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UNIVERSITY
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Research and Capacity Development Strategy for Land Governance Innovation in Southern Africa



Research and Capacity Development Strategy for Land Governance Innovation in Southern Africa

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Abbreviations and Acronyms

AU	African Union
AUC	African Union Commission
AfDB	African Development Bank
ALPC	African Land Policy Centre
BMZ	German Federal Ministry for Economic Cooperation and Development
CSOs	Civil Society Organisations
CPD	Continuing Professional Development
DPLS	Department of Land and Property Sciences
ECA	Economic Commission for Africa
F&G	Framework and Guidelines
FAO	Food and Agricultural Organisation of the United Nations
FLTS	Flexible Land Tenure System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
LGAF	Land Governance Assessment Framework
NELGA	Network of Excellence on Land Governance in Africa
NUST	Namibia University of Science and Technology
SDGs	Sustainable Development Goals
SLGA	Strengthening Advisory Capacities for Land Governance in Africa
VGGTs	Voluntary Guidelines for Responsible Governance of Tenure
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa

1. Introduction

The establishment of the NUST-NELGA hub at the Namibia University of Science and Technology serves as a key driver for increased capacity building efforts for improved land governance and administration in the Southern African region. It is a partnership of various Southern African Universities and research institutions with proven leadership in academic education, training and research in land governance. Established links and networks with other research and policy think tanks in the region and internationally, contributes to knowledge development and sharing about the critical land governance issues affecting the region.

The NUST-NELGA Hub for Southern Africa, together with the partners universities play a leading role in research and outreach for informed policy making in the field of land governance and administration. Together the partners offer a variety of undergraduate, master and doctorate degrees. The partnership is gaining increased relevance as a leading authority on land governance matters in the region. An active programme has been developed that includes capacity building, regular outreach activities, a working paper series, seminars, master classes and the regular hosting of international speakers on a variety of topics.

The recent country scoping studies and the derived synthesis report on “Land Governance in Southern Africa” provides a framework for describing land governance in the region, see website for the Symposium on Land Governance, 3-4 Sept. 2019, NUST, Windhoek, Namibia, see:

<http://landsymposium.nust.na/>

The eight country case studies together with the synthesis report will form the basis for future research, capacity development and policy innovation in the region. Ensuring that this happens in a systematic and coherent manner requires that the NUST-NELGA Hub develop this “Research and Capacity Development Strategy for Land Governance Innovation in Southern Africa” for the period 2020 to 2025.

1.1. Alignment with African and Global Initiatives

The strategic initiatives outlined in the Research and Capacity Development Strategy for Land Governance Innovation in southern Africa is closely aligned with the major African and International Initiatives. The strategy supports and draws inspiration from the African Land Policy Initiative and the Framework and Guidelines on Land Policy in Africa as well as the African Agenda 2063, the UN 2030 Agenda for Sustainable Development (SDGs), the FAO Voluntary Guidelines on Responsible Governance of Tenure (VGGTs) and the World Bank Land Governance Assessment Framework (LGAF).

The African Land Policy Centre (ALPC) was established in 2006, first as the Land Policy Initiative (LPI), as joint initiative of the African Union Commission (AUC), the United Nations Economic Commission for Africa (UNECA) and the African Development Bank (AfDB). The purpose is to enable the use of land to lend impetus to the process of African development. Subsequently the ALPC developed the Framework and Guidelines (F&G) on land policy in Africa and received the mandate from the African Union (AU) to use it in support of national and regional land policy processes. The F&G was adopted by the AU member states through their ministers responsible for land in April 2009, and further endorsed by the African Heads of State and Government through the Declaration on Land Issues and Challenges in Africa in July 2009. The ALPC thus seeks to support regional member states to review and/or develop land policies as well as implementing and evaluating these policies. Building on this momentum, the ALPC, the Government of Germany (through BMZ and GIZ), and the World Bank seek to strengthen capacities for land governance in African countries in line with broader strategies for development, peace and security, and environmental sustainability.

Agenda 2063 as set out by the African Union in 2015 maps out the future development of Africa founded on a “*prosperous Africa based on inclusive growth and sustainable development*”. It highlights the importance of good governance and the rule of law as key principles in the transformation of Africa and realising the African Renaissance. Equitable access to land, secure rights and good land governance have long been championed as the means to improving livelihoods and promoting sustainable economic development in Africa.

The UN Agenda 2030 for sustainable development creates a framework for the improvement of livelihoods and peace for all people in developing as well as developed countries. The cornerstone of this framework is the seventeen Sustainable Development Goals (SDG’s).



Figure 1: Sustainable Development Goals

While the SDG's are interrelated goals, this strategy directly responds to at least 8 of the SDG's. These are; i) No Poverty, ii) Zero Hunger, iv) Quality Education, xi) Sustainable Cities and Communities, xii) Climate Action, xv) Life On Land, xvii) Peace Justice and Strong Institutions, xviii) Partnership for Goals.

