

Capacity Development in Land (Academic and Professional Development)

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Capacity Development

- capacity development
 - a process whereby people, organisations and societies as a whole unleash, strengthen, create, adapt and maintain capacity over time to achieve their development goals

- this is clearly broader than capacity building, and includes more than 'staff training'

Capacity Development

- capacity comprises of
 - generic (soft) aspects
 - specific (technical) aspects
 - the full ownership of the process by those individuals, organisations, or societies whose capacities are being
- its importance is increasingly recognised, but it is **difficult** to achieving

Capacity Development

- capacity is not about training individuals on specific topics, but it is about countries and societies being able manage change for the better
- this re-thinking of capacity development approaches calls for a review of organisations their capacity development strategies
- Global Land Tool Network has developed a strategy integrating such principles in its land work
- LPI is developing the Capacity Development Framework for African countries

Capacity Development

individuals

organisations

societies

- All 3 levels; interacting
 - Society (or enabling environment): stakeholders involvement from parliamentarians to grassroots – national ownership – not donor driven !
 - Organisation: objectives clear? Absorb individual
 - Individual: rights knowledge, skills and attitudes

Capacity Development

- **Capacity of Society**
 - Triggering (Land) Policy Change at Country Level
 - 3 Change Models
 - Large leaps (new actors/champions)
 - Coalition (stakeholders working together, lobbying)
 - Policy Windows (right moment, ready to act)
 - Each has several (key) stakeholders that need to be aware and ready to act; includes ‘framing’, opinion forming at different levels, participation, ..

Capacity Development



Capacity Development

CAPACITY OF INDIVIDUALS

hard

technical skills, explicit knowledge, tangible and visible capacities

soft

operational capacities (culture, values, leadership, experience, relational skills such as negotiation, teamwork, conflict resolution, facilitation, problem solving and communication skills)

adaptive capacities (ability / willingness to self-reflect and learn from experience, ability to analyse and adapt, change readiness and change management, confidence, empowerment)

Capacity Development – Egypt Survey Authority

- In 1990s strategic plan to optimize IT in organization
 - Incl. work process update, workflow management, upgrade equipment, introduce IT
 - Technology use and productivity increased
 - Technical management and supervision stayed behind
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- Capacity of managers and supervisors needed to be strengthened – no existing programs in Egypt for this

Capacity Development – Egypt Survey Authority

- ITC, Dutch and German Survey Authorities, ESA - training school and Egyptian University came together
- Integrated set of training programs for all management levels (and case studies from inside)
- 850 staff trained, also ToT
- Even course ‘back at ITC’ adapted after this

- Individuals trained, but more important capacity of organisation was enhanced – immediately use the new capacity ! (good practice training)

Capacity Development – Kenya Land Policy

- As part of the Kenya Land Policy preparation and looking forward to implementation a “Capacity **Needs Assessment**” was undertaken
- Identified were following gaps”
 - 1. *capacity gaps are **across cutting** and include: customer care, integrity and attitude change, deficiency in relevant computer skills, awareness of rights for minority and women, understanding of new land policies, knowledge of environmental sustainability, and management of public participation and consultation. [soft skills]*

Capacity Development – Kenya Land Policy

- 2. set of capacity gaps are in **land administration**, valuation and registration, (...) [including] secure record management, capacity for document verification, fraud detection and prevention and computerization of manual operations.
- 3. set of capacity gaps are in provision of **surveying** services: capacity to shift from analogue to digital survey methods, capacity to operate the National Spatial Data Infrastructure, capacity to carry out hydrograph surveys and nautical cartography.

Capacity Development – Kenya Land Policy

- 4. *set of capacity gaps are in **physical planning**: capacity to use new technologies in planning (...), capacity to prepare national, regional and local spatial and land use plans, capacity to manage community and multi – stakeholder participation, capacity to plan for environmental sustainability and mitigate climate change.*
- 5. *set of capacity gaps are in land adjudication and settlement: capacity for undertake basic surveying, capacity for **conflict resolution**, and understanding of land law and policies.*

Capacity Development – Kenya Land Policy

- 6. *set of capacity gaps highlighted are in administrative **support services**: managing procurement, fleet management, budgeting and human resource management.*
- *Capacity gaps in the **civil society and private firms** are also highlighted: skills in advocacy, networking, negotiation, and understanding of new policies'*

