

Developing Sustainable Institutions & Organisations: The work of the FIG Task Force

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Chair

On behalf of the Task Force

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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 has taken this key work forward. It has created a self-assessment questionnaire and compiled a Guide to assist organisations in the challenge of building sustainable capacity.

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.

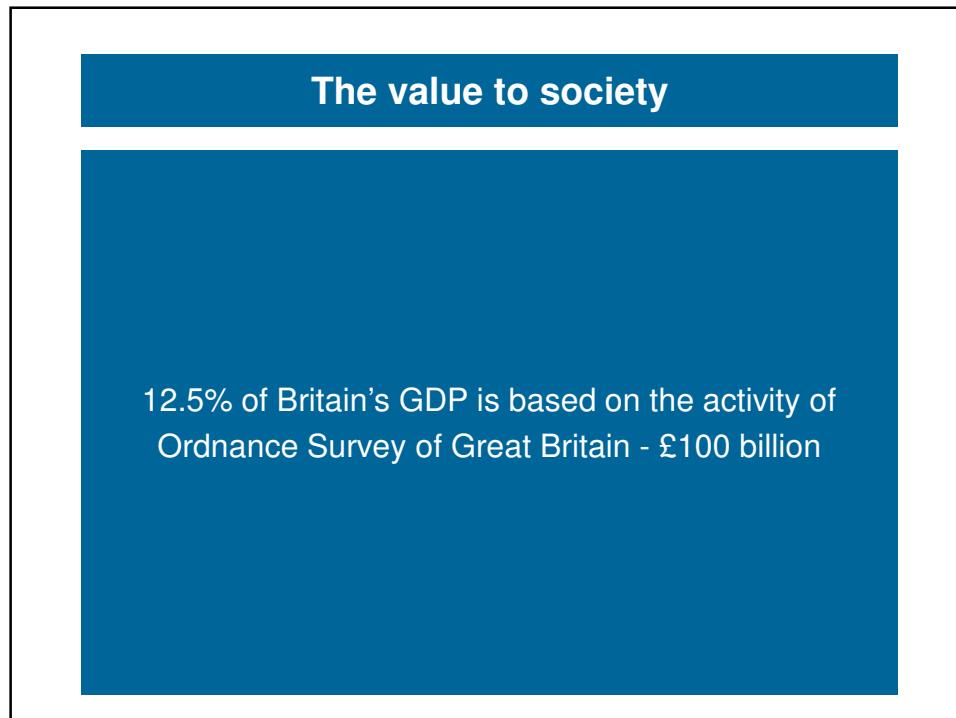
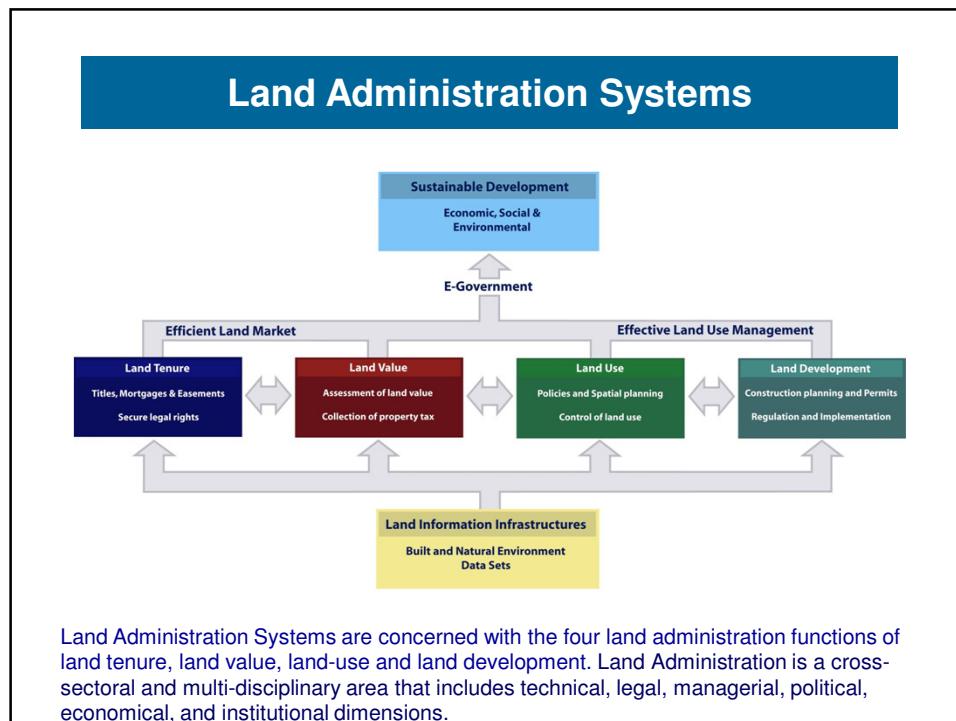
What is a sustainable organisation?

One which:

- Performs its functions effectively and efficiently
- Has the capacity to meet the demands placed on it
- Continuously builds its capacity and capability so that it can respond to future challenges

This requires:

- Honest and objective assessment of capacity
- Focussed attention on capacity development



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.

II. Building models and material 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.

Membership

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

Strong support from Stig Enemark
and many others

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

Self-assessment template

- 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 checklist of key issues – 1

- Make clear statements defining the responsibilities of each level/ sector
- Provide transparent leadership ‘from the top’ to encourage collaboration in both top down and bottom up ways
- Define clear roles for the different sectors, including the private sector

A checklist of key issues – 2

- Establish a clear organisational culture that supports a cooperative approach among individual employees
- Ensure that the network of individuals and organisations has a sufficient voice with key decision makers for land admin issues to be taken fully into account in central policy making
- Facilitate policy development & implementation as a process that is open to all stakeholders, with all relevant voices clearly heard

A checklist of key issues – 3

- Provide a legal framework that enables use of modern techniques and cross-sector working
- Offer relevant training courses that clearly explain, encourage & enable cooperative and action-based working, within a clearly understood framework of the roles of each level/ sector
- Share experiences through structured methods for learning from each others' experiences, with this learning fed back into organisational learning

An FIG Guide for Managers

- Checklist tested in Eilat
- Publication 47 published this week
 - Background, context, definitions
 - Checklist for managers
 - For each item in the checklist:
 - context
 - description
 - a view of a sustainable organisation
 - examples
 - key questions

Examples

- Wide-ranging, including:
 - Botswana land policy
 - States and Federation in Australia
 - Hydrographic certification
 - Land Administration Domain Model
 - Compulsory acquisition of land
 - Dutch NSDI

Next steps

- Read the publication!
- Visit the Task Force website to view the survey
- Have confidence to build sustainable capacity!

The world belongs to our children

