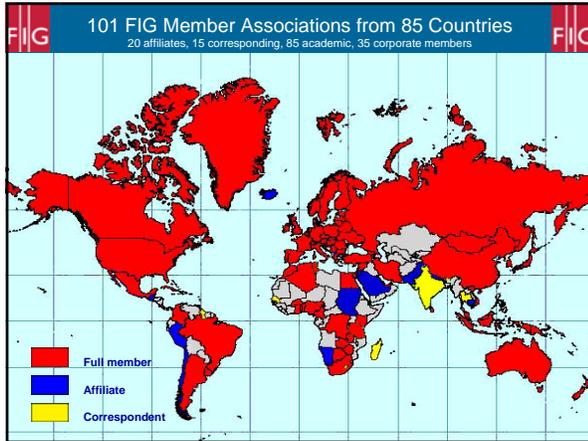


## The Role of

- **Professional Development**
  - Global forum for professional discussions and interactions
  - Conferences, symposia, commission working groups, .....
  - This global forum offers opportunities to take part in the development of all aspects of surveying disciplines
- **Institutional Development**
  - Institutional support for educational and professional development at national and international level
  - Educational programs must be at B.Sc. level and combine Surveying Science, GIS and Land Management.
  - Professional organisations must include the basic standards for professional development including ethics and professional code of conduct for serving the clients.
- **Global Development**
  - Cooperation with international NGO's such as the UN agencies, World Bank, and sister organisations
  - Joint activities and common policy-making to reduce poverty and enforce sustainable development

## The Role of

FIG, this way, intend to play a strong role in improving the capacity to design, build and Manage national surveying and land administration systems that incorporates sustainable land policies and efficient spatial data infrastructures.



### FIG responses to the global agenda

[WWW.FIG.NET](http://WWW.FIG.NET)

- Building the Capacity

## Thank you for your attention