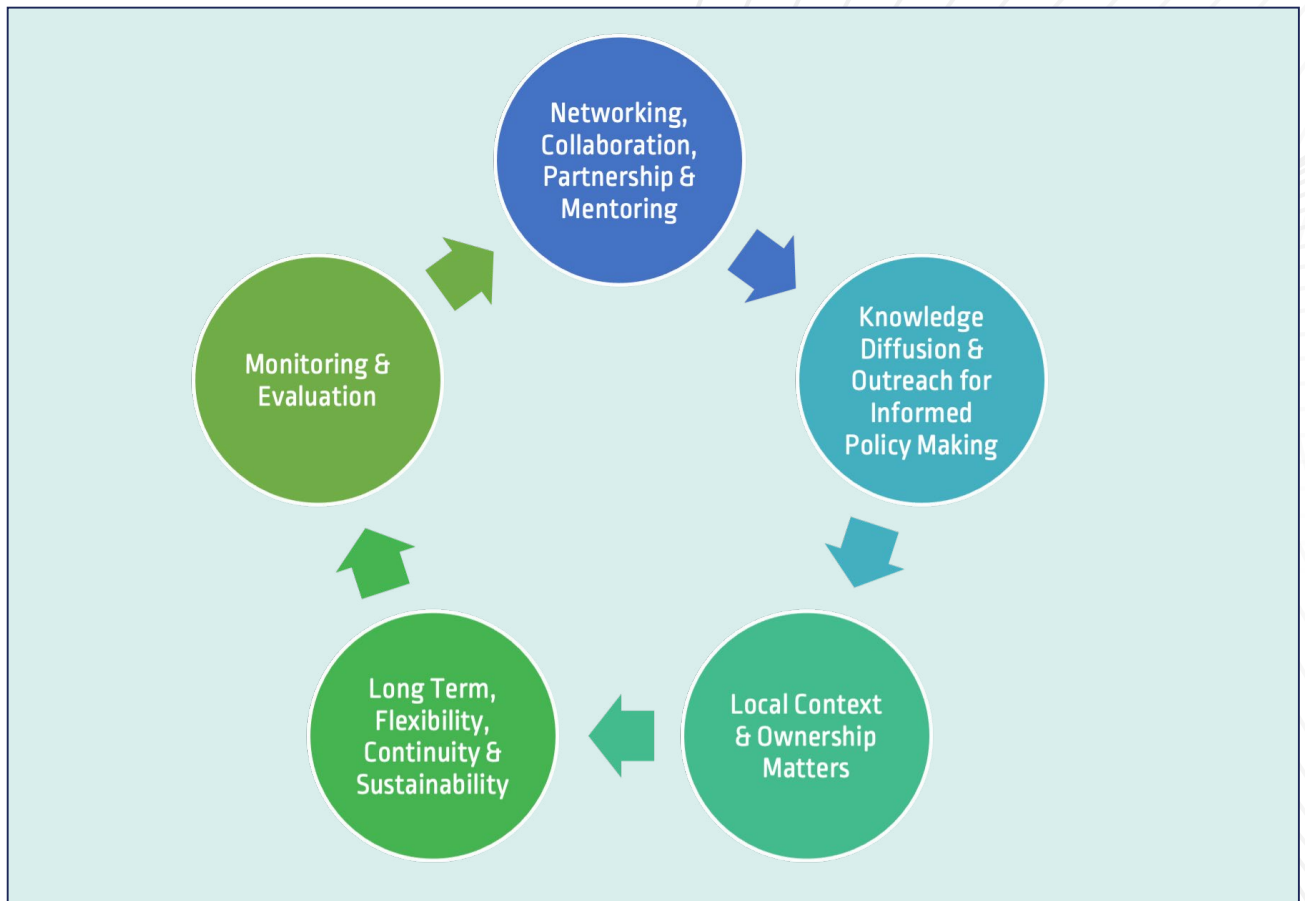
Responsible governance of tenure is now incorporated as part of the global agenda through the FAO Voluntary Guidelines on Responsible Governance of Tenure. These Guidelines are an international "soft law instrument" that represents a global consensus on internationally accepted principles and standards for responsible practices. The Guidelines promote secure tenure rights and equitable access to land as a means of eradicating hunger and poverty, supporting sustainable development and enhancing the environment. The guidelines thereby place tenure rights in the context of human rights, such as the right to adequate food and housing. With the help of the Guidelines a variety of actors can determine whether their proposed actions and the actions of others constitute acceptable practices.

The World Bank developed the Land Governance Assessment Framework (LGAF) as a diagnostic tool to enable countries to assess "the state of land governance at the national or sub-national level". The LGAF contains several criteria against which a country's land governance performance may be rated by. Such a rating report may then be used to identify issues of particular concern and for further discussion at national or sub-national levels. In the development of this strategy, multidisciplinary teams from eight Southern African countries have used and amended LGAF framework to describe the status of land governance in these countries. The results have been synthesised from the eight country reports and provides a baseline for land governance in Southern Africa, as well as being a key input for the development of this strategy.

2. Principles and Strategic Initiatives

The NUST-NELGA Hub has four key strategic initiatives, as outlined in section 2.2 below, that it should achieve in the next five years. Achieving these objectives will support the NUST-NELGA Hub to continue being the partner of choice, nationally, regionally and internationally, for solution driven knowledge creation and innovations in land governance. In order to achieve these strategic initiatives, the NUST-NELGA Hub will adhere to five key principles that will serve as a guide during the next five years, see figure 2 below. These principles shape and define the nature of the ongoing cooperation and reflect what the partnership is trying to achieve.