Training Needs Assessment - rough

- when gaps are identified
- estimate how many of each type are needed
- identify what is available
 - at appropriate level(s)
 - what additional (soft) skills need to be added
- estimate training needs
 - identify where and by whom

- (Capacity Needs Assessment Tool will be developed within GLTN by 2014)

Capacity Requirements in the land and housing sector, Malawi (UN Habitat 2010)

PROFESSIONAL AREA	PROFESSIONALS		TECHNICIANS	
	NEEDS	DEFICIT	NEEDS	DEFICIT
Physical Planning	130	101	210	190
Surveying and Mapping	100	88	260	210
Land Administration (valuation)	200	178	520	430
Total in the Public Sector (short term)	430	367	990	830
Private Sector (long term)	500	450	1,000	1,000
Total (long term)	930	817	1,990	1,830

Training Needs by Decentralization (Namibia)

Table 5: Training needs assessment for the Namibian Surveyor General's Office, 1999

	No. of staff at headquarters			No. of staff at 4 regional offices	
	Management	Professional	Technical	Professional	Technical
Current	3	1	55	0	0
Future	4	6	39	4	12
Difference	1	5	-16	4	12

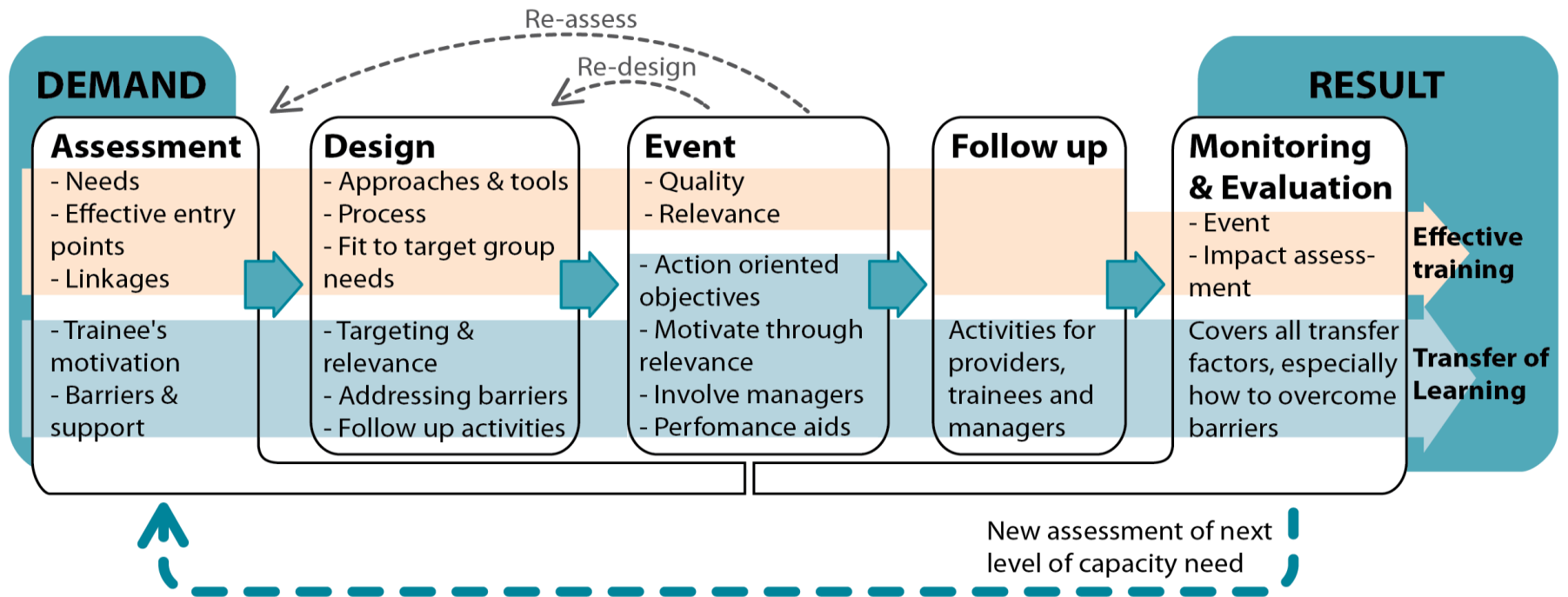
Source: Mission report by Walter de Vries (1999)

