

ANNEX 1 A SELF-ASSESSMENT TOOL

This Annex contains the self-assessment questionnaire that was developed by the FIG Task Force on Institutional and Organisational Development and which was used on-line and in paper form. The questionnaire is available in electronic form from <http://www.fig.net/tf/organisation/index.htm> to allow its wide use by organisations and nations trying to assess current capacity.

Considering six different phases of the land administration system at each of the systemic, organisational and individual levels will allow an organisation to determine which areas should be a focus for review and development.

Thank you for taking the time to complete this questionnaire.

You will be asked to consider the development and implementation of policies regarding land administration in your country or state.

For this survey, 'Land administration' includes:

- geodetic surveys and topographic mapping;
- legal surveys of parcel boundaries;
- transfer of property through sale or lease;
- assessment of value of land and properties; and
- control of land use through planning policies and regulations.

'Land' is used in a broad sense, including waterways and oceans.

The questionnaire considers six important components of land policy development and implementation. For each component you will be asked to rank three sets of four statements.

Your survey responses will be strictly confidential and data from this questionnaire will be reported only in aggregate form by country/region.

Thank you very much for your time and support

Your country and state

Which country are you from?	
If land policy is handled at state/ province level in your country, please indicate what state/ province you are from	

Area 1: developing appropriate policy and legislation

This section considers the development of appropriate Land Administration policy and legislation, at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:**

Government and professional coordination and leadership are lacking, meaning that policy and legislation development is disjointed and reactive	
There is communication between organisations but with suspicion, meaning that policy development is driven by dominant organisations	
Organisations work together but without coherence, meaning that useful policy is developed but it takes longer than it need	
Government and other organisations work together in an organised manner on land issues, meaning that there is timely and clear policy development	

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:**

In each organisation, there is insufficient capacity and experience to develop policies and legislation which recognise the importance of land issues	
Appropriate advice does not reach decision makers in organisations, meaning that policy and legislation do not respond effectively to requirements	
Organisations understand key land issues, but do not link this understanding into relevant policy development or across to other organisations	
Organisations have a good level of knowledge of key land issues, and link this knowledge into policy work and across to other organisations	

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:**

Experienced policy developers are not available in the relevant organisations	
Skilled and experienced individuals are available in organisations, but are not able to see matters from different perspectives, meaning that ineffective policy is developed	
Key individuals have analytical and policy development skills and do some networking to attempt to develop sound policy	
A network of key decision makers for land issues work together to develop policy in a timely and coherent manner	

Area 2: Converting policy and legislation into appropriate strategies, systems and programmes

This section considers the conversion of Land Administration policy and legislation into strategies, systems and programmes, at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:

Those organisations involved in making policy and those involved in implementing policy have limited links with each other and there is no coordination between the different types of organisation	
There is some joint working between policy making and delivery organisations, but little coordination within and between sectors	
Organisations work together within sectors to convert policy into delivery programmes, but public, professional and private sectors do not coordinate effectively	
The roles of different sectors in policy making and implementation are understood, and the transition from policy to strategy is handled effectively	

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:

There is very limited capability in organisations to translate policy into delivery programmes and systems, meaning that policy delivery is ineffective	
Some organisations are capable of developing programmes and systems which implement policies, but this is patchy	
There is reasonable organisational understanding and capability to convert policy into delivery, but only moderate understanding of how this fits with other organisations	
Organisations have the skills necessary to create strategies and programmes that will ensure complete delivery of policies, and work together effectively to do so	

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:

Individuals do not have the skills and experience required to convert policy into effective delivery programmes	
Some individuals have the skills and experience to convert policy into operational systems and delivery, but there is insufficient skill and experience in the network	
Many key individuals have the skills and experience necessary to convert policy into delivery, and some understanding of how this work can be shared between organisations	
All key individuals involved have the skills and experience necessary to convert policy into delivery programmes, are aware of the complementary roles of other key individuals and are able to work effectively with them	

Area 3: Agreeing the division of labour between stakeholders at the various levels

This section considers the process of agreeing the split of activity between different Land Administration stakeholders, at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:**

Many organisations view each other with suspicion and have therefore allowed overlaps and incoherence between organisations to develop	
There is no coherent view of how labour should be divided between organisations meaning that there are overlaps and gaps in work undertaken	
Division of labour in the public sector is reasonably clear, but there is a lack of understanding how professional and private sectors can play their part	
There is a clear division of responsibilities between all organisations, ensuring that each organisation plays its role and the optimal solutions are secured.	