Figure 2: Core Principles



2.1. Core Principles

i) Networking, Collaboration, Partnership and Sharing

The NUST-NELGA Hub has embodied the ethos of open and collaborative work since its inception. The goal is not only to collaborate internationally and within the region, but to ensure that real partnerships are built that bring value for all parties and that allows for a process of mutual learning and development through mentoring by sharing experiences and working collectively. We believe that working collaboratively is an important process as well as an outcome that supports more robust thinking and knowledge creation.

ii) Knowledge Diffusion, Outreach for Informed Policy Making

Equally important is to acknowledge that new research and knowledge should be diffused into all levels of society with the lowest possible barriers to access. Only through explicitly valuing and emphasising knowledge diffusion can the partnership start expecting that research results can contribute to policy making in all its complexity. Increasing access to knowledge allows affected sectors of the society to become their own activist and engage on their own terms with policy makers. This is often a more effective means of reaching policy makers, rather than simply expecting them to respond to academia.

iii) Local Context and Ownership

To ensure that knowledge created is relevant and responds to the needs of the societies it is equally important that the knowledge creation process and actors are sufficiently grounded in the local realities of their contemporary society. Only with sufficient local ownership, experience and drive can research and capacity building initiatives really succeed in bringing about land governance innovations that resonate with local communities and policy makers.

iv) Longer Term, Flexibility, Continuity and Sustainability

To provide some of the solutions to the problems facing the southern African region, it is important that the research and capacity building efforts are seen as a long terms process, but that it also needs to be flexible enough to respond to changing conditions. The partnership should ensure that even as individual actors change, that the process of finding local solutions is continuous and sustainable now, and into the future.

v) Monitoring and Evaluation

Finally, it is critical that progress is quantified, qualified and measured. It means that the NUST-NELGA Hub is accountable to society and funders so that the partnership may demonstrate progress made and obstacles overcome. Also, through a process of monitoring and evaluation the partnership is able to make corrections and validate strategic decision in order to make sure that the process may continue with increasing success.

2.2 Strategic Initiatives

The NUST-NELGA Hub has identified four key strategic initiatives for the next five years of its strategic plan: Collaborative Research, Capacity Development, Curriculum Development, and Improved Funding. These four major strategic initiatives are each supported by a number of objectives. The objectives are the means by which the initiatives will be achieved through a series of specified actions. Each action will form the implementable component of the objectives, and the degree of implementation will be measured through one or more indicators for each action. The objectives to be implemented may be defined as the current and future actions that the NUST-NELGA Hub should engage in, in order to meet the strategic initiatives through the appropriate actions and measured by the indicators. The four strategic initiatives are presented in more details below:

i) Identifying Opportunities for Collaboration in Research to develop innovative solutions for the land governance challenges in the region.

Collaboration takes place between individuals working in different organisations, rather than between organisations themselves. However, organisations certainly structure and facilitate such cooperation to support the individuals to achieve the objectives of the individuals and that of the organisation. Therefore, this strategy should guide and enable cooperation between individual from multiple organisations and countries to develop research opportunities dealing with the regional issues. In order to improve research collaboration and innovation the NUST-NELGA Hub must put in place pragmatic relevant and appropriate objectives, actions and indicators.

ii) Targeting Opportunities for Capacity Development and Policy Outreach

Developing capacity in land governance is not only about education and teaching, although this is critical, but it entails much more than that. Capacity development is also about empowering communities and society at large, about reaching out and helping to policy makers and public sector actor's skills and knowledge about land governance.

iii) Identifying opportunities for collaboration in the development of curricula, new pedagogies of teaching and modernising curricular themes.

There is a need to share experience in the most recent pedagogical developments to improve learning at undergraduate and postgraduate levels. Opportunities also exist to re-examine and modernise curricula in the region where appropriate. A host of new and emerging technologies (big data, open data, analytics), as well as current problems (informality) experienced in the region are not adequately reflected in curricula across the region.

iv) Generate Funding Opportunities for Collaboration in Research, Capacity Development and Education

Research and capacity building efforts require sustained and sufficient funding. Such funding may come from the institutions themselves or from external sources. However, the Hub should strive to increase these funds, locally, regionally and internationally to enable and support the implementation of this strategy.

3. Establishment of a Baseline for Land Governance in Southern Africa

The NUST-NELGA Hub hosted by the Department of Land and Property Sciences DLPS at the Namibia University of Science and Technology (NUST) is supported by funding from the Strengthening Advisory Capacities for Land Governance in Africa (SLGA) programme. The German Government in cooperation with the African Union and the World Bank provide the funding through the ALPC and GIZ, with the goal of improving human and institutional capacity for the implementation of sustainable land policies geared towards growth and development in Africa.

The NUST-NELGA Hub is now firmly established as a regional knowledge centre for land governance in southern Africa. It has developed a strong network and academic exchanges with partners in the region as well as internationally. Numerous partners have been sponsored to attend conferences, workshops and to present papers. Masterclasses and training events have been hosted locally and internationally. The Hub engages in research and training to create and share knowledge, develop capacity and improve curricula in the area of land administration. The Hub has conducted and participated in national and regional dialogues with academia, civil society, research and government organisations. The Hub manages, shares and curate's information on land governance in the region.

One of the major activities of the NUST-NELGA Hub has been the development and coordination of the Land Governance Scoping Study for Southern Africa. The purpose of the project was to develop a baseline for the state of Land Governance in Southern Africa. Eight countries in Southern Africa (Botswana, eSwatini, Lesotho, Malawi, Namibia, South Africa, Zambia, Zimbabwe) participated in the study, representing more than two dozen researchers and contributors from fourteen academic institutions across the region. The project provides a description and assessment of Land Governance in the region at the national level for each country, as well as a synthesis report aggregated for the Southern African region.

The country reports follow a common template developed collectively describing the land governance issues and identifying the key challenges. The template is developed in alignment with the thematic areas as provided in the World Bank Land Governance Assessment Framework (LGAF), but adapted for the Southern African Region. The key thematic areas addressed for each country includes the institutional framework; the legal framework of land tenure and administration; land dispute resolution; land valuation and taxation; land use planning and control; management of public land; and land information management. Furthermore, each country has described the key land governance challenges identified within the specific country context. The full template as is presented in Annexure 1.