Training

- Not just giving a course here and there
 - sometimes 'professional' trainees (perks, ..)
- Training should really build the capacity of the individual and make the organisation ready to absorb the trained staff and his/her new capacities

- E.g. personal action plan by each trainee, involve managers (e.g. executive course), follow up (by trainers or peer-to-peer (e.g. social media))

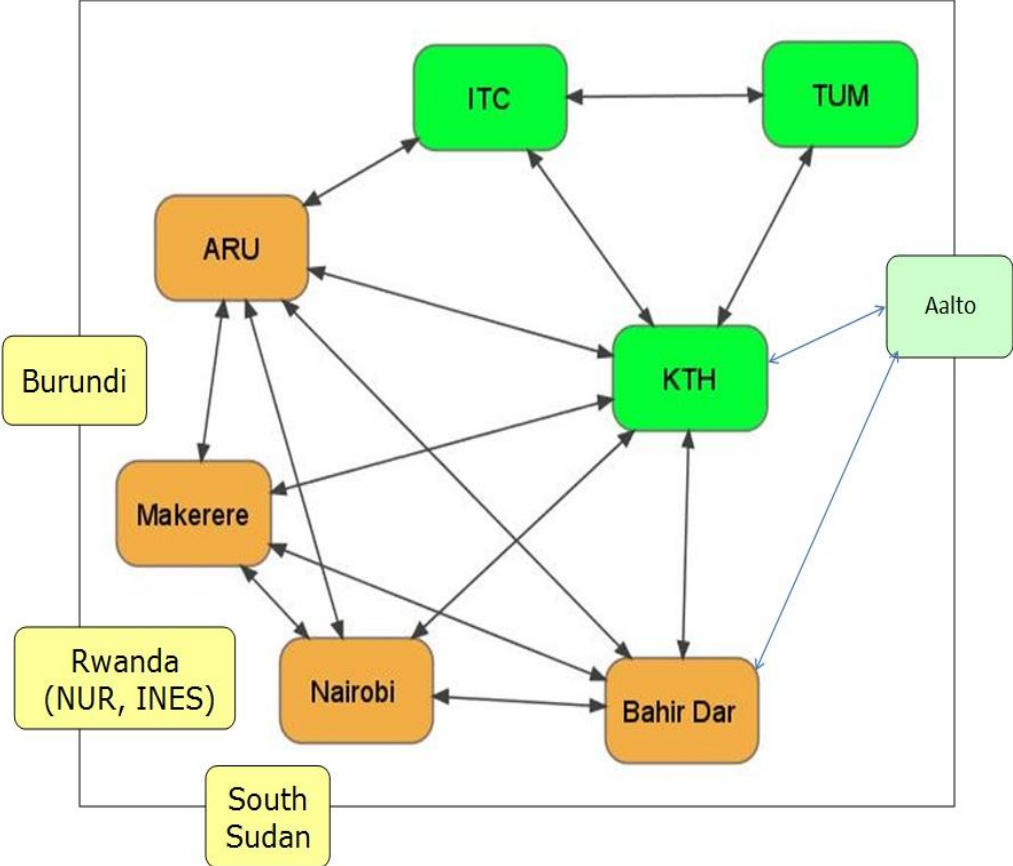
Good Practice Training Cycle (UN Habitat)



Peer-to-peer – East Africa

- KTH Sweden trained 100s of East-Europeans in MSc International Land Management – later added Ethiopia and Kenya, Uganda, Tanzania a few years later
 - Assisted in curriculum (re)design at universities and train staff (ToT)
- ITC build staff capacity (ToT) and curriculum design at ARU Dar-es-Salaam and NUR Rwanda
- Started joint meetings every year
- 2013 Rwanda meeting: official network with a constitution, South-South network

East African Land Administration Network



Capacity Development in Land

- About society (all stakeholders), organisations and individuals
- Is about many generic soft skills
- Includes hard skills like land registration, surveying, ..
- Awareness raising at all levels, policy change, ..
- Not just training individuals
 - Good practice training
 - Embed in organisation, follow up,
- Assessment needed to plan strategically!

Hartelijk Dank

Thank you

Merci beaucoup

