Promoting institutional and organisational development in surveying and land administration
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Published in:
Shaping the change

Publication date:
2006

Document Version
Publisher's PDF, also known as Version of record

Link to publication from Aalborg University

Citation for published version (APA):
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FIG Congress, Munich, 8 – 13 October 2006

The Message

• The Capacity Building Challenge in surveying and land administration is about establishing - Sustainable institutions - Sustainable land administration infrastructures - Sustainable human resources and skills

• Institutional and organisational development is a crucial component in this, given the fundamental requirement for secure tenure of land.

• FIG has much to offer, given the professionals within it and its high standing as an NGO.

• An FIG Task Force would be an appropriate tool for taking this key work forward.

Capacity Building – what is it? …

• UN definition:
  Capacity can be defined as the ability 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

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 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.

Key Lessons Learned

Donor projects 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 mainsteam 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.
A new Land Policy:
• Comprehensive land laws
• 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
  • Once 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

The Land Management Paradigm

Land Management includes all activities associated with the management of land and natural resources that are required to fulfill political objectives and achieve sustainable 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.

Land Administration Systems (LAS)

LAS provide the infrastructure for implementation of land policies 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.
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)

The value to society

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 model

Institutional and Organisational Development

Swaziland - example

The five elements shown above all need to be in place for an organisation to succeed.

Tasks completed

By completing these tasks, covering all elements of the model, the Swaziland Surveyor General’s Department gained the confidence and the competence to operate successfully without external inputs.

The Role of
A specific proposal for FIG

- FIG should build on previous work.
- The Federation is well-placed, as it brings together leading professionals from around the world.
- The work must assess needs and decide how to respond to those needs most effectively.
- This could effectively be done through an FIG Task Force.
- Such work would further FIG’s Mission: “to ensure that the disciplines of surveying and all who practise them meet the needs of the markets and communities that they serve.”

Thanks for your attention