

# COORDINATED MENTOR/TRAINING PROGRAM

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**Key words:**Capacity building; Education; Professional practice

## SUMMARY

The Nordic NMCA's in the Nordic countries (Denmark, Finland, Iceland, Norway and Sweden) are planning to have a common coordinated mentor/training program for their staff in International Services/Foreign Aid. The purpose of this program is to raise the skills for people from the staff on the agencies who are interested to work within development projects. There is a lack of the number of people that can work as experts for these projects even if the interest is big within the agencies.

The program will consist of different parts about development strategies for the Nordic countries, how it is to work in development countries, project management, security issues, cultural issues, Agenda 2030 and the SDG's and so on. The program includes also study visits to ongoing projects in development countries together with an experienced expert.

Lantmäteriet in Sweden started an International Training Program (ITP) for five countries in eastern Africa (Kenya, Rwanda, Tanzania, Uganda and Zambia). The experiences from the ITP is useful for the Nordic NMCA's coordinated mentor/training program and the ideas will be used within this program.

The presentations purpose is to share the ideas and thoughts about the coordinated mentor/training programme and the ITP on the FIG Congress 2018.

# COORDINATED MENTOR/TRAINING PROGRAM

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## 1. COORDINATED MENTOR/TRAINING PROGRAM

The NMCA's in the Nordic countries (Denmark, Finland, Iceland, Norway and Sweden) are planning to have a coordinated mentor/training program for their staff in International Services/Foreign Aid. The purpose of this program is to raise the skills for people from the staff on the agencies who are interested to work within development projects. There is a lack of the number of people that can work as experts for these projects even if the interest is big within the agencies.

The program will consist of different parts about development strategies for the Nordic countries, how it is to work in development countries, project management, security issues, cultural issues, Agenda 2030 and the SDG's and so on. The program includes also study visits to ongoing projects in development countries together with an experienced expert.

The program will begin with a meeting with both the adepts who participates the mentor/training program and their mentors. This meeting will present the purpose, program content, schedule, responsibilities, etc. The meeting is also time for adepts and mentors to have a first initial appointment.

During the program, the adept (in conversation with their mentor) revise their individual professional development plans based on the international perspective. The continued updating of skills development plan is managed during performance reviews with their immediate superior.

Each adept should be given the opportunity to perform at least one trip of 1-2 weeks to participate on any project abroad. The trip will be made along with the current mentor or another person involved in the specific project. The adept can either be directly linked to the project activities, or more personally designed such lecture in something familiar topic. After the trip, the stay is documented in a travel report.

The mentor and the adept will have any number of individual meetings and digital communication with each other.

The program concludes with a joint meeting of both adepts and mentors where the experiences of the program will be exchanged. At the same time, an evaluation of the program, which can be used to input values for future similar programs. It is also informed of how the adepts in the future may be considered as experts for overseas service.

Outside this range of programs, there is a wider range of courses, both internally and externally for example, project management/governance, gender equality, etc. Such training must be paid

for the adepts by their own organisational affiliation and should be both means be tested and in dialogue with each manager.

## **2. INTERNATIONAL TRAINING PROGRAM (ITP)**

Lantmäteriet in Sweden started an International Training Program (ITP) for five countries in eastern Africa (Kenya, Rwanda, Tanzania, Uganda and Zambia). The experiences from the ITP is useful for the Nordic NMCA's coordinated mentor/training program and the ideas will be used within this program.

The main purpose for this ITP is to strengthen capacity of public institutions around Land Management, particularly concerning the ability to effectively deliver services that would enhance women's and vulnerable people's land right's in a participatory and transparent manner. The constitutions and general land policies in all the involved countries are very often clear about equal access to land for anyone independence of sex, age, ethnic background, social status etc.

The ITP is a platform to create a catalytic innovation tool to foster changes in practice on how land sector public actors deliver and implement their services to ensure that citizens have trust and confidence in land administration. The outcome and impact of the ITP are very much focused on improved cooperation among land actors, not least between the public and the civil sectors. The programme will therefore facilitate and stress this corporative approach and not only on national level. The expectation is that also the regional cooperation could be strengthened by exchange of knowledge and best practice among involved countries. In addition, to keep and further develop reached changes in a sustainable manner, the participants to this programme need to act as change agents in their home countries. Since the whole programme will last for 5 years, it is plausible to believe that some footprints from the courses will be visible and measurable.

A Change project is the heartbeat of the ITP. This is because the programme is designed to provide practical solutions to challenges currently experienced, observed and identified in the national context. The whole programme is divided into 5 courses on around one year each. Every course will deal with one change project per country.

