

SUMMARY OF RETURNS FROM TASK FORCE QUESTIONNAIRE AND PROPOSAL FOR TASK FORCE FOCUS

VERSION OF 3 SEPTEMBER 2008

OVERVIEW

41 questionnaires have been completed in full. 17 of these have been completed on line, giving the full richness of scoring each statement 1-4; the other 25 have been completed on hard copies, with only the statement most closely matching the national/ state situation marked (this after strong feedback from non-native English speakers that the 1-4 system made it very complicated).

The results include returns from:

Canada	South Africa	Australia	Tonga
UK	Egypt	Fiji	Cook Islands
Germany	Denmark	Brunei	Solomon Islands
Bulgaria	USA	The Netherlands	Vanuatu
Nigeria	Czech Republic	Malawi	
Colombia	France	Singapore	
Finland	Swaziland	The Philippines	
Norway	Sri Lanka	Hong Kong	

giving a broad geographic spread of responses. The responses to many of the questions are very clear cut, suggesting that common issues exist in different regions – this is encouraging in that it allows a single set of outputs from the Task Force to support work in various regions.

NUMERICAL RESULTS

The responses to the ranking questions in the questionnaire are shown in Annex A. Note that 48 people answered section 1, slowly reducing to 41 people answering section 6. The partial results do not suggest obviously anomalous answers; rather, it appears that individuals have answered the questions that they have, with due consideration but have simply been put off by the length of the questionnaire.

The summary of the results is that:

- The organisational section (the middle set of questions in each area) scores best, with the third answer being selected in all 6 areas
- In the institutional section, the worst answer is selected once and the second answer 2 times. Despite the best answer being selected once, it is last choice in very many cases
- In the individual section, the second answer is selected three times and the third answer three times
- The area scoring best is policy development
- The area scoring worst is agreeing the division of labour between stakeholders at the various levels

Two strong health warnings should be emphasised here:

- This crude analysis is simply showing the answer that is selected most often by respondents as their first choice (the best fit with their perception of the situation in their country); and
- The analysis is of 41 completed returns.

With that health warning, however, the following broad conclusions can be drawn:

- Cooperation between organisations is a weak point, with cooperation instead being suspicion in some cases, and the remits and skills of the different organisations not joined up effectively;
- Effective working across sectors is a particular issue brought forward in the free-form comments;
- There are skill gaps declared, particularly in the conversion of policy into programmes, the division of labour, and ensuring effective learning and development;
- Stakeholder requirements appear insufficiently understood/ insufficiently balanced when turning to ensuring effective use of outputs;
- There is insufficient time and effort given to learning from past experience.

PROPOSED TASK FORCE FOCUS AND WORK PLAN

Given the results summarised above, it seems clear that the Task Force should focus on how organisations, and in particular at different levels (regional/ national/ sub-national) and sectors (public/ private/ professional expertise), can work together more effectively. With a range of land administration initiatives at each level, it is vital that organisations demonstrate effective coordination, collaboration and cooperation with each other.

In order to develop the most appropriate support material for this key focus, the following work plan and timeline was provisionally agreed at the Task Force meeting in June 2008:

- Hold sessions to critique proposals at the World Bank/ FIG seminar in March 2009, The FIG Working Week in Eilat in May 2009, and the FIG Regional Conference in Hanoi in October 2009
- In parallel, work with other organisations progressing related work, including the GSDI Association and various constituent parts of the United Nations
- Seek a plenary presentation slot at the FIG Congress in Sydney in April 2010, along with arranging a couple of 'invited paper' technical sessions to present the results. The content might include a check list, or a new model
- By the end of 2010, create an FIG Publication pulling cross-national learning and themes together; and create a means of sharing national examples and learning with FIG members (possibly through the GSDI Association Knowledge Portal)

REQUEST FOR INPUT

This summary is being copied to all respondents to the questionnaire who asked to hear more of the Task Force work. Thoughts on the responses and the proposed work plan are requested by the end of September 2008.

Iain Greenway
Task Force Chair

ANNEX A: RESULTS OF THE QUESTIONNAIRE TO 3 SEPTEMBER 2008

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 (the one you agree with most) to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:

Government and professional coordination and leadership are lacking, meaning that policy and legislation development is disjointed and reactive	13
There is communication between organisations but with suspicion, meaning that policy development is driven by dominant organisations	5
Organisations work together but without coherence, meaning that useful policy is developed but it takes longer than it need	14
<i>Government and other organisations work together in an organised manner on land issues, meaning that there is timely and clear policy development</i>	16 (10 rank it 4th)

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:

In each organisation, there is insufficient capacity and experience to develop policies and legislation which recognise the importance of land issues	10 (9 rank it 4 th)
Appropriate advice does not reach decision makers in organisations, meaning that policy and legislation do not respond effectively to requirements	5
<i>Organisations understand key land issues, but do not link this understanding into relevant policy development or across to other organisations</i>	24
Organisations have a good level of knowledge of key land issues, and link this knowledge into policy work and across to other organisations	9

