



Capacity assessment tool for land policy implementation – Experience from Kenya, Mozambique and Uganda

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Agenda

- Goal of project
- Background study:
 - Challenging characteristics of land domain
 - Capacity development in broader context of land matters
 - Types of capacity development
- Results of project – 4 phases of capacity development assessment
- Conclusions and recommendations



Goal of project

Goal-> Develop a capacity development assessment methodology to support land policy implementation

Test and validate resulting methodology with stakeholders in Kenya, Mozambique and Uganda

The development required an understanding and definition of :

- Capacity development
- Assessment methodologies
- Land domain

3/15



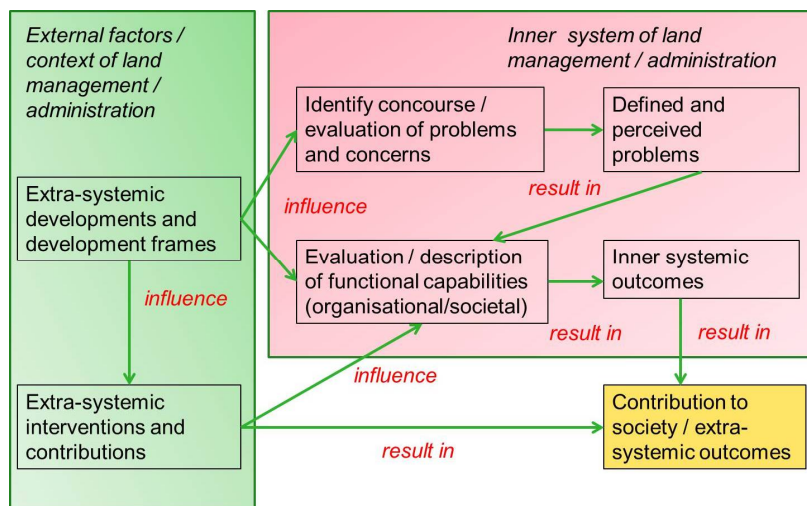
Challenging domain for capacity development

- High degree of conflicting social and institutional aims and claims in land domain and how land matters should be organised
- Land can be an underlying reason for socio-economic conflicts.
- Local and national contexts are often crucial in organising land matters and solving land problems.
- Multiple disciplines and perspectives -> conflicting views on studying, addressing land problems.
- Land is often organised at multiple levels and scales – local, regional, national.
- Land is often organised through different administrative structures
- Wide variety of stakeholders; each has own mandates and normative views

4/15



Capacity development in broader context of land matters



5/15

Types of capacity development



Means	Goals – closed (undisputed)	Goals – open (for discussion)
Certain (agreed upon)	<p>1. <u>Structured problem</u></p> <p><u>Goal</u>: land policy is undisputed among stakeholders and capacity of each actor active in land policy can be identified</p> <p><u>Means</u>: capacity can be measured and assessed by agreed method</p> <p><u>Aim for capacity development assessment</u>: adapt a currently available capacity assessment method such that it more effectively reaches the goals of the land policy</p>	<p>3. <u>Moderately structured problem in goals</u></p> <p><u>Goal</u>: land policy is disputed among stakeholders. Is capacity sufficiently / properly understood; is the capacity problem shared and viewed in a similar way by other stakeholders in the land sector;</p> <p><u>Means</u>: capacity of any component can be measured and assessed by agreed method</p> <p><u>Aim for capacity development assessment</u>: clarify why/when would capacity be a problem for land related matters, and how the primary values and concepts of present capacity development methods can be conducive to tackle land related problems</p>
	<p>2. <u>Moderately structured problem in means</u></p> <p><u>Goal</u> – There is agreement on land policy goals or the land policy goals can be known from stakeholders</p> <p><u>Means</u>: there are different ways of capacity building to reach the goals</p> <p><u>Aim for capacity development assessment</u>: employ multiple methods when aiming at inducing / supporting the goals of land policy</p>	<p>4. <u>Unstructured problem</u></p> <p><u>Goal</u>: The goals in land policy are highly disputed; there is disagreement on priorities and concepts among stakeholders</p> <p><u>Means</u>: open analysis</p> <p><u>Aim for capacity development assessment</u> clarify first and foremost for whom and from which perspectives would the capacity problem/solutions correspond to the problems seen by GLTN and the solutions seen by GLTN 6/15</p>
Uncertain (to be decided)		



Process of development

Literature review of capacity development

Development of generic sequence and content of assessment methodology

Discuss aims and problems of current capacity development assessments in Kenya and Mozambique

Revise and detail capacity development assessment methodology

Discuss revised version of methodology with stakeholders in Uganda

Convert capacity development assessment methodology to a basic tool

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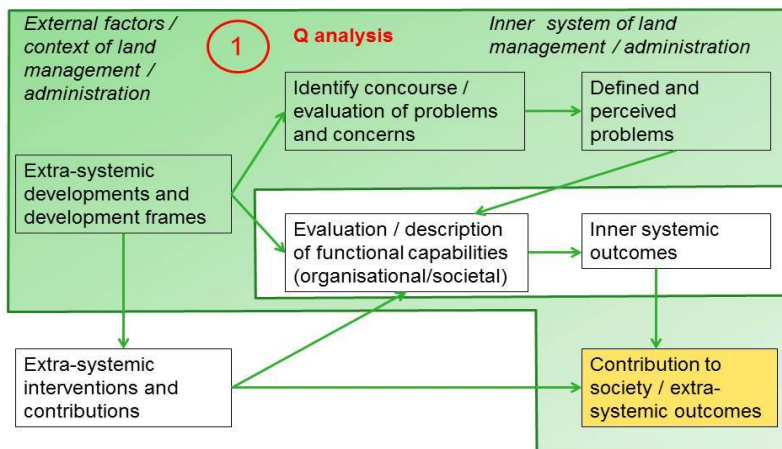
Result – 4 phases

1. Identify national discourse of land issues at stake, and frame concerns, goals, resources (is assessment needed and why)
2. Scoping of functional assessment and mobilize resources.
3. Conducting the assessment and interpreting results.
4. Presenting , disseminating and acting upon results.

