

FIG's Contribution to Institutional and 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.
- FIG has much to offer, given the professionals within it and its high standing as an NGO.
- An FIG Task Force has been established 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.

Malawi example

Developing a comprehensive land policy framework



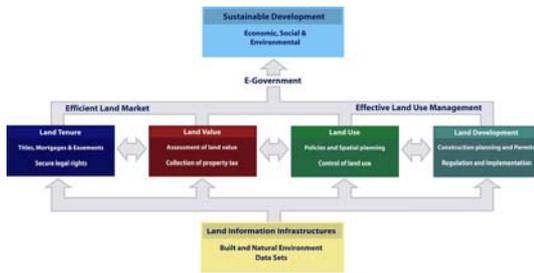
- Comprehensive land law
- Sound institutional framework
- Democratization
- Security of tenure
- Security of land investments
- Equal access to land
- Poverty alleviation
- A powerful symbol

Key Lessons Learned

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.

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.

Operational tasks

- **Building of new physical infrastructure**
Implementation of construction planning; permits for change of land use
- **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.

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



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

The FIG Task Force



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.
Such work would 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?

Links



- World Bank
- UN Agencies
- GSDI Association
- EuroGeographics
- Cambridge Conference
- International Hydrographic Organisation

- Most FIG Commissions

Membership



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

The world belongs to our children

