

Curriculum Vitae Robin McLaren

Expert in Land Sector and National Spatial Data Infrastructures (NSDI), specialising in policy formulation, national strategies for implementing NSDIs, governance arrangements, institutional / business change management, building communities of practice, security and formalisation of tenure through crowdsourcing, e-government services and land market / economic reforms.

1. **FAMILY NAME:** McLAREN
2. **FIRST NAMES:** Robin Alexander
3. **DATE OF BIRTH:** 15 December 1953
4. **NATIONALITY:** British
5. **CIVIL STATUS:** Married
6. **EDUCATION:**

Institution			University of New Brunswick, Fredericton, NB, Canada.
Date (month/year)	from		Sept 1975
	to		August 1977
Degrees or diplomas obtained			M.Sc.E. course in Surveying Engineering specialising in Land Information Management. Thesis topic: "Digital Map Revision" - a procedure for detecting and updating changes in a digital topographic database using digital mono plotting techniques.
Institution			Glasgow University, Glasgow, Scotland.
Date (month/year)	from		Oct 1971
	to		June 1975
Degrees or diplomas obtained			B.Sc. (Hons) course in Topographic Science encompassing the then major facets of map making - Surveying, Photogrammetry, Remote Sensing and Cartography.

7. **LANGUAGE SKILLS:** (mark 1 {notional} to 5 {excellent})

	Reading	Speaking	Writing
English	5	5	5
German	1	1	0

8. **MEMBERSHIP OF PROFESSIONAL BODIES:**

<ul style="list-style-type: none"> • Fellow of the Royal Institution of Chartered Surveyors (FRICS). • UK Delegate to FIG Commission 3: Spatial Information Management. • Honorary Fellow, Institute of Geography, School of Geosciences, University of Edinburgh, Scotland, UK. • The Association of Geographic Information (AGI). • Association for Computing Machinery, Special Interest Groups: Graphics, Human Interface, Multi-Media and Database. • Associate Fellow of Remote Sensing & Photogrammetric Society. • Member of the British Computing Society.
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9. SKILLS:**Management:**

- Formulation of NSDI strategies and associated governance arrangements;
- Formulation of land sector policies;
- Management of the implementation of land policy programmes, including Developing Countries & Countries in Transition;
- Design and implementation of Land Administration Systems, including the adoption of crowdsourcing approaches;
- Enabling e-services and m-services with geographic information within an e-government framework, including the use of crowdsourcing;
- Enabling and supporting cross government initiatives;
- Business change management;
- Building communities of practice to invoke behavioural change.
- Project management of the strategic design and implementation of complex NSDI projects in highly distributed organisations;
- Creation of business cases to justify investments;
- Formulation of Information Management / Systems / Technology strategies through an in depth technical knowledge of current NSDI solutions and their application;
- Knowledge of a wide variety of business applications of NSDI solutions;
- Strategic procurement of information technology;
- Independent, objective analysis of potential technical solutions in open tender based NSDI procurements;
- Management of suppliers and strategic technology partners; and
- Monitoring / audit of NSDI projects.

10. PRESENT POSITION:

Director of Know Edge Limited, providing independent consulting services to the land sector.

11. YEARS WITH CURRENT FIRM:

28 years

12. KEY QUALIFICATIONS:

- Policy formulation in Land Sector, including National Spatial Data Infrastructures and National Land Administration Services, e.g. production of the UK Location Strategy;
- Consulting in NSDI strategies, facilitation, scenario analysis, requirements analysis, design, system evaluation & selection and auditing;
- Professional involvement in land reform, land registration and cadastral projects in Eastern and Central Europe, Africa, Middle- East and the Far-East;
- Project supervision and project management experience in managing large, complex Technical Assistance projects in Eastern and Central Europe;
- Design and implementation of computerised Land Administration Systems;
- Research and piloting of crowdsourcing approaches to land administration;
- Technology procurement;
- Monitoring and evaluation of NSDI / Land Reform / Mapping projects; and
- Experience in LIS/GIS consulting in Central & Local Governments, Utilities, Financial Services, Environmental Management sectors.