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:

Experienced policy developers are not available in the relevant organisations	10 (7 rank it 4 th)
Skilled and experienced individuals are available in organisations, but are not able to see matters from different perspectives, meaning that ineffective policy is developed	15
<i>Key individuals have analytical and policy development skills and do some networking to attempt to develop sound policy</i>	15 (8 rank it 2nd)
A network of key decision makers for land issues work together to develop policy in a timely and coherent manner	8 (10 rank it 4 th)

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 (the one you agree with most) to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:

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	9 (6 rank it 4 th)
There is some joint working between policy making and delivery organisations, but little coordination within and between sectors	13
<i>Organisations work together within sectors to convert policy into delivery programmes, but public, professional and private sectors do not coordinate effectively</i>	14
The roles of different sectors in policy making and implementation are understood, and the transition from policy to strategy is handled effectively	10 (11 rank it 4 th)

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:

There is very limited capability in organisations to translate policy into delivery programmes and systems, meaning that policy delivery is ineffective	14
Some organisations are capable of developing programmes and systems which implement policies, but this is patchy	3 (8 rank it 2 nd)
<i>There is reasonable organisational understanding and capability to convert policy into delivery, but only moderate understanding of how this fits with other organisations</i>	20
Organisations have the skills necessary to create strategies and programmes that will ensure complete delivery of policies, and work together effectively to do so	9 (9 rank it 4 th)

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:

Individuals do not have the skills and experience required to convert policy into effective delivery programmes	6
<i>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</i>	16
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	15
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	9 (9 rank it 4 th)

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 (the one you agree with most) to 4.

- (a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:**

<i>Many organisations view each other with suspicion and have therefore allowed overlaps and incoherence between organisations to develop</i>	13
There is no coherent view of how labour should be divided between organisations meaning that there are overlaps and gaps in work undertaken	9
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	11
There is a clear division of responsibilities between all organisations, ensuring that each organisation plays its role and the optimal solutions are secured.	12 (12 rank it 4 th)

- (b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:**

There is little understanding within organisations of what their role is with regard to others, and limited attempt to divide labour sensibly	6
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	7 (10 rank it 2 nd)
<i>Each organisation is aware of the formal roles of others, but support to overcome organisational weaknesses does not take place</i>	26
Each organisation is aware of the roles, and strengths and weaknesses, of other organisations involved, and the organisations work together effectively to deliver	6 (11 rank it 4 th)

- (c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:**

Key individuals are not aware of the roles of the various organisations and do not have the networks to overcome this lack of awareness	5 (6 rank it 2 nd)
<i>There is some awareness amongst key individuals of the way in which labour should be divided, but insufficient communication to do this effectively</i>	20
Key individuals know many of their counterparts in other organisations, and use this knowledge to share work sensibly	16
All key individuals have sufficient experience and knowledge of informal and formal roles to ensure that work is shared in the optimal manner	5

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 (the one you agree with most) to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:

Organisations are suspicious of each other and unwilling to work in a coordinated way to do what needs to be done	10
<i>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</i>	16
There is good cross-working within sectors to deliver what is required, and a level of cross-sector working	12
There is the capability and willingness throughout the system to work effectively together, formally and informally, including across sectors, to deliver what is required	4 (10 rank it 4 th)

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:

There is very limited capability in organisations to deliver an effective programme of work, and limited willingness to address this limitation	8 (5 rank it 2 nd)
Each organisation has some capability in constructing and meeting clear, time bound delivery programmes, and has made a commitment to do what is required	8 (6 rank it 2 nd)
<i>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</i>	22
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	4

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:

There are limited skills in place to bring forward a clear, comprehensive plan and deliver against it	8
Some skills are available, but there is insufficient capability to ensure that the delivery programme is managed effectively	8
<i>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</i>	19
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	7 (10 rank it 4 th)

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 (the one you agree with most) to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:

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	6
<i>There is general understanding of which organisation needs to do what in order to use the outputs effectively, but insufficient joining up between organisations</i>	15
There is good cross-working within sectors to use the outputs effectively, and some level of cross-sector working	14
There is the capability and willingness throughout the system to work together, formally and informally, including across sectors, to use outputs effectively	6 (8 rank it 4 th)

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:

Each organisation does not effectively understand its key stakeholders, and does not have systems in place to learn from them about their needs	3
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	13
<i>Each organisation understands stakeholder needs but is not always effective at balancing the conflicts between them, and at adapting to changes in requirements</i>	22
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	4

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:

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	2
There are pockets of skills in understanding stakeholder requirements but these are not effectively linked between teams and experts	13 (7 rank it 2 nd)
<i>There are skills in place to understand the needs of key stakeholders, but the capability to manage the trade offs between them is limited</i>	22
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	4

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 (the one you agree with most) to 4.

