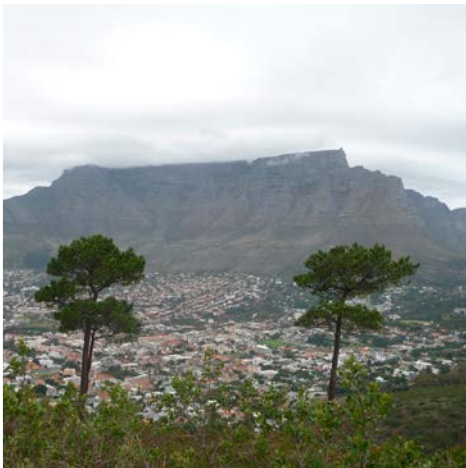


# The Africa Task Force



2009–2014



# The Africa Task Force

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Chair FIG Africa Task Force

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Published in English

Copenhagen, Denmark

ISSN 1018-6530 (printed)  
ISSN 2311-8423 (pdf)  
ISBN 978-87-92853-14-1 (printed)  
ISBN 978-87-92853-15-8 (pdf)

Published by  
International Federation of Surveyors (FIG)

Front cover photos left: Mombasa 2010; mid: Cape Town 2011; right: Elmina 2012

Back cover photo: Busua Beach, Ghana

All cover photos ©Stig Enemark

This publication is written by Dr. Diane Dumashie, chair of ATF

Editors: Dr. Diane Dumashie and Prof. Stig Enemark

Layout: Lagarto

Printer: 2014 Hakapaino, Helsinki, Finland

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## FOREWORD

The aim of this publication is to present the objective and work design of the FIG Africa Task Force (ATF), identify the interlinking themes, summarise the contents and outcome of each workshop and make recommendations for the way forward. The FIG Africa Task Force was established at FIG's 32<sup>nd</sup> General Assembly held in Eilat, May 2009.

The key purpose of the Task Force was to enable the surveying profession in Sub-Saharan Africa to deal with social responsibility in terms of contributing to achieving the Millennium Development Goals (MDGs).

Dr. Diane Dumashie (RICS, United Kingdom) chaired the Task Force, led and organised its activities together with members of the ATF. An African member association collaborated with the Task Force to deliver the three workshops organized. In this regard, the Task Force and FIG Council are grateful for and appreciated the support provided by the three local hosts: Institution of Surveyors Kenya (ISK), University of Cape Town & South African Council of Professional and Technical Surveyors (PLATO) and Ghana Institution of Surveyors (GhIS).

This publication represents the results from the activities of ATF over the period 2009–2014. ATF developed a workshop manual, resulting from deliberations at workshops, roundtables and published outcomes of three workshops. These workshops addressed the challenges Sub-Saharan African FIG Member Associations face in addressing their capacity issues. In this regard, the role of the surveyors as change agents engaging with the politicians and local communities is of key importance. Each of the workshops emphasised the importance of good land governance and the role of the Sub-Saharan African Surveying Profession in contributing towards meeting the key challenges of poverty alleviation, economic growth, and environmental sustainability.

Our sincere gratitude to Dr. Diane Dumashie and her ATF members for the leadership and efforts in realizing the object and purpose of the Task Force. We also thanked FIG Honorary President Prof Stig Enemark, and the leaderships of ISK, PLATO and GhIS for their advice, support and contributions. Finally, we acknowledge and sincerely thank the inspiration and efforts of the participants of the workshops that ensured the success of this Task Force. The background thinking for the recommendations is a direct output of their ideas and enthusiastic and active participation.

On behalf of FIG Council, our sincere thanks to all who participated, contributed, supported and encouraged the work of this Task Force.

**Diane A Dumashie**  
Chair, FIG Africa Task Force

**CheeHai Teo**  
FIG President (2011–2014)

## EXECUTIVE SUMMARY

The key purpose of the FIG Africa Task Force was to enable the surveying profession in Sub-Saharan Africa to deal with social responsibilities in terms of contributing to achieving the MDGs, as articulated in the Terms of Reference (Appendix A). In this regard, the role of the surveyors as change agents engaging with politicians and local communities is of key importance. This relates to the professional status of surveyors that, in turn, is based on the principles of social responsibility and justice.

The task force considered and presented new and creative tools to revitalise and strengthen members and their organisations within Sub-Saharan Africa. The focus has been on building the capacity of the surveying organisations and individual surveyors to act as agents of positive change and encourage the process of development and growth for the benefit of Africa and its people.

The philosophy behind the FIG Africa Task Force has been to empower leading professionals of the surveying profession in Sub-Saharan Africa to take ownership of this agenda and to act as agents of change. This objective has been pursued through a process of participatory development of various methods and tools as presented in the Workshop Manual 2010–2014 (Appendix B).

