

Building Institutional and Organisational Capacity For Land Administration

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On Institutional & Organisational Development

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The Message



- The Capacity Building Challenge 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.
- An FIG Task Force is taking this key work forward. It has completed an assessment of weak areas and is drafting material to assist organisations in the challenge of responding to them.

I. Background and context

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

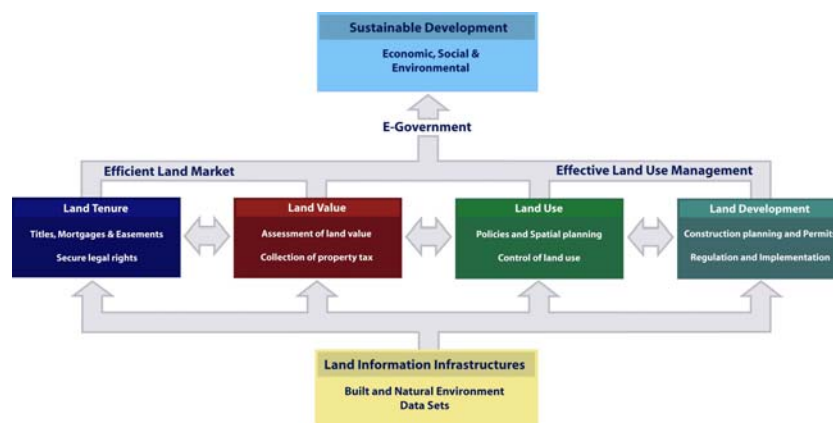
Levels and Dimensions of Capacity Building

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.

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.

The value to society

12.5% of Britain's GDP is based on the activity of Ordnance Survey of Great Britain - £100 billion

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 for organisations



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.

II. Progress in building a model to assess and develop current capacity

The FIG Task Force

- Formed late 2006
- Designed to build on previous work – and to link into related activities.
- FIG is well-placed to lead, 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.
- Such work will further FIG's Mission.

Key questions

- Where are the key barriers to effectively functioning institutions and organisations?
- Who are the key influencers who can help to remove the barriers?
- What key materials are needed to remove the barriers?
- Which types of organisation are most affected?

Membership

- Iain Greenway (UK) – Chair
- Santiago Borrero Mutis (Colombia)
- Adam Greenland (New Zealand)
- Teo Chee Hai (Malaysia)
- John Parker (Australia)
- Richard Wonnacott (South Africa)
- Spike Boydell (Australia)

Developing a model to assess capacity

- Input from ITC
- Tested at Cambridge Conference, July 2007
- Three levels (societal, organisational, individual)
- Five components – further enhanced to six

The components

- Development of appropriate policy/ legislation
- Conversion into systems/ programmes
- Splitting activity between stakeholders
- Production of the necessary outputs
- Effective use of the outputs
- Effective learning and development

Survey

- Four different statement to rank
 - For each level
 - For each component
- Results
 - Societal level is the weakest
 - Cooperation is instead suspicion
 - Working across sectors is a key weakness
 - There are skills gaps
 - Stakeholder understanding falls short
 - Insufficient time given to learning

A (draft) checklist of key issues – 1

- There are clear statements of what each level/ sector is responsible for
- Relevant training courses clearly explain the need for cooperative working, and the roles of each level/sector
- There is clear leadership 'from the top' to encourage joining up
- A clear role/ input is given to the private sector (including professional bodies)
- There is a clear focus in place to develop a cooperative culture at individual level

A (draft) checklist of key issues – 2

- The network of individuals and organisations has a sufficient voice with key decision makers that land admin issues are fully taken into account in all central policy making
- Strategy making is a process open to all stakeholders, with all relevant voices heard
- The legal framework enables modern techniques and cross-sector working
- There are structured methods for learning from our own and others' experiences

III. Next steps

What outputs will underpin improvement?

- Developing an FIG Policy Paper
 - Policy
 - Research
 - Key statements
 - Self-assessment tool
 - CEO checklist

The key testing required

- Are the key statements right?
- Are the key statements complete?
- Does the work properly complement the other work underway/ completed?

The world belongs to our children