(a) Please rank (1-4) the following four statements about how organisations work together, using 1 for the statement that you most agree with:

There is no attempt made to learn from past performance and use this learning to improve future capability	6
There is some learning from past performance, but this is left to individual organisations with no cross-organisational learning mechanisms in place	14
<i>There is time given to reviewing and improving performance (including through appropriate education programmes), but this is unstructured</i>	15
There is willingness and time given to a process of reviewing performance and improving it, with all sectors and organisations involved	6 (10 rank it 4 th)

(b) Please rank (1-4) the following four statements about organisational capacity, using 1 for the statement that you most agree with:

Each organisation shows little interest in learning from past activity with the aim of improving future performance	4
Each organisation professes to want to improve future performance but gives little time or priority to doing this	12
<i>Individual sections within each organisation give time and effort to continuous improvement and training, but this is not shared in a structured manner</i>	17
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	8

(c) Please rank (1-4) the following four statements about key individuals, using 1 for the statement that you most agree with:

There is no individual capability or capacity to build improved performance through reviewing past performance	6
<i>There are skills in each organisation to build improvement on past performance, but use of these skills is left to individual discretion</i>	15
Individuals are encouraged to undertake education and development and create improvements based on recent performance, but are not given the time to do this	12
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	8

TEXTUAL COMMENTS REGARDING KEY ISSUES TO BE ADDRESSED

- More cooperation/ sharing between public and private organisations (Canada)
- The key issue in Swaziland is that the formal government structures have been disempowered by the traditional system. Land policy development was driven by the formal government sector, and blocked by the traditional authorities. Similarly, Swaziland's National Development Strategy, which acknowledged the draft land policy development process, was developed by the formal sector, but the chapter on governance was struck out by the traditional sector. The traditional sector is directly responsible for the current state of Swaziland. The formal sector knew what to do and could have done it but were prevented
- The ability to work in a joined up fashion across sectors, understanding and reaping the benefits that are gained from working in this way (Australia)
- Training in land surveying to be enhanced, particularly at tertiary level then complemented by field experience (Fiji)
- Let organisations involved in land management identify the responsibilities of each other to avoid overlaps and create cooperation between each other. Create a land management strategy which draws on the role of each participating organisation (Egypt)
- In some cases, the lack of province level makes some planning and development inefficient (Finland)
- Our system is mature, efficient and successful. Only its large size slows operational efficiency a bit. This is true of all large organisations. This problem is offset by braking duties up, usually to the county level (Florida, USA)
- Black empowerment is leading to the departure of many skilled individuals, which is leading to stagnation (hopefully not in the long term) (South Africa)
- Overlapping sectors for land policy – need integrated approach for the public promotion of the development of rural and urban spaces (Germany)
- Harmonisation of skills for individuals and institutions for the better capacity building goals (Nigeria)
- More policy making across organisational boundaries; more strategy and objective making across boundaries rather than discussions of problems (Denmark)
- Coordination of various organisations involved in production and use of geoinformation and in particular land administration (Malawi)
- Land policy has values for land reform, capacity building, etc that will change land allocation and distribution. Land, being the most important economic provider for my country through agriculture, can be well managed through capacity building. This will mean that human resource, financial resource and finances can be put together for good land administration and management and hence will improve the country's economy (Malawi)
- More awareness of role and responsibility of other stakeholders and willingness to overcome even with diminishing own dominancy (The Netherlands)
- Professionals should remain to be professional and have a genuine interest in being an active stakeholder for the betterment of the profession (Singapore)
- Old land laws that have not kept pace with realities; a legalistic approach to land and land administration; a technocratic approach to surveys and land administration; poor management of human resources and appreciation of human resources and capacity building by high level administrators (Philippines)
- Formulation of land administration policy at national level (through cabinet) (Fiji)
- The major framework in land administration is extant; however, there is a lack of willingness and passion within individuals to effectively carry out their duties, generally because of the overall political climate and the course taken by central government. The political upheavals are a hindrance to the implementation and monitoring of effective land policies. Only if a

particular policy is implemented and its teething problems addressed, will any clear differences be identified to improve the system (Fiji)

- Networking of land administration institutions from the highest level of decision/ policy makers for implementation. Fiji generally falls between the second and third statements in this survey. The implementers are operational personnel in various departments and statutory bodies of government who need to be educated in networking – most of them are highly qualified in their own fields (Fiji)
- Effective and acceptable mechanisms for resolving disputes about ownership of customary land; effective and acceptable mechanisms for regulating leasing of customary land (Vanuatu)
- Land acquisition, especially on the issue of ‘just’ compensation: issue of intangible value should be included in the current land acquisition legislation; legislate all land transactions for accessibility by all stakeholders (Fiji)
- Developing land policies; capacity building eg. Training; networking, understanding other organisations; resource (labour) allocation and technology; monitoring performance and evaluating (Fiji)