Capacity Building for Institutional Development
In Surveying and Land Management

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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 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
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).

… Capacity Building – what is it ?

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.

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 status quo and have little interest in criticising the system since, if they do, they will risk to be replaced.

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.

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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.

Capacity Building in Land Administration

Capacity Building in Land Administration is basically 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 spatial data infrastructures
  - Building institutional infrastructures and “capable government”
- Individual level
  - Politicians, managers, professionals, technicians, office/field personnel.

Lessons Learnt ...

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.

The New Capacity Building Paradigm

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

Current paradigm

New paradigm

Nature of development

Innovative economic and social conditions

Sustainable development including building of right capacities

Conditions for effective development not separable

Grants, prices that can be ordinary prices

Guidance framework that is to be followed

The asymmetric donor-recipient relationship

Should be treated generally through a variety of partnership and mutual respect

Should be specifically addressed as a donor is able to sustain the salaries of professionals

Capacity development

Human resource development combined with change in systems

Three common elements: capacity research, capacity building, and policy evaluation

Acquisition of knowledge

Knowledge can be transferred

Knowledge can be acquired

Most important forms of knowledge

Scientific knowledge is in the public good

Local knowledge is something that is learned through participation in other contexts

Building Capacity in Land Administration

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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.

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>
</tr>
</thead>
</table>
| Societal Level |  • Policy dimension
               |  • Social and institutional dimension
               |  • Systems dimension
               |  • Legal and regulatory dimension
               |  • Land tenure principles
               |  • Land administration system
               |  • Land administration vision
               |  • Land administration awareness
| Organisational Level |  • Cultural issues
                       |  • Managerial and personnel issues
                       |  • Institutional processes
                       |  • Policy dimension
                       |  • Land administration system
                       |  • Land tenure principles
                       |  • Legal principles
| Individual Level |  • Professional competence
                  |  • Human resource management
                  |  • Educational resources
                  |  • Educational programs
                  |  • Training and CPF programs
                  |  • Career development
                  |  • Educational research centres |
Malawi example
Developing a comprehensive land policy framework

- Comprehensive land law
- Sound institutional framework
- Democratization
- 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
- Inclusive private sector: 200
- 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 Administration
- Four year program for professionals

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

Land Management is the processes by which the resources of land are put into good effect.

A Land Management Vision

Facilitating Sustainable Development
Economic, Social, Environmental, Governance
Enhancing Quality of Life

Spatially Enabled Land Administration
Land Tenure, Land Value, Land Use, Land Development

Country Context
Institutional Arrangements
Capacity Building
Education & Research

Services to Business & Citizens
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
- 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

#### Strategic Management: Where are we now; Where do we want to be; how do we get there; and how do we stay there

<table>
<thead>
<tr>
<th>Capacity Assessment</th>
<th>Capacity Development</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are the policies on land management really expressed?</td>
<td>Are the policies on land management really expressed?</td>
<td>Adoption of an overall land policy</td>
</tr>
<tr>
<td>Is the legal framework sufficient and integrated?</td>
<td>Are the policies on land management really expressed?</td>
<td>Design of a legal framework addressing the rights, restrictions and responsibilities in land</td>
</tr>
<tr>
<td>Are the institutions adequate and are the responsibilities clearly expressed?</td>
<td>Are the policies on land management really expressed?</td>
<td>Implementation of an organisational framework with clearly expressed duties and responsibilities</td>
</tr>
<tr>
<td>Are the guiding principles for good management well expressed?</td>
<td>Are the policies on land management really expressed?</td>
<td>Adoption of clearly expressed guiding principles for good governance</td>
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<tr>
<td>Are the human resources and skills adequate and are the relevant education and training opportunities available?</td>
<td>Are the policies on land management really expressed?</td>
<td>Establishment of adequate and sufficient educational options at all levels</td>
</tr>
<tr>
<td>Indicators of success, monitoring and evaluation are in place</td>
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<tr>
<td>Lessons learned need to be fed back into the process for continuous improvement</td>
<td>Are the policies on land management really expressed?</td>
<td>Implementation of adequate requirements and options for achieving Continuing Professional Development (CPD)</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

### The Role of FIG

FIG, this way, plays 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.

### Facing the future challenges

The world belong to our children