The purpose of using such a standardised template is that it enables comparison at the country level in order to be able to draw some inferences for the region as a whole. To provide the country studies, each of the eight participation countries formed a team of academics from one or research institution and appointed a team leader. The country reports were reviewed and presented at a Symposium held at NUST 3-4 September 2019 along with a comprehensive Synthesis Report on Land Governance in Southern Africa, see: <http://landsymposium.nust.na/>.

Such a baseline thus allows us to develop a collaborative research and capacity development strategy for land governance innovation in Southern Africa to be able to address the problems, challenges and lessons learnt in the region.

4. Strategic Priority

Having identified four key strategic initiatives, (research, capacity development, curriculum development and funding), where the first three are examined in this chapter, while the fourth, on funding, is presented in chapter 5. The three initiatives of research, capacity building and curriculum development are discussed here as three priority areas that appear distinct, but are interrelated. The initiatives of research and capacity development appear, but are interrelated and also connected to the academic programmes and curricula. Describing the strategic initiatives in terms of their priority areas it will allow the NUST-NELGA Hub to develop reasonable objectives, actions and indicators in order to facilitate the achievement of the strategic priorities of the partnership.

4.1. Collaborative Research

The Project on Land Governance in Southern Africa serves an important function in providing an example for networking and cooperation between the partners of the NUST-NELGA Hub in the region. It serves as an example of how to encourage and cooperate with regards to research in the land governance arena and provides an important baseline and point of reference for the major land governance issues and concerns in the region. This in turn should facilitate further research and scholarship towards meeting the challenges of land governance and innovation. The Synthesis Report on Land Governance in Southern Africa identified several major research challenges that are prevalent in the Southern African region; see Table 1 below.

Land governance and administration broadly has been identified as being weak and lacking to some extent in the region. This includes persistent presence of corruption and political interference in the land governance processes at all levels. Understanding the nature and sources of corruption is a necessary first step in combatting corruption and developing land administration systems that facilitate sustainable development. This should be aligned with the development of efficient and transparent functions of land tenure, land value, land use and land development in support of efficient land markets and effective land use management.

Table 1. Research Priorities

Land Governance & Administration	<ul style="list-style-type: none"> • Nature, Source and Causes of Corruption • Political Interference in Land Governance • Land Administration for Sustainable Development • Land Valuation, Taxation, Sales and Land Markets
Land Tenure Systems & Institutional Reform	<ul style="list-style-type: none"> • Statutory vs Customary Tenure/Inheritance Rights, Traditional Authorities • Land Tenure & Colonial Legacy • Institutional Reform • Law & Policy Integration & overlapping institutional responsibilities
Urban & Rural Land Reforms	<ul style="list-style-type: none"> • Equity, Justice & Unequal Distribution of Land & Ineffective Redistributive Land Reforms • Informal Settlements • Encroachment of Statutory Land Tenure on Customary Peri-Urban Areas • Understanding Urban-Rural Land Linkages and Sustainable Development
Land Use Management	<ul style="list-style-type: none"> • Management of State and Public Land • Urban Land Management, Land Use Change, Development & Control • Climate Change Impact & Mitigation and Health and Well-being of People • Natural Resource Management in Rural/Urban Areas & Food Security
Land Information, Technology & Innovation	<ul style="list-style-type: none"> • Availability and access to land information including land markets, taxation, & service provision • Spatial Data Infrastructures • Up to date, accurate & comprehensive land information • Standards and Code of Conduct for Statutory and Non-Statutory Authorities, Practices, Communities & Technologies
Gender, Marginalised and Vulnerable Groups	<ul style="list-style-type: none"> • Women and access to land rights • Access to land for the youth for housing and agriculture • Rights and Protections of Minorities • indigenous and Ancestral land rights and protections
Conflict Management	<ul style="list-style-type: none"> • Alternative dispute resolution mechanisms, design, implementation & access to new approaches for ADR • Improved access to legal services and judicial interventions • Understanding the sources of conflict at all levels • Risk Management framework for alternative conflict mgt strategies

Investigating the prevailing **land tenure systems** and legal dualism that exists in the region can support the long-term development of legal and tenure reforms that are embedded in the regional developmental needs. This legal dualism is exemplified by the conflict between customary and statutory tenure, inheritance, women's rights and the role of traditional authorities. Additionally, the history of colonialism in the region continues to create a range of land governance problems that have created unequal access to land rights and parallel tenure systems that continue to curtail socio-economic development. Increasingly the region is urbanising rapidly and this puts pressure on formal and customary institutions that are struggling to cope with this rapid rate of change and requires institutional reforms. Thus, we often encounter less than optimal organisational structures and administrative functions with frequent overlapping responsibilities and limited coordination that stymie registration, valuation and land transfer operations, are unpredictable and prone to corruption.

The attempted **urban and rural land reforms** in the region have generally not brought about the expected results and benefits with regards to socio-economic development. In rural areas, agricultural production has been disrupted, allocations of land are often disputed and are seen to favour political elites, rather than the citizen in general, while in urban areas informal settlement have continued to grow and essential service provision have been neglected. In peri-urban areas the encroachment of urban development on agricultural and communal areas have not been fully understood or managed. There is an increasing recognition regarding the importance of understanding urban-rural land linkages and their impact on sustainable development. There is thus a perception that goals of equity, justice and a more equal distribution of land has not been achieved despite the intention of recent land reform programmes.

The **management of land use** and its changing uses is important for the development of sustainable habitats that support the environment and its people, both in urban and rural settings. This starts with the transparent and effective management of state and public land for the benefit of all citizens, especially with regards to its use, acquisition and alienation. The control of urban developments is critical for ensuring an orderly development of urban areas and the accompanying services. Researchers also need to consider the impact of climate change in urban and rural development as well as the management of natural resources to ensure that there is enough space for living but also for agricultural activities to ensure food security and the health and well-being of people.

