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

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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 sustainably
- 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.
• Donors often do know what they want to achieve
  - However, they will have to account to their superiors at home for the progress.
  - Consultants often have an interest in maintaining status quo
  - They often have little interest in criticising the system
• Two systems often exist in parallel:
  Indigenous and Modern
  - When new knowledge is not integrated into indigenous knowledge 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.

Lessons Learnt …

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

<table>
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<tr>
<th>Current paradigm</th>
<th>New paradigm</th>
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<td>Nature of development</td>
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<td>Conditions for effective development opportunities</td>
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<td>Most important forms of knowledge</td>
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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

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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

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.

<table>
<thead>
<tr>
<th>Level</th>
<th>Dimensions of Capacity Assessment</th>
<th>Dimensions of Capacity Development</th>
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<tr>
<td>Societal Level</td>
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<td></td>
<td>Policy dimension</td>
<td>Land policy issues</td>
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<td>Social and institutional dimension</td>
<td>Land administration vision</td>
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<td>Systems dimension</td>
<td>Land administration system</td>
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<td>Legal and regulatory dimension</td>
<td>Land tenure principles</td>
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<td>Cultural issues</td>
<td>Institutional infrastructures</td>
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<td>Managerial and resource issues</td>
<td>Spatial data infrastructures</td>
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<td>Institutional issues and processes</td>
<td>Professional institutions</td>
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<td>Organisational Level</td>
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<td>Individual Level</td>
<td>Professional competence</td>
<td>Educational programs</td>
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<td>Human resources needs</td>
<td>Training and CPD programs</td>
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<td>Educational resources</td>
<td>Virtual programs</td>
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<td>Education-research centre</td>
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A Logical Framework for Self-Assessment of Capacity Needs

Identification of the specific steps considered as the building blocks for self-assessment of capacity needs in land administration.

For each step the capacity of the system can be assessed, and possible or needed improvements can be identified.

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

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.

It is all about:

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

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 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 sustainable. 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 FIG

- **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.

Organizational Structure

- Annual General Assembly
  - 101 member associations (85 countries)

- Council
  - President and 4 Vice-Presidents

- FIG Office
  - Director
  - Office Manager
  - Assistant

- Com1 Practice
  - Chairman, vice-chairs, national delegates, work plan, working groups, seminars etc

- Com2 Education

- Com3 Spat.Inf.Man

- Com4 Hydrography

- Com5 Posit.&Map

- Com6 Eng.Surveys

- Com7 Cad&LandMan.

- Com8 Spat.Plan.&Dev.

- Com9 Valuation

- Com10 Quantity Surv.

- ACCO
  - Advisory Committee of Commission Officers

www.FIG.net

101 FIG Member Associations from 85 Countries

- Full member
- Affiliate
- Correspondent

FIG responses to the global agenda

- Building the Capacity

Thank you for your attention