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Capacity Building for Institutional Development In Surveying and Land Management

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FIG REGIONAL CONFERENCE, ACCRA, GHANA, 8 – 11 MARCH 2006

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 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.

The Way Ahead . . .



Lessons Learnt ...

- 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

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 stream 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.

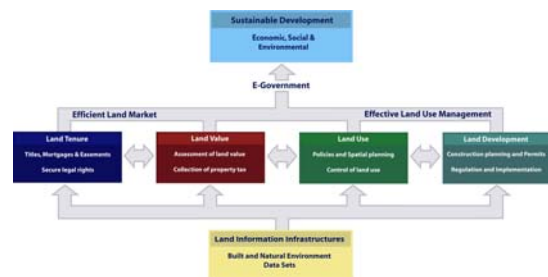
The New Capacity Building Paradigm

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

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

The New Capacity Building Paradigm (UNDP 2002)

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.

Building Capacity 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.


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.

Level	Dimensions of Capacity Assessment	Dimensions of Capacity Development
Societal Level	<ul style="list-style-type: none"> • Policy dimension • Social and institutional dimension • Systems dimension • Legal and regulatory dimension 	<ul style="list-style-type: none"> • Land policy issues • Land administration vision • Land administration system • Land tenure principles • Legal principles
Organisational Level	<ul style="list-style-type: none"> • Cultural issues • Managerial and resource issues • Institutional issues and processes 	<ul style="list-style-type: none"> • Institutional infrastructures • Spatial data infrastructures • Professional institutions
Individual Level	<ul style="list-style-type: none"> • Professional competence • Human resources needs • Educational resources 	<ul style="list-style-type: none"> • Educational programs • Training and CPD programs • Virtual programs • Education-research centre


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
 Including private sector: Double
 Traditional authorities: 300 trained clerk

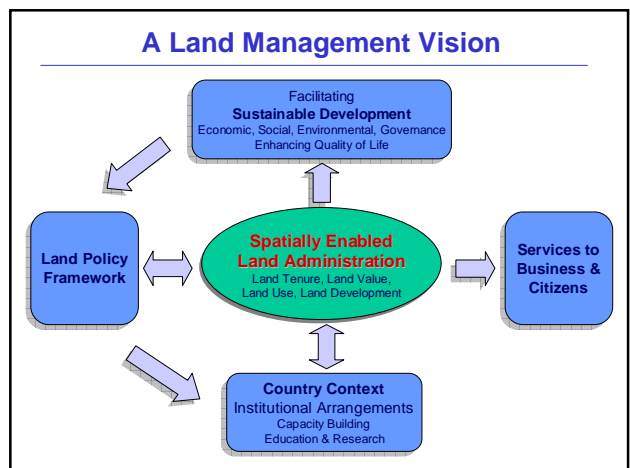
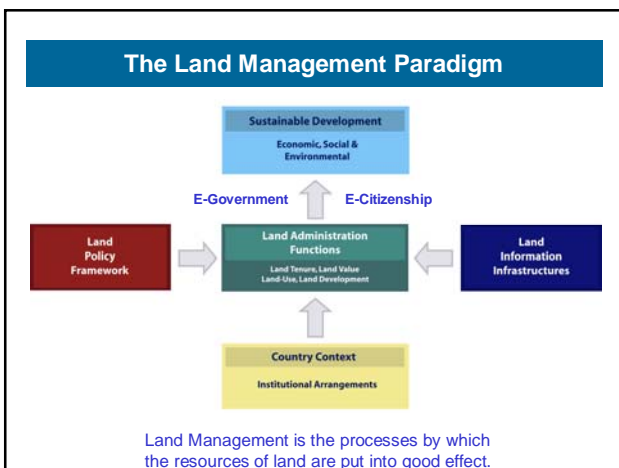
- Certificate in Land Administration
- One year program for the land clerks
- Diploma in Surveying and Land Administration
- Two year program for technicians Bachelor in Surveying and Land Management
- Four year program for professionals



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.



Institutional Development - recommendations

- 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

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

Capacity Assessment	Capacity Development	Sustainability
<ul style="list-style-type: none"> • Are the policies on land management clearly expressed? • Is the legal framework sufficient and adequate? • Are the institutions adequate and are the responsibilities clearly expressed? • Are the guiding principles for good management well expressed? • Are the human resources and skills adequate and are the relevant education and training opportunities available? 	<ul style="list-style-type: none"> • Adoption of an overall land policy • Design of a legal framework addressing the rights, restrictions and responsibilities in land. • Implementation of an organisational framework with clearly expressed duties and responsibilities • Adoption of clearly expressed guiding principles for good governance. • Establishment of adequate and sufficient educational options at all levels. 	<ul style="list-style-type: none"> • Instigation of a self-monitoring culture in which all parties, national and local government, NGOs, professionals and citizens, review and discuss progress and suggest any appropriate changes. • Lessons learnt need to be fed back into the process for continuous improvement. • Implementation of adequate requirements and options for activities of Continuing Professional Development (CPD).

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