Access to **land information and technological innovation** is vital for land management and decision making. Research on the development and deployment of appropriate spatial data information infrastructures are a crucial element for ensuring good decision making. Such land information should be easily available and accessible for users, it should be accurate, comprehensive, up to date and available in a timely manner. Designing such systems that are sustainable in a resource poor context is going to prove a major challenge for researchers. In addition, the adoption of new technologies requires that new standards and codes of conduct for statutory and non-statutory authorities, practices, communities be researched and developed. These information products, standards and codes, are crucial for developing functioning land markets, valuation and taxations systems and the provision of other services related to land use, development and good land governance.

The country scoping study has also identified that **gender and the rights of the marginalised and vulnerable groups** need to be strengthened and mainstreamed across all levels of governance across the region. This requires researchers to investigate means for women, marginalised and vulnerable groups to be provided with protection of their land rights. Another critical issue is the increasing need for engaging the youth in agriculture. Globally, farmers are aging, and this requires investigation into how the youth may be engaged. Research could also look at the ways and means to increase the uptake of modern technologies as a complementary process, as younger people are typically considered to be more open to new technology and generally more technology savvy. Increasingly we are also seeing a call for the rights of indigenous people to be restored, including ancestral land claims, and researcher will need to find ways of determining and accommodating these claims along with issues of economic development and the protections of current rights.

The judicial system for **conflict resolution** has shown itself to be typically inaccessible to the majority of persons in southern Africa. Judicial and customary mechanisms for conflict resolutions are too costly and time consuming to address the needs of most of the people in the region. Researchers therefore need to find mechanisms for developing and implementing alternative dispute resolution mechanisms that are more satisfactory and provide a cheaper and faster alternative to the traditional judicial and customary systems. This makes it equally critical to understand the risks and advantages of having multiple conflict resolution strategies and opportunities. A better understanding of the underlying causes of conflicts at all levels is also required.

4.2. Capacity Development

Developing capacity for land governance in Southern Africa is a strategic priority of the NUST-NELGA Hub. The aim is to create a platform for excellence in research and policy development at the general levels for countries to improve their land administration expertise and systems. With increasing decentralisation of land governance functions, the administration and management of the various tasks require the necessary capacity and availability of human resources.

Local authorities and rural organisations struggle to attract staff capable of performing the required tasks, assuming that the human resources are available, which is often not the case. Even at the highest levels of government, we find that *“challenges in the high-level leadership and coordination of land policy change processes continue to bedevil policy development and implementation”* (AUC-ECA-AfDB Consortium, 2011). It is therefore critical that the NUST-NELGA Hub, in conjunction with their partners in the southern African region support capacity development in the region.

However, capacity development is not only about education and training, it also relates to the broader social system within which people and organisations function. Institutional development refers to internal structure, policies and procedures that determine an organisation’s effectiveness. Universities have a key role to play in facilitating this more global understanding and designing and undertaking relevant capacity development activities at societal, institutional and individual level. The four strategic initiatives within Capacity Development are presented in Table 2 below.

Table 2. Capacity Development Priorities

<p>Shortage of Qualified Professionals</p>	<ul style="list-style-type: none"> • Conduct Capacity assessments of land administration staff • Develop and administer CPD programmes for in-service staff in conjunction/consultation with relevant statutory bodies as appropriate • Produce, on-line course tools, handbooks and manuals for professionals and in-service staff • Promote adoption and training on modern equipment and technology
<p>Decentralised Land Administration</p>	<ul style="list-style-type: none"> • Offer Regular Knowledge Campaigns (Land, Inheritance etc.) • Organise project collaboration with industry/government/CSO • Provide Training of Trainer Courses, training of land clerks • Participate in PPP frameworks and strategies
<p>Institutional Capacity Development</p>	<ul style="list-style-type: none"> • Collaboration with CSO's in support of policy dialogues • Continuous operating systems to support skills, knowledge, institutional arrangements & structures • Identify research capacity gaps, improve processes & procedures • Develop a portfolio of available research publications and existing materials for academics, including special themes/editions
<p>Staff and Student Capacity Development</p>	<ul style="list-style-type: none"> • Academic Scholarships, Staff Exchange, Student Exchange • Flexible rules for secondments and exchange, including industry • Public lectures, brown bags, research days to share knowledge • Policy Papers, Position Papers on Emerging Research topics • Consider recognition of outstanding service and contributions within thematic areas with awards for staff/students

Increasing the number of **qualified professionals** requires a two-pronged approach. The first is to increase enrolments in degree programmes across the region. The second aspect is to ensure availability of continuing professional development (CPD) activities for employed professionals to enhance their existing skills. Where appropriate, this must be done in conjunction and/or consultation with the relevant land statutory bodies. Such training should also support the adoption and skills development of staff on new technological advancements, software and data techniques. This can be supported by ensuring that universities endeavour to produce the relevant CPD courses, handbooks and manuals for professionals on topics relevant to the improvement of land governance in the region.

Decentralised land administration services will require an increased number of skilled staff to fill the current gap in the region. Thus, besides the formal training of students in degree programmes, partner universities will have to develop significant training of trainer events to promote and strengthen the capacity of the available staff within the land sector. Furthermore, there is a need to establish short term courses of say one year to provide some basic expertise of land technicians / land clerks to fill the gap of qualified staff at decentralised land administration offices. Universities will also have to develop and contribute significantly to regular knowledge campaign and awareness weeks with set themes within the land governance arena. Developing and strengthening project collaboration with industry, government, civil society organisations (CSOs) and local level administrative organisations will be crucial for developing the necessary capacity. It will also be the responsibility of all partners to engage government and provide support in public-private partnership agreements and frameworks that are increasing in popularity across the region.