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:**

There is little understanding within organisations of what their role is with regard to others, and limited attempt to divide labour sensibly	
There is some understanding within each organisation of its role, and that of others, but this is insufficiently understood for labour to be effectively divided	
Each organisation is aware of the formal roles of others, but support to overcome organisational weaknesses does not take place	
Each organisation is aware of the roles, and strengths and weaknesses, of other organisations involved, and the organisations work together effectively to deliver	

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:**

Key individuals are not aware of the roles of the various organisations and do not have the networks to overcome this lack of awareness	
There is some awareness amongst key individuals of the way in which labour should be divided, but insufficient communication to do this effectively	
Key individuals know many of their counterparts in other organisations, and use this knowledge to share work sensibly	
All key individuals have sufficient experience and knowledge of informal and formal roles to ensure that work is shared in the optimal manner	

Area 4: Producing the necessary outputs to the necessary standards and timetable

This section considers the production of the necessary Land Administration outputs (for instance, accurate and current surveys, land registers and valuation lists), at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:**

Organisations are suspicious of each other and unwilling to work in a coordinated way to do what needs to be done	
There is a general understanding of which organisation needs to do what, but insufficient joining up between organisations and sectors to deliver what is required	
There is good cross-working within sectors to deliver what is required, and a level of cross-sector working	
There is the capability and willingness throughout the system to work effectively together, formally and informally, including across sectors, to deliver what is required	

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:**

There is very limited capability in organisations to deliver an effective programme of work, and limited willingness to address this limitation	
Each organisation has some capability in constructing and meeting clear, time bound delivery programmes, and has made a commitment to do what is required	
Each organisation does what is required of it, but this is not done as effectively as it could be, leading to additional costs and time pressures	
Each organisation has the necessary skills to deliver what is required, and ensures that it applies its own capabilities and those of other organisations effectively to meet agreed requirements	

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:**

There are limited skills in place to bring forward a clear, comprehensive plan and deliver against it	
Some skills are available, but there is insufficient capability to ensure that the delivery programme is managed effectively	
A good range of planning and delivery skills are available, but they are not deployed in a joined up manner to ensure that work proceeds effectively	
Each organisation has key individuals in key positions with the right skills to construct effective delivery programmes and to ensure that they deliver against them	

Area 5: Ensuring effective use of outputs across the system

This section considers the effective use of Land Administration outputs (for instance, mapping, land registers and valuation lists) to benefit citizens and society, at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:**

Organisations are suspicious of each other and unwilling to work in a coordinated way, meaning that there is disjointed working, with benefits not being delivered	
There is general understanding of which organisation needs to do what in order to use the outputs effectively, but insufficient joining up between organisations	
There is good cross-working within sectors to use the outputs effectively, and some level of cross-sector working	
There is the capability and willingness throughout the system to work together, formally and informally, including across sectors, to use outputs effectively	

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:**

Each organisation does not effectively understand its key stakeholders, and does not have systems in place to learn from them about their needs	
Each organisation has a level of understanding of stakeholder needs but does not grasp the full requirements, and therefore does not effectively meet their needs	
Each organisation understands stakeholder needs but is not always effective at balancing the conflicts between them, and at adapting to changes in requirements	
Each organisation fully understands stakeholder needs and is effective at prioritising the trade offs between them, meaning that the benefits available are realised in the best possible way	

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:**

Key individuals do not have awareness of their organisation's key stakeholders or the links within their organisation to be able to set the necessary priorities	
There are pockets of skills in understanding stakeholder requirements but these are not effectively linked between teams and experts	
There are skills in place to understand the needs of key stakeholders, but the capability to manage the trade offs between them is limited	
All key individuals are able to understand and prioritise the requirements of stakeholders, and are able to deliver effectively against them in a responsive way	

Area 6: Ensuring effective learning and improvement

This section considers how well continuous learning and improvement occur, at three levels in turn:

- (a) how organisations work together
- (b) capacity within organisations
- (c) capacity of key individuals

In each case, you are asked to rank four answers from 1 to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that most represents the current situation in your country/ state:**

There is no attempt made to learn from past performance and use this learning to improve future capability	
There is some learning from past performance, but this is left to individual organisations with no cross-organisational learning mechanisms in place	
There is time given to reviewing and improving performance (including through appropriate education programmes), but this is unstructured	
There is willingness and time given to a process of reviewing performance and improving it, with all sectors and organisations involved	

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that most represents the current situation in your country/ state:**

Each organisation shows little interest in learning from past activity with the aim of improving future performance	
Each organisation professes to want to improve future performance but gives little time or priority to doing this	
Individual sections within each organisation give time and effort to continuous improvement and training, but this is not shared in a structured manner	
There is a process in each organisation to review and learn from performance, with a senior-level champion and consideration of appropriate education and training	

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that most represents the current situation in your country/ state:**

There is no individual capability or capacity to build improved performance through reviewing past performance	
There are skills in each organisation to build improvement on past performance, but use of these skills is left to individual discretion	
Individuals are encouraged to undertake education and development and create improvements based on recent performance, but are not given the time to do this	
Individuals are encouraged to treat education, development and improvement as a key corporate resource and recognised for driving improvements, with time made available for this	

Any further information you would like to provide

If you are willing to, please indicate below the key issues that you feel need addressing in your country/ state if its capability in land policy developments and implementation is to improve:

Thank you very much.