13. PROFESSIONAL EXPERIENCE RECORD:

Date	from - to:	August 1986 - present
Location:		Edinburgh, Scotland
Company:		Know Edge Limited
Position:		Owner & Director
Main duties executed:		<p>Founder and of a private consulting company created in September 1986 to provide independent consulting services associated with Land & Geographic Information Systems in the Utilities, Resource Management, Mapping Services, Land Registration & Cadastral Agencies, Environmental Agencies, Property Management, Central and Local Government market sectors. A selection of UK projects over the past 27 years are detailed below</p> <ul style="list-style-type: none"> • Canadian Geomatics Sector Strategic Visioning A contract with Hickling Arthurs Low Corporation of Ottawa, Canada to develop Canadian Geomatics Community Strategy "White Paper" and Scenarios for Natural Resources Canada. • Crowdsourcing for Land Administration Research Research and proposal for piloting the use of crowdsourcing to support land administration with RICS / DFID / World Bank and UN-FAO. • EuroGeographics Market Study A contract with ConsultingWhere Ltd to conduct an in-depth study into the market for geospatial information and the position of EuroGeographics products within it. • Founding Member of the UK Location Council (2008-2010) Invitation from Defra to sit on the UK Location Council, the organisation that provides location information policy for the UK. • Pilots & Early Adopters Programme Manager, UK Location Programme Management of the business change programme using communities of practice to champion change. • UK Location Strategy A contract from the UK Location Council to formulate a UK Location Strategy (NSDI) policy across the UK. • National Address Initiative (ACACIA) An invitation by the CEOs of the main UK Land Sector agencies, including HMLR, Registers of Scotland, Ordnance Survey, Valuation Office Agency, Local Government and Royal Mail, to assume responsibility of the Acacia programme as Programme Director. • UK National Land Information Service (NLIS) Steering Group A contract as part of a KPMG Consortium to develop a UK NLIS strategy, including issues such as market research, NLIS organisation and management, fee charging strategies, and development and implementation strategies, including the feasibility of private sector investment.

- **Scottish Land Information Service (ScotLIS)**
A contract with the Registers of Scotland to market research, define and plan a Pilot Land & Property Information Service for Glasgow, Scotland.
- **Land Registry of the Isle of Man Government**
A contract to develop business and technical designs for a Computerised Land Register, including a value for money study, to support the introduction of a Land Register.
- **Customer First, The National Gazetteer - Scotland**
A contract to test the quality of the 32 local authority-based Corporate Address Gazetteers in Scotland using data quality criteria and associated indicators formulated in a previous contract.
- **Department of Environment, Food and Rural Affairs**
An invitation by the Ordnance Survey to conduct a Ministerial review of the GI Strategy of DEFRA.
- **Ministry of Defence**
A contract with Defence Estates to support the programme management of the implementation of the MoD Wide Estate Information Systems strategy. A major component of the programme is to establish common referencing of assets and to generate a Management Information System to support the Estate Strategy.

Further projects are described in the Company Profile or on www.KnowEdge.com

<p>Date from - to:</p> <p>Location:</p> <p>Company:</p> <p>Position:</p> <p>Main duties executed:</p> <p>Position:</p> <p>Main duties executed:</p>	<p>September 1984 - August 1986</p> <p>Canada</p> <p>Wild Leitz Canada, 513 McNicoll Ave, Willowdale, Ontario, Canada.</p> <p>Assistant Director - GIS Development</p> <p>Initially responsible for the creation of a new Research and Development Division within the existing Wild Leitz Canada organisation. Roles within the division creation included: project organisation, personnel hiring, budget, office design, and co-ordination of personnel relocation from Europe.</p> <p>Product Manager</p> <p>Primarily responsible for a new Geographic Information System (System 9, now MapInfo's Spatialware), including the management of product requirements and the co-ordination of product release strategy between R&D and marketing.</p>
<p>Date from - to:</p> <p>Location:</p> <p>Company:</p> <p>Position:</p> <p>Main duties executed:</p>	<p>October 1980 - September 1984</p> <p>Wild Heerbrugg AG., Heerbrugg, 9435, Switzerland</p> <p>Project Manager</p> <p>Initially senior member of a systems group to market, benchmark, install, support and extend the externally supplied Synercom Technology Inc.'s INFORMAP product world-wide outside of North America. Software activities included creating application packages for photogrammetric data capture and city cadastres.</p> <p>Subsequently involved in the management of a project to create a totally new GIS. Activities included: strategic planning, market research, product requirements definition, top down design,</p>

		target hardware selection, project management and implementation. Project staff included 40 programming personnel distributed in N. America and Europe.
Date	from - to:	December 1977 - September 1980
Location:		Edinburgh, Scotland
Company:		Ferranti-Cetec Graphics Ltd., Edinburgh, Scotland
Position:		Applications programmer
Main duties executed:		Involved in the design, development, installation and support of an interactive graphics mapping and information system aimed at the European cadastral market. Major systems installed at Basel and Munich.

