

**Capacity Assessment and Development
for
Sustainable Land Administration Infrastructures**

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The Capacity Building Challenge

Supporting national capacity assessment and development towards establishing

- Sustainable Institutions
- Sustainable Land Administration Infrastructures
- Sustainable Human Resources and Skills

... Capacity Building – what is it ?

It is two-dimensional:

- **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 or groups of individuals within the system.
- **Capacity Development**
The process by which individuals, groups, organisations, institutions and society increase their ability to:
-perform core functions, solve problems, define and achieve objectives;
-understand and deal with their development needs in a broader context and in a sustainable manner (OECD Definition).

Levels and Dimensions of Capacity Building

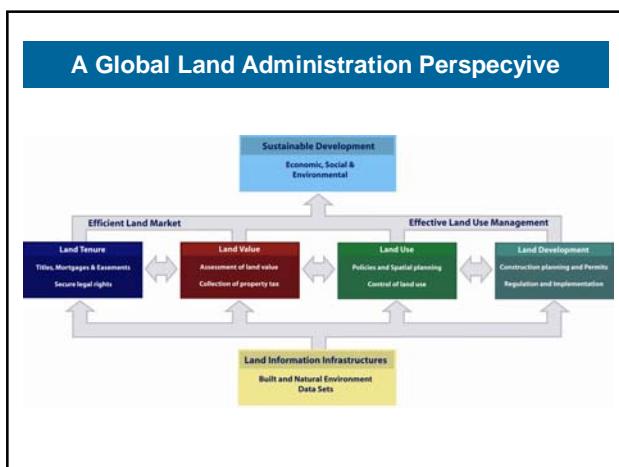
Capacity issues can be addressed at three levels:

- **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 - what is it ?

Land administration infrastructures are concerned with the social, legal, economic, and technical framework within which land managers and administrators must operate (UN-ECE, 1996)

- **Land Tenure** - securing rights in land
- **Land Value** - assessment and taxation
- **Land Use** - control of land use through planning and regulations
- **Land Development** – construction planning and implementation



Building Capacity in Land Administration

Capacity Building in Land Administration is basically about:

- **Systems – societal level**
 - Building appropriate systems such as cadastral systems, land registration systems, valuation/taxation systems, planning control systems
- **Infrastructures – organisational level**
 - Building efficient relations between the systems
 - Building appropriate spatial data infrastructures
 - Building institutional infrastructures and "capable government"
- **People – individual level**
 - Educating politicians, managers, professionals, technicians, office/field personnel.

Land Administration is a cross-sectoral and multi-disciplinary area

Capacity Building in Land Administration

| Level | Dimensions of Capacity Assessment | Dimensions of Capacity Development |
|------------------------|---|--|
| Societal/Systems 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 |

Enemark&Williamson, Survey Review, Oct.2004.

Guidelines for Self-Assessment (FAO)

| |
|----------------------|
| 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.

Capacity Building principles

Capacity Building must reflect the fundamental national and regional conditions

If a country like e.g. Indonesia wished to have a land administration system similar to Denmark or Australia, this could possibly require 40,000 professional land surveyors, and 30 or more university programs in surveying

There is a need to develop appropriate solutions matching the stage of development and the specific characteristics and requirements of the individual country

Conclusions

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.

Thanks for your attention

