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 development in land management 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 is two-dimensional:

- 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).

… Capacity Building – what is it ?

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.

Levels and Dimensions of Capacity Building

The Way Ahead . . .
Donors often do know what they want to achieve. However, they will have to account to their constituencies and superiors at home for the progress of the project. Therefore, they tend to shape the project in a “manageable” way by using accountable deliverables for short-term achievements. Consultants often have a strong interest in maintaining the status quo and have little interest in criticizing the system since, if they do, they risk losing employment.

Two systems often exist in parallel: Indigenous and Modern. When new knowledge is not integrated into indigenous knowledge and end 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.

Capacity Building is about:

- Societal Level: Building appropriate systems such as cadastral systems, land registration systems, valuation/taxation systems, planning control systems.
- Organisational Level: Building efficient relations between the systems, building appropriate capital data infrastructures, building institutional infrastructures and “capable government”.
- Individual Level: Politicians, managers, professionals, technicians, office/field personnel.

Capacity Building in Land Administration

Capacity Building in 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.

Land Administration Systems

Land Administration Systems are concerned with the four land administration functions of land tenure, land value, land-use and land development. Land Administration is a cross-sectoral and multi-disciplinary area that includes technical, legal, managerial, political, economical, and institutional dimensions.

Lessons Learnt...

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- 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 Learnt

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.

Capacity Building in Land Administration

Capacity Building in Land Administration is basically about:

- Societal Level
- Organisational Level
- Individual Level

Building Capacity in Land Administration

Building Capacity in Land Administration is about:

- Societal Level
  - Building appropriate systems such as cadastral systems, land registration systems, valuation/taxation systems, planning control systems.
- Organisational Level
  - Building efficient relations between the systems
  - Building appropriate capital data infrastructures
  - Building institutional infrastructures and “capable government”.
- Individual Level
  - Politicians, managers, professionals, technicians, office/field personnel.
Comprehensive land law
Sound institutional framework
Democratization
Security of tenure
Security of land investments
Equal access to land
Poverty alleviation
A powerful symbol

Developing a comprehensive land policy framework

- 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 example

- 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

Current status: 26 planners, 20 valuers, 12 licensed surveyors
Short term capacity needs:
- National level: 160 professionals, and 150 technicians
- Local government: 300 professionals and 700 technicians
- Including private sector: Double
- Traditional authorities: 300 trained clerk

Guidelines for Self-Assessment

Political Objectives
Land Policy
Policy Instruments
Legal Framework
Mandates/Tasks
Business Objectives
Work Processes/ICT
Human Resources
Training Programs

- Capacity Building is not only about Human Resource Development
- The guidelines serve as a logical framework for assessing the capacity/ability of the various elements of the system
- This may lead to the need for organizational changes or improvements
- It may also indicate the needs for increasing human resources or for improving professional competence.

The Land Management Paradigm

- Sustainable Development
- Economic, Social, Environmental
- Enhancing Quality of Life
- Facilitating Sustainable Development
- E-Government
- E-Citizenship
- Land Tenure, Land Value, Land Use, Land Development
- Country Context

A Land Management Vision

- Services to Business & Citizens
- Country Context
- Institutional Arrangements
- Capacity Building
- Education & Research
- Land Policy Framework
- Spatially Enabled Land Administration
- Land Tenure, Land Value, Land Use, Land Development

Land Management is the processes by which the resources of land are put into good effect.
In donor projects: address the capacity building measures up front – not as an add-on.

- Develop in-country self-assessment procedures to identify institutional capacity needs.
- Promote adoption of comprehensive land policies and a holistic approach to land management.
- Establish a clear split of duties and responsibilities between national and local government based on the principles of good governance.
- Promote the understanding of land management as a highly interdisciplinary paradigm.
- Promote the need for an interdisciplinary approach to surveying education.
- Establish strong professional bodies.
- Promote the need for CPD activities.

### Institutional Development - recommendations

<table>
<thead>
<tr>
<th>Capacity Assessment</th>
<th>Capacity Development</th>
<th>Sustainability</th>
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<tbody>
<tr>
<td>Are the policies on land management clear and expressed?</td>
<td>Adoption of an overall land policy</td>
<td>Indication of self-monitoring, evaluation of impacts, national and local government, NGOs, professionals and citizens, review and discuss programs and suggest any appropriate changes</td>
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<tr>
<td>Is the legal framework sufficient and integrated?</td>
<td>Design of a legal framework addressing the rights, restrictions and responsibilities in land</td>
<td>Implementation of an organizational framework with clearly expressed duties and responsibilities</td>
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<tr>
<td>Are the institutions adequate and are the responsibilities clearly expressed?</td>
<td>Adoptions of clearly expressed guiding principles for good governance</td>
<td>Establishment of adequate and sufficient educational options at all levels</td>
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<tr>
<td>Are the guiding principles for good management well expressed?</td>
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<td>Are the human resources and skills adequate and are the relevant education and training opportunities available?</td>
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### 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

### Facing the future challenges

The world belong to our children