14. INTERNATIONAL EXPERIENCE:

Country	Date (month/year)		Type of assignment
	From	To	
Albania	Mar 2014	Oct 2014	A contract with the World Bank to review the Land Administration and Management Project (LAMP) in Albania ..
USA	Sep 2013	Dec 2014	Senior advisor to Cloudburst and USAID in designing and implementing pilot projects in Africa in the use of mobile technology and crowdsourcing to strengthen land tenure security.
Romania	Aug 2013	Nov 2013	A contract with the World Bank to review the National Land Registration & Cadastral Agency (ANCPI) in Romania – ICT expert.
Canada	Nov 2012	March 2013	A contract with the Natural Resources Canada to produce Canadian Geomatics Community Strategy “White Paper” and Scenarios.
Kuwait	Sept 2012	Dec 2013	A contract with the World Bank to review the management of state land for the government of Kuwait – institutional expert.
Iraq	June 2011	Dec 2012	A contract with UN-HABITAT to programme manage the formulation of a national land policy, including a NSDI policy, for the government of Iraq .
Kenya	May 2008	July 2008	A contract with the Swedish International Development Agency to support the planning of the implementation of Kenya’s National Land Information Management System over a 2 year period.
Kenya	July 2007	Dec 2007	A contract with the UK Department of International Development to support the planning of the implementation of Kenya’s new Land Policy over the initial 2 year period.
Poland	Dec 2006	Jan 2007	A contract with the European Commission – Joint Research Centre to monitor the implementation of the Polish Cadastre under the Phare 2003 Programme.
Hungary	Nov 2004	May 2005	A contract with the Centre of Legal Competence (CELC) in Austria to review the Corporate Strategy of the Department of Lands and Mapping within the Ministry of Agriculture and Regional Development in Hungary to optimise the delivery of Land Registration and Cadastral services .
Russia	Nov 2002	Jan 2003	A contract with the Swiss State Secretariat for Economic Affairs (seco) to conduct a sectoral cross-country and post-project evaluation of three projects in the cadastre / land reform sector in Columbia, Hungary and Russia to support a review of Swiss foreign aid policy.
Slovakia	Nov 1998	Dec 1998	A contract from EU PHARE programme through Ordnance Survey International to formulate an Information Systems strategy for the Slovakian Land Registration and Cadastral Land Offices network.
Estonia	Aug	Sept	A contract from the Office of Monitoring and Assessment

	1998	1998	(OMAS) of the EU PHARE programme to assess the impact of Phare support to land reform in Estonia and to review the need for future Phare supported interventions.
Hungary	Sept 1993	July 1997	A contract from the EU PHARE programme and the Ministry of Agriculture of Hungary to provide Long Term Technical Assistance for the Land Registration Project. Know Edge has support the Hungarian Government in creating and implementing a strategy for computerisation of Land Registration sector.
Estonia	Sept 1994	Oct 1994	An invitation from the Food and Agriculture Organisation of the United Nations to assist the Government of Estonia in creating an Information Management Strategy to support a national plan for land registration, cadastre and property conveyancing.
Zimbabwe	June 1993	July 1993	An invitation from the FAO of the United Nations to introduce GIS and Remote Sensing technology into the Ministry of Agriculture in Zimbabwe .
Hungary	Sept 1992	July 1993	A commission from the EU PHARE programme and the Ministry of Agriculture of Hungary to formulate an Information Systems strategy and participate in the design of a Computerised Land Registration Information System for the City of Budapest
Philippines	July 1992	Aug 1992	A contract with the FAO of the United Nations to analyse the requirements for a computerised land records system (National LIS) to support the cadastral activities of the Land Management Bureau of the Department of Environment and Natural Resources, Government of the Philippines .
Philippines	July 1991	Aug 1991	A contract with the FAO of the United Nations to analyse the requirements for a computerised land transaction monitoring and inventory system for the Department of Agrarian Reform, Government of the Philippines .
Mongolia	July 1990	Aug 1990	A Mission with the FAO of the United Nations to Mongolia to specify a National Information System for Agriculture Monitoring and Management within the Ministry of Agriculture.
Yemen	June 1989	July 1989	An invitation from the FAO of the United Nations to prepare a strategy for the implementation of a computerised land registration system for the Yemen Arab Republic .
Turkey	May 1988	June 1988	An invitation by the Mayor of Istanbul to review their urban information system.

