

## 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



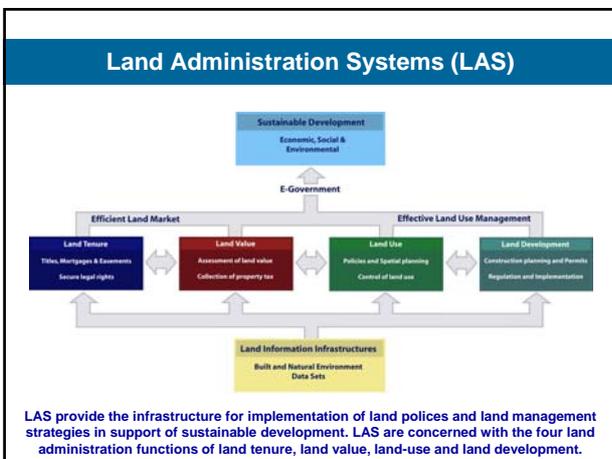
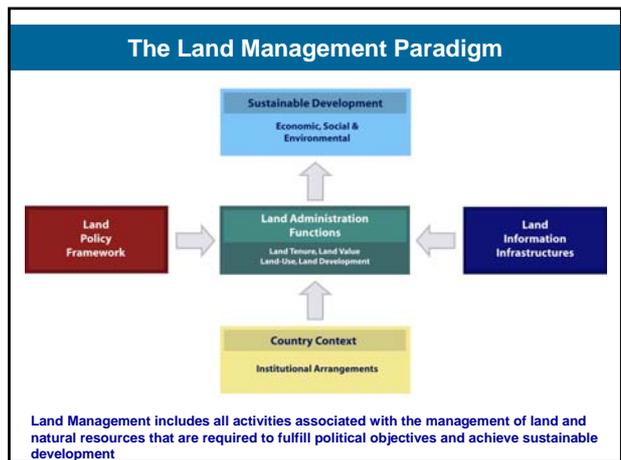
- The new Land Policy aims to achieve social, economic development and sustainability
- Empowering and integrating the local and traditional authorities
- Multi-donor project addressing capacity building issues up front
- Flexible curriculum combining diploma and bachelor level and combining surveying,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



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

## 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**