8/15



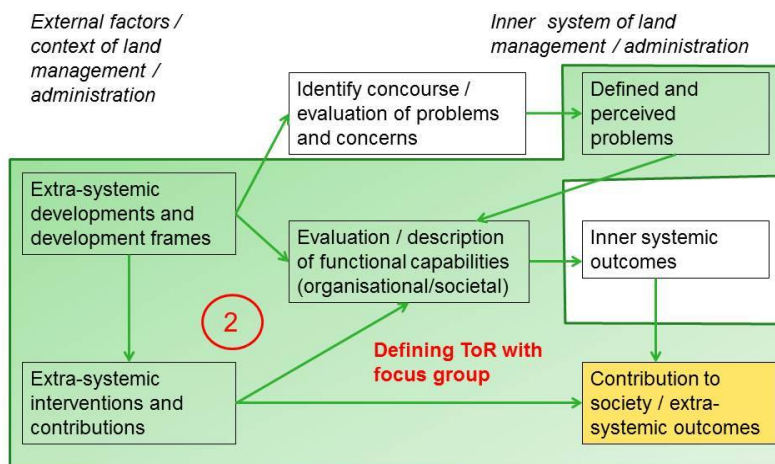
Phase 1



9/15



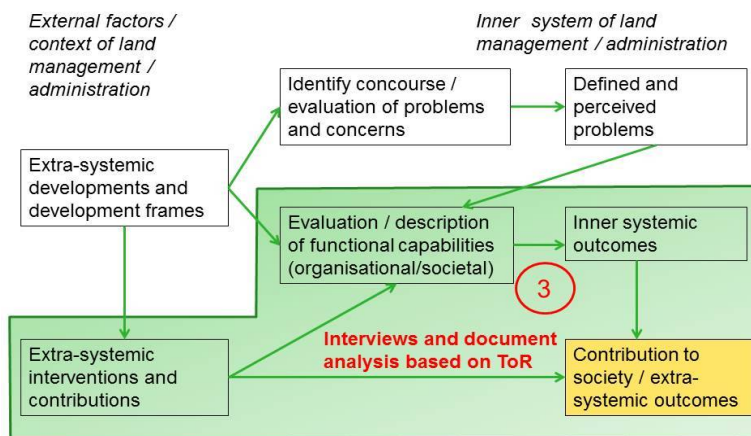
Phase 2



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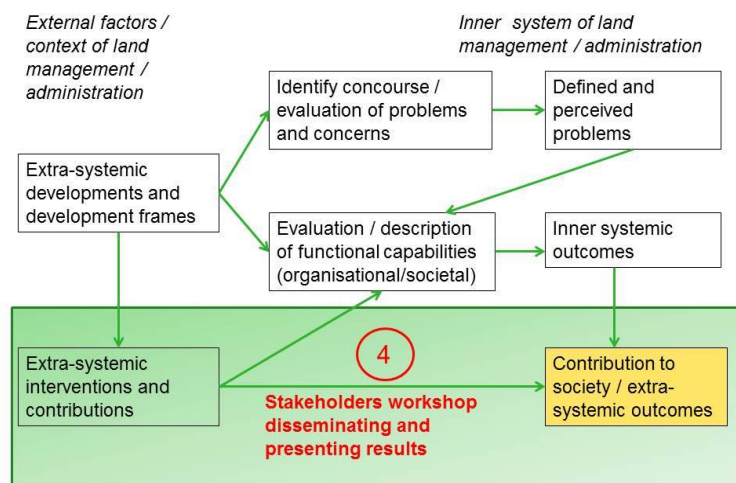
Phase 3



11/15



Phase 4



12/15



Conclusions and recommendations

1. Any land related needs to be seen in a **broader holistic system**, which involves both external and internal change drivers and outcomes. Any capacity development intervention must be evaluated against the system as a whole.
2. The capacity assessment method **contains 4 phases**, which partly overlap the system components yet together allow an assessment of the system as a whole.
3. As the notion of capacity assessments are based on the notion that capacity development may be an intangible and dynamic concept, a capacity assessment methodology needs to be **both sequential and cyclic**.
4. **Practical guidelines and worksheets** help to execute the assessment in concrete cases, for example within a particular country, or within a particular organization.
5. **Testing in concrete cases** of execution of both national and subnational capacity development strategies is recommended.

13/15



Last but not least....

Capacity development assessment methodology **ideosyncratic** ?
(related to land policy only, or to national land policy only)

-> need to compare with similar strategies in other sectors
(in particular with water, forest and natural resources sectors)

14/15



Thank you for your attention!

Any questions, comments?

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