15. OTHERS: (e.g. publications)

Publications (Selection since 2002)

- "Fit For Purpose Land Administration." FIG Publication No. 60, March 2014, K. Bell, S. Enemark, C. Lemmen and R. McLaren.
- "Remedies for Improving State Land Management in Kuwait." World Bank Land & Poverty Conference, Washington DC, March 2014, G. Adlington and R. McLaren.
- "Can the MapMyRights Initiative be a Game Changer?" World Bank Land & Poverty Conference, Washington DC, March 2014, R. McLaren.
- "Sustainable Mapping Projects: Missing Ingredients in the Kibera Formula?" GISRUK 2013, University of Liverpool 3-5 April 2013, Sanchez-Rodilla Espeso, C. Mackaness, W.A. and McLaren, R.
- "Engaging the Land Sector Gatekeepers in Crowdsourced Land Administration." World Bank Land & Poverty Conference, Washington DC, April 2013, R. McLaren.
- "Data is the New Currency in the Location Revolution – Who will supply the Data?" World Bank Land & Poverty Conference, Washington DC, April 2013, E. Kennedy and R. McLaren.
- "Crowdsourcing Support of Land Administration." World Bank Land & Poverty Conference, Washington DC, April 2012, R. McLaren.

- "Land Markets and the Modern Economy 3rd Edition," RICS International Paper Series, P.F. Dale, R.P Mahoney, December 2011, R.A. McLaren.
- "Crowdsourcing Support of Land Administration." FIG International Cadastre 2.0 Symposium, Innsbruck, Sept 2011, R. McLaren.
- "ICT in Land Administration," module of "ICT in Agriculture: Connecting Smallholders to Knowledge, Networks, and Institutions". World Bank, Nov 2011, R. McLaren and V. Stanley.
- "Governing Location Information in the UK", The Cartographic Journal 2011, R.A. McLaren and R.S. Waters.
- "Can the Innovative Use of Mobile Phones Support More Effective Land Administration Services?" FIG Congress Proceedings, Sydney, April 2010, R.A. McLaren.
- "Land Governance in Support of the Millennium Development Goals - Responding to New Challenges", report on FIG / World Bank Conference, Washington DC, USA 9-10 March 2009, FIG Publication No. 45, April 2010, S. Enemark, R. McLaren and P van der Molen.
- "Rapid Urbanisation & Megacities – The Need for Spatial Information Management", FIG Publication No. 48, April 2010, R. McLaren et al.
- "Formulating a Sectoral Approach to Urban Land Policy: The Case of Kenya," Proceedings of FIG / World Bank Conference on "Land Governance in Support of the Millennium Development Goals: Responding to New Challenges", Washington DC, USA 9-10 March 2009.
- "The Role of Urban Sensing in Managing Megacities," Proceedings of FIG Commission 3 International Workshop on Spatial Information for Sustainable Management of Urban Areas, Mainz, February 2009, R.A. McLaren.
- "Benchmarking as a Tool to Improve Land Administration", Land Development Strategies: Patterns, Risks, and Responsibilities, edited by Erwin Hepperle & Hans Lenk, published by vdf Hochschulverlag AG, 2008, R. Mansberger, R. Mahoney, R. McLaren, G. Muggenhubber.
- "Preventing Informal Development – through means of sustainable land use control", FIG Working Week Proceedings, Stockholm, June 2008, S. Enemark & R.A. McLaren.
- "Sustainable Management of Mega Growth in Megacities", FIG Cairo Working Week proceedings, April 2005, D. Coleman, S. Mayunga, R.A. McLaren.
- "Land Information Management for Sustainable Development of Cities – Best Practice Guidelines in City-wide Land Information Management," FIG Publication No. 31, ISBN 87-90907-21-3, April 2002.
- "GIS and Land Administration," Geographical Information Systems, 2nd Edition, Longman Scientific & Technical, pp859-875, ISBN: 0471-32182-6, P.F. Dale & R.A. McLaren.

16. CONTACT DETAILS:

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