Developing the **institutional capacity** requires a broad approach that not only aims to develop knowledge in academia, but also looks to empower society in general. This requires that the NUST-NELGA Hub and partners endeavour to collaborate with CSOs and policy makers in order to generate policy dialogues and improve understanding and improved capacity regarding land governance matters. Developing a portfolio of available research publications and existing materials for academics that would support access to knowledge materials and provide and outlet newly developed knowledge products. In addition, network partners should work together and individually to identify gaps in research competencies and processes in order to address and meet these challenges.

The partner universities in the NUST-NELGA Hub should seek to create opportunities for **staff and student capacity development** e.g. through staff scholarships to enable the attainment of higher degrees at Masters and Doctoral levels. Staff and student exchanges is critical for sharing, shaping and developing new and deeper understanding and knowledge on land governance matters. This requires that universities strive to develop flexible arrangements for staff secondments and exchange, amongst universities but also with industry. It is also worthwhile to provide recognition for outstanding service and research contributions within thematic areas with awards for students and staff.

4.3. Curriculum Development

Development of appropriate curricula is a cornerstone of capacity development to support research and land governance innovation in the region. A lot is already happening in this area, with the partners in the NUST-NELGA Hub offering everything from undergraduate courses to doctorate level in land governance and administration. There is however still a lot of room for improvement, both in terms of the methodology and pedagogy of teaching, as well as updating and improving the relevance of academic programmes. Improvement is also required regarding the integration and alignment of academic programmes in the region to ensure easier transfer and credit exchanges between programmes at different academic institutions. The four strategic initiatives within Curriculum Development are presented in Table 3 below.

One of the key areas that must be addressed in this strategic plan is the **topical relevance of curricula** in the region. Curricula do not sufficiently reflect the relevant topical issues in the region, and failing this, it does not sufficiently address the right issues and problems experienced. The proliferation of informal settlements and vital urban development are not reflected in curricula as a critical issue, which is often based on planning methodologies that are unsuited to the current situations. Curricula need to incorporate surveying, mapping, and registration of all kinds of rights, as well as valuation and taxation methodologies that can accommodate informal settlements and informality in general. Increased emphasis should be placed on new and emerging technologies (open data, big data) to innovate solutions for the problems in the region.

Table 3. Curriculum Development Priorities

Topical Relevance of Curricula	<ul style="list-style-type: none"> • New methodologies (including valuation and taxation) for Informal Settlements • Informal Settlement Development and Upgrading • Innovation: technology (hardware & software), open & big data
Global Drivers and Technology in Curricula	<ul style="list-style-type: none"> • Role of SDG's, climate change • New ways of surveying, mapping and registration • Big data, open data, new technologies and other global drivers
Opportunities for Learning in Curricula	<ul style="list-style-type: none"> • Project based learning and assessments • Projects accross multiple courses and levels • Integration of work/industry based projects in curricula
Sharing of experiences & cooperation between university curricula	<ul style="list-style-type: none"> • Curricular Alignment & credit exchange with partner universities • Joint courses & programmes (credit bearing & non-credit bearing) • Staff exchange and joint teaching/guest lecturing • Short courses and master classes • Create a regional portfolio of curricula types, levels and pedagogy's.

Universities should strive to update their curricula to incorporate **global drivers of change** that affect land administration globally and in the region. These drivers include movements such as globalisation, climate change and the UN Sustainable Development Goals. These drivers are important for educational and curriculum development with an increasing focus on the poor and vulnerable groups towards greater equity and prosperity for all. Increasingly open access software and cheaper hardware is making once prohibitive technologies much more commonly available and affordable. These technologies underpin not only the structure of curricula in the region, but also provide tremendous opportunities for the methods of delivery of the curricula.

Curriculum design should include more focus on **opportunities for learning**, rather than just teaching e.g. through introducing elements of problem-based learning where the students analyse and assess problems identified in the real world. Problem-based and project organised learning can take place across multiple courses to integrate different units of learning, typically focussing on specific topics in isolation, into solving a real-world problem. This process of learning and interaction with professional practice can be further encouraged through development of on-line learning platforms serving as a structured knowledge base within specific topics. The same approach may even be used across courses at different levels (years) requiring students with different knowledge bases to cooperate in a project setting. These approaches provide learners with the opportunity to develop and improve their understanding and ability to work in multi-skilled teams, rather than simply learning about a particular topic. Industry partners may also be approached in order to simulate or participate in projects that need addressing in order to further develop the skills and competencies of students in a setting that operate under different rules than typically encountered in academia.

Partners in the NUST-NELGA Hub will strive to align their curricula in order to facilitate **sharing of experience** e.g. through improved exchange of courses and credit between the respective universities. The starting point should be to build on the LPI study and develop a portfolio of curricula types, levels and new and prevailing pedagogies. This should help to develop and understanding of the underlying competencies and shortcoming, as well as identify opportunities for improved contents and pedagogies for learning and teaching in the region. This will facilitate student and staff mobility as well as enriching the type and variety of courses available to students in their programmes. Development of joint programmes for both credit bearing and non-credit bearing courses will further enrich the network of staff and students enabling collaborative teaching, learning and improve the understanding of the issues affecting land governance in the region. Staff and student exchange is a vital ingredient in improving the understanding of land governance, and as such must be encouraged and funded. However, staff and student

exchange require a coherent framework of academic activities to be undertaken during such an exchange. Short courses, master classes and other common teaching modules in programmes at partner universities provides a good basis for exchange and cooperation.

