

Promoting Institutional and Organisational Development in Surveying and Land Administration

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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 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

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 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.

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



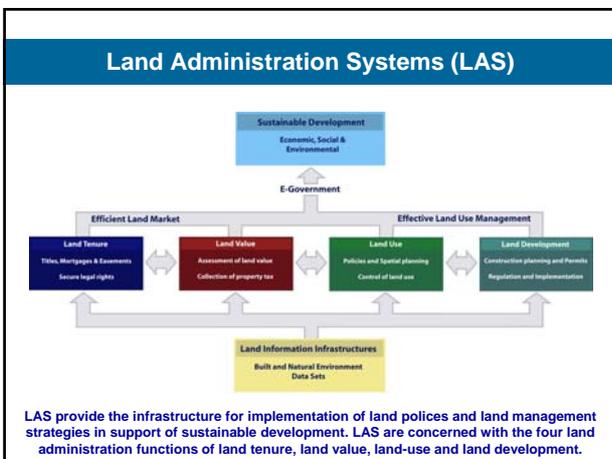
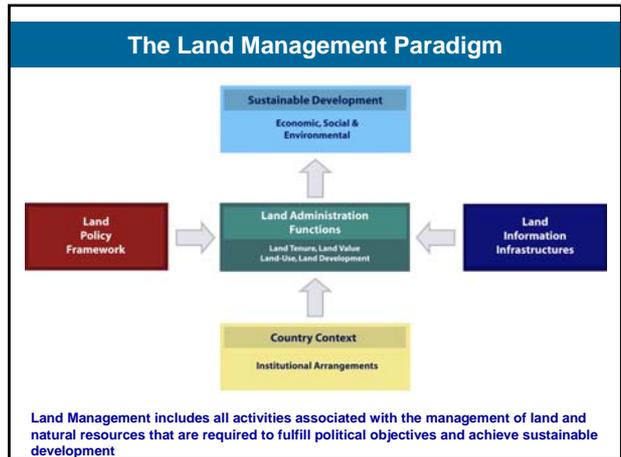
- The new Land Policy aims to achieve social, economic development and sustainability
- Empowering and integrating the local and traditional authorities
- Multi-donor project addressing capacity building issues up front
- Flexible curriculum combining diploma and bachelor level and combining surveying, 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

- ### 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.

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)

Institutional and Organisational Development

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



Swaziland - example



- UK Government support
- To replace long-term secondments by building internal capacity
- Project running 1995-99
- 12 visits by 10 different consultants

Tasks completed



- Review of strengths/weaknesses/impacts
- Creation of vision, mission, aims
- Creation of business plan
- Fundamental restructuring
- Revised policies
- Clear performance measures
- Technical support

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 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

A specific proposal for

- 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**