Each course is managed in similar manner regarding administration, marketing, IT-platforms for communication and exchange of results, tools and methods for analyses and support to carry out the defined change projects. The change project can comprise issues on policies, procedures or cooperation with the outer aim to increase the citizens' trust for land administration and provide efficient public services. However, focus on the programme is not on technical improvements. Instead, the human and social aspects on land management are prioritised to support institutional/organisational development and strengthening the ability of the participating women and men to design and lead internal change processes within their area of responsibility that enable sustainable organisational change toward gender equality. The change project aims to increase the participants' opportunities to shape and influence the change

process in their home organisations that will have nationwide impact over the long term. As mentioned earlier, it also aims to increase collaboration and cooperation among land sector actors both on national and regional level. It is important that both participants and their leadership have a common understanding and vision of frames for the change project including the issue of women's right to land. The elaborated results to be achieved must both be realistic, well anchored and desirable. It is important to ensure that the formulated change project is in line with these conditions. The change project will further be developed during the Swedish training phase.

Each of the change projects will be monitored and followed up. Their results will be evaluated and taken as input to design next year change projects. All change projects should include gender issues to contribute to secure land rights for women in customary areas and to gender equality in land administration, even if each course is designed to consider a certain theme of land management. The proposed themes for the ITP is called:

1. Property formation, which includes field measurement, demarcation and securing boundaries on land plots, parcels, servitudes or other physical areas of interest for access or rights to immovable properties.
2. Land registration, which is more about securing access and rights (legal or informal) to those entities identified in the property formation processes. The theme elaborates with public registration, awareness campaigns and/or other actions to ensure that the identified rights are secured.
3. Physical planning, in its broader context, is how to ensure sustainable physical and social development and infrastructure for better welfare. It includes land use planning and implies participation in decision-making among concerned stakeholders. One foundation for good planning is that the themes above are in good shape and order.
4. Valuation and taxation is about how to calculate reasonable values for each of the mentioned land entities. It might be values for the market (selling and buying), values for compensation of lost land (or right), values to mortgage the immovable property for bank loans or values to design basis for taxation purposes.
5. Land Information Systems is more about technical systems to ensure secured transformation of relevant documents from paper to digital data, maintenance and registration of the digital information.

Irrespective of which theme one certain course deals with, the design of a certain change project should include reflections on main challenges within that scope regarding equal conditions and opportunities for men and women to act on, take part of and assimilate the outcomes. For each of the involved countries, a focal point has been nominated by responsible Ministry. This is to ensure that the change projects will have strong support from top level management and thereby good basis to achieved expected changes. The focal point is intended to participate and take

active action in the first course. In the coming courses, the role is more on coordination level. More information on the role of focal person is given in the next chapter. Every course is designed for 5 participants from each of the countries. Their professional skills should be in line with the theme for the actual course. It is essential that the change project is not seen as one more burden on already loaded shoulders. The design of a change project could therefore with advantage consider if there is any already financed activities ongoing where a change project could make complementary inputs and contribute to a bigger scope.

Gender analysis is essential to understand the local context. It is particularly useful in designing the change project to identify constraints and structure the change projects so that objectives can be met and measured. In the design of a change project, the gender analysis will formulate a kind of baseline about actual situation and a base for designing what to change. The analysis will provide information on:

- The differential perspectives, roles, needs, and interests of women and men in the change project.
- Men's and women's access to, and control over resources, benefits and decision-making processes.
- Potential differential impacts of the change project interventions on women and men, girls and boys
- Social and cultural constraints, opportunities, and entry points for reducing gender inequalities and promoting more equal relations between women and men.
- The capacity of institutions to program for gender equality.
- The differences among women and men and the diversity of their circumstances, social relationships and consequent status (e.g. their class, race, caste, ethnicity, age, culture and abilities).

## REFERENCES

The Nordic working groups and networks – WG International Services/Foreign Aid tasks are sharing experiences, skills, coordination, work routines, and the usage of each other's resources in development projects with beneficiary organisations. Another thing is that the WG gives the Nordic countries a better position towards actors from other countries within this area. The WG has proposed to have a coordinated mentor/training program for their staff in International Services/Foreign Aid and this was accepted by the NMCA's directors in the fall of 2017.

This ITP was prepared and accepted by Sida during 2016. The programme was approved in July 1, 2016 by "Decision on Contribution" with Sida reference number 2016-07-01\*16006651. At the same time an agreement was signed between Sida and Lantmäteriet, to carry out the whole programme till the end of 2022. The agreement includes an initial phase, so-called Inception phase, followed by 5 courses lasting one year each up to the final course to be completed during 2022.

## BIOGRAPHICAL NOTES

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Peter Wasström has a Master of Science in Land Surveying and over 27 years of experience in land and geographic information systems and register, business and strategic planning, project management and international relations at Lantmäteriet, the Swedish mapping, cadastral and land registration authority. Peter Wasström is now the Head of International Services Department at Lantmäteriet.

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