As universities within the region share experiences and cooperate on introducing and testing new ways of educational and curriculum development, so the rewards will be in improved teaching and learning and deepening understanding. It will also serve to build trust and deepen the personal and professional networks that are required to make these strategic priorities and actions sustainable.

5. Funding

The funding environment is a major challenge that must be overcome to realise this strategy. It is critical to ensure that, especially in an environment of scarce and diminishing financial resources, that innovative means are found to sustain this network and achieve the objectives of this strategic plan. It is therefore critical that the NUST-NELGA Hub prepare and maintain an index of funding sources on its website, and that such an index is reviewed and updated continuously when new calls for proposals or research grants are made available.

5.1. NELGA Funding

The first source of funding is the NUST-NELGA Hub's current financial grant. This is a very limited resource of finite duration. As such it should be used primarily as seed funding to kick start and enable affiliated researchers to draft research proposals and to generate research ideas. The premise behind this idea is that once proposals are developed and partners identified, it should be much easier to attract funding from other sources when they become available. Often there are very short lead times when funding grants are announced, thus it requires researchers to be ready to respond immediately. This is only possible if proposals for funding are already being discussed and worked upon.

5.2. National Funding

The next port of call for funding is the national government programmes for research. From experience in the region, this is usually a very limited resource. Nevertheless, this should be our starting point for addressing the issues of national development as far as it pertains to land governance and administration. Often universities may also contribute in-kind by making venues, offices and other facilities available as and when needed.

5.3. Regional Funding

There are a limited number of regional institutions that make funding available for research and capacity building. South Africa and its institutions are the primary source of regional funding for research. Grants for the Southern African region generally require multiple institutions and countries in the region to cooperate on research proposals.

5.4. International Funding

The biggest potential source of funds come from international organisations. These are typically competitive calls that require a high level of expertise and experience to be successful. This is the strength that the NUST-NELGA Hub must utilise to position itself as the pre-eminent partners for international researchers and funding organisations. That requires professionalism, expertise and preparedness from the NUST-NELGA Hub, so that when opportunities for funding are available, affiliated researchers are organised, prepared and ready to engage immediately with proposals that have been well prepared and reviewed several times already.

6. Monitoring and Evaluation

It is critical that a monitoring and evaluation framework forms part of the strategic plan to ensure that progress and can be continuously monitored. It provides a baseline for improvement and a mechanism for reflection and where required, for corrective action. It provides an evidence base that allows the NUST-NELGA Hub to assess the extensive and varied range of planned interventions for improving land governance and administration in the region.

Given the limited funding available, it is critical that good evidence is available for decision making regarding critical resource allocation decision. At the national, regional, African and global level it also allows the NUST-NELGA Hub to demonstrate progress and achievement as well as shortcoming in order to motivate for funding. It also provides the ALPC and SLGA, as initiator and funder respectively, with the necessary information about the NUST-NELGA Hub to ensure the appropriate level of support.

As such the monitoring and evaluation component of this strategic plan provides the data and information that guides the next strategic plan in an iterative cycle to allocate limited resources in the most effective and efficient manner.

The four strategic initiatives are the broad areas within which the NUST-NELGA Hub strives to make an impact over the next five years. These strategic initiatives, namely **Collaborative Research, Capacity Development, Curriculum Development**, and Improved Funding are informed by African and global initiatives, as well as the requirements and gaps identified in the completed project on Land Governance in Southern Africa. Each of the four strategic initiatives are supported by a series of related objectives and activities as summarised in the Strategic Scorecard presented in Table 4 below, including indicators for monitoring and evaluation over the five-year period 2020-2025.

Table 4: NUST-NELGA Hub Strategic Scorecard 2020-2025

Strategic Initiative and Objective	Activities	Indicators
Collaborative research Encourage collaborative research on the priority areas as presented in Table 1, Section 4.1	Host annual research planning workshops to brainstorm and support the development of research proposals	<ul style="list-style-type: none"> • # of research planning workshops hosted; # of participants
	Define a set of annual conferences (WB, FIG, African Land Policy Conference) for which funding may be applied	<ul style="list-style-type: none"> • # of research proposals submitted for funding • # of collaborate papers submitted and funded • # of staff attending conferences
	Use senior staff to support and guide junior research team and their proposals	<ul style="list-style-type: none"> • # of staff members being mentored • # of research proposals developed.
Capacity Development Encourage capacity development initiatives in the priority areas as presented in Table 2, Section 4.2	Organise public awareness campaigns to demonstrate capacity needs	<ul style="list-style-type: none"> • # of campaigns organised • # and profile of attendees
	Establish CPD programs for upgrading in-service staff in various disciplines	<ul style="list-style-type: none"> • # and kind of CPD programs developed • # of participants attending
	Establish short term (say 1 year) interdisciplinary courses for educating land clerks	<ul style="list-style-type: none"> • # of short-term courses developed • # of participants attending
Curriculum Development Encourage curriculum development initiatives in the priority areas as presented in Table 3, Section 4.3	Revise curricula to reflect relevant topical issues in the region and the drivers of the global agenda and technology development	<ul style="list-style-type: none"> • # and kind of revision processes towards regional issues • # and kind of revision processes towards global and technology drivers
	Ensure the curriculum provides opportunities for learning such as Problem-based and project-organised elements	<ul style="list-style-type: none"> • # and kind of revision processes for incorporation learning opportunities
	Enable sharing of experience and exchange of staff and students between respective universities	<ul style="list-style-type: none"> • # of staff and students exchanged • # of participating institutions
Improved Funding Facilitate raising of the necessary funding at various levels as presented in Chapter 5.	Develop and maintain an index of funding opportunities nationally, regionally and internationally and a reporting format for beneficiaries	<ul style="list-style-type: none"> • Index of funding opportunities published at the website • Report format for beneficiaries developed and adopted by NUST-NELGA Hub.
	Provide seed funding for collaborative research proposals and conference presentations	<ul style="list-style-type: none"> • # of research activities funded • # of sources of financing and # of dollars received
	Develop a funding formula for research proposals for the NUST-NELGA hub members	<ul style="list-style-type: none"> • Funding formula agreed and approved by NUST-NELGA Hub • # of proposals submitted for funding
Evaluation	It is recommended that the outcome of this overall strategy is evaluated within a timespan of say five years	Evaluation report completed and adopted by NUST-NELGA Hub

7. Appendix

The template developed for description and assessment of the land governance issues is based on the Land Governance Assessment Framework (World Bank, 2012) and adapted to the Southern African Region. This diagnostic tool enables in depth understanding of the legal, institutional and managerial issues within the country as well as further comparison between the countries for identification of best practice and improvements.

Based on the structured description each country has also identified the key land governance challenges for presentation and discussion at the Land Governance Symposium. In turn, this can facilitate further research projects at country level or between countries for improving the land governance concept within the region as a whole.

Template

A Country Scoping Study on Land Governance in Southern Africa.

Each country partner to prepare a country scoping study of about 50 pages consisting of two parts:

A. Description and analysis of the land governance framework (about 30 pages)

B. Identification of the key challenges to be addressed (about 20 pages)

A. Draft Template for Description of the Land Governance Framework

Adapted from the Land Governance Assessment Framework, WB 2012, 40-45

Mainstreaming gender equity, sustainability and capacity.

Assessments based on criteria such as efficiency, equity, affordability, publicity, etc.

1. Country Information

Overall information about the country in terms of area, population (urban/rural), number of land parcels (urban/rural).

2. Institutional Framework on Land Governance and Administration

A diagram showing the various institutions responsible for land governance and administration at national, regional and local level. Assessment of the clarity of mandates concerning the regulation and management of the land sector.

3. Legal Framework on Land Tenure

3.1 Tenure regime. The range and types of land rights (tenure types) recognized by law - statutory as well as customary tenure regimes, individual as well as groups' rights, bundle of rights, and secondary rights as well as rights held by minorities and women.

3.2 Land registration. The models of registration, processes and mechanisms for recognition and registration of land rights - including forms of evidence used to obtain recognition, recognition of long-term possession of both public and private land, the costs and time for typical first-time sporadic registration. Assessment of the degree of completeness.

3.3 Enforcement of land rights. The degree of registered individual properties in urban and rural areas. The degree of common properties registered, and communal lands demarcated and registered. Assessment of the degree to which rights are safeguarded.

3.4 Expropriation. The process, legal base, legitimacy and transparency of expropriation processes. The degree of fair/full/fair compensation.

3.5 Equity and non-discrimination. The degree to which policy and decision-making processes are power neutral, non-discriminatory and incorporate equity objectives.

3.6 Land markets. Incentives for support and regulation of land sales and rental markets.

4. Land Dispute Resolution

4.1 Assignment of responsibility. Description of the dispute resolution system and processes at various levels and tenure regimes. The level of equity, accessibility, transparency and opportunity for appeal

4.2 Conflict management. The effectiveness and costs (including social capital) of conflict management.

5. Valuation and Taxation

5.1 The principles and processes for different kinds of valuation and taxation. Assessment of the degree of transparency, publicity and effectiveness.

6. Land Use Planning and Control

- 6.1 **Land use planning framework and process.** The process at various level of government. Differentiation between regional / local and urban / rural land use planning. Assessment of the effectiveness, level of justification, efficiency, transparency and public participation in urban and rural areas.
- 6.2 **Delivery of services.** Assessment of the land use planning process in terms coping with urban growth and timely delivery housing opportunities and services. Addressing infrastructural issues in informal settlements. Assessing effectiveness and efficiency of various actors.
- 6.3 **Development permits.** Assessment of processes, time delays, the degree of predictability of applications for restricted land uses.
- 6.4 **Land use control.** Assessment of the degree of monitoring and revision and enforcement of existing planning provisions and other statutory land use and environmental regulations.
- 6.5 **Climate change and environmental management.** The degree to which climate change issues and environmental sustainability are addressed and integrated into the land use planning process.

7. Management of Public Land

- 7.1 **Public land inventory.** The identification and management of different types of public land and the degree of publicity.
- 7.2 **Allocation of public land.** The process, purposes and rationale of allocating public land to private use. The degree of transparency, competitiveness and auditing.

8. Land Information

- 8.1 Public provision of land information. Description of the technologies, inventories and their contents. The degree of publicity, accessibility, currency, completeness and reliability.
- 8.2 Land administration services. The degree of accessibility and cost-effectiveness.

9. References

B. Identification of the key challenges to be addressed

Within the country context, the key land governance challenges are identified and described in some detail. This may relate to the institutional framework, the rural or urban land tenure system, the land use planning processes, uncontrolled informal urban growth, lack of management of peri-urban areas, the general lack of transparency and equity, etc.

Each country team may select just one key challenge to be presented and explained – or the team may select several challenges as appropriate for specific country context.

The challenge(s) should be presented in style and format as a case study on the key land governance challenge – or challenges – within the country.

In turn, this can facilitate identification of further research projects to be undertaken for improving the national land governance concept.

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