Ultimately, the task force activities should be seen as a capacity development process. In this context, the FIG Africa Task Force activities and outcomes aimed to share and apply knowledge and understanding, and to enable the workshop participants to take on a role of leadership in relation to meeting the MDGs, where each workshop echoed specific MDG themes.

Within the framework of capacity development and professional ethics the task force looked at developing relevant tools in three key areas:

- **Peri-urban development** – to develop tools to plan for access rights to sanitation and water infrastructure in emerging informal settlements. Workshop in Mombasa, Kenya, 2010.
- **Recruitment and involvement of young surveyors and women** – concentrating on ways and means to breaking down entry barriers into the land profession, for young people and women. Workshop in Cape Town, South Africa, 2011
- **Environmental resilience** – to develop a response to local natural resource environmental degradation by integrating the principles of sustainable development into all stages of the building cycle process and by encouraging practices to stem the loss of environmental resources. Workshop in Elmina, Ghana, 2013.

Through the design of the workshops, the process has been participatory in order to ensure that the participants take ownership of the outcome. The programme and proceedings for each of the three workshops are available (Appendix C). For each of the three workshops the further sharing of knowledge has been pursued through a four step process:

- I Design and delivery of participatory workshop;
- II Development of tangible tools and outcomes
- III Provision of report for presentation and discussion at the FIG General Assembly at the following Working Week and a full workshop report published at the FIG ATF website;



- IV Facilitating a roundtable at the FIG Working Week for discussion of the further work to develop tools within the specific theme to be included in the volume of the “ATF Workshop Manual 2010–2014”.

Following this process the task force has finally concluded by providing this publication summarising the activities of each of the three workshops, and outlining key recommendations.

In short, the FIG Africa Task Force process of participatory capacity development has enthused the workshop participants and enabled them to facilitate the process of further empowering the surveying profession in Sub-Saharan Africa to cope with their professional and social responsibilities.

From these deliberations key recommendations have been devised to propose the continuation of the philosophical and methodological approach of the FIG Africa Task Force. The task force resolves that land professionals in Sub-Saharan Africa should build upon the ATF term (2010–14) to continue to apply their collective knowledge and build their capacity to address the emerging UN Post-2015 agenda that will supersede the current UN Millennium Development Goals that are in place over the period (2000–2015).

It is imperative that African land professionals remain engaged in initiatives that will enable them to make a difference. Renewed commitment to continuing this initiative is crucial. For the first time, through the post 2015 development goals, targets specifically relating to land and societal development will be drafted; thus providing an excellent opportunity to optimise and continue the task force deliberations encapsulated in the Vision:

***By 2030 Africa land professionals will provide global thought leadership and promote professional leadership qualities amongst its members and within their Associations***

**It is therefore recommended** that the work of task force continues within an appropriate funded platform that enables capacity development for land professionals within three broad areas to make a difference. These broad areas or themes relate to: Communication, Collaboration and Connectivity, and are presented in more detail in section 5.

# 1 THE FIG AFRICA TASK FORCE

The originating philosophy of this task force is to share and develop knowledge with land professionals in a way that has never been undertaken in FIG before. The format and design of the participatory workshops that led to a Workshop Manual, is therefore an innovative step for the organisation.

In this context of capacity development, the FIG Africa Task Force activities and outcome aimed to facilitate sharing of knowledge and understanding, and to enable the workshop participants to take on a role of leadership in further developing the capacity of the surveying profession to cope with social responsibilities in relation to meeting the MDGs.

## ***Background and objective***

The task force focus is on the African Surveying Profession and how it can best contribute to meet the key challenges of poverty alleviation, economic growth, and environmental sustainability. The key objective is to enable the surveying profession in Sub-Saharan Africa to deal with social responsibility in terms of contributing to achieving the MDGs. In this regard, the role of the surveyors as change agents engaging with the politicians is important. This relates to the professional status of surveyors that in turn is based on the principles of social responsibility and justice.

The MDGs form a blueprint agreed by all the world's countries and the world's leading development institutions. The first seven goals are mutually reinforcing and are directed at reducing poverty in all its forms. The last goal – global partnership for development – is about the means to achieve the first seven. These goals are now placed at the heart of the global agenda. To track the progress in achieving the MDGs a framework of targets and indicators is developed. This framework includes 18 targets and 48 indicators enabling the on-going monitoring of the progress that is reported on annually.

Looking at the MDGs Goal 1, the target is to halve between 1990 and 2015 the proportion of people whose income is less than \$1 per day. At a global scale this target will actually be met – but with big deviations for the various regions throughout the world. The big contribution to meeting the target comes from China and South eastern Asia while poverty alleviation in regions such as Sub-Saharan Africa is progressing at a much slower pace or hardly moving at all.

Africa has seen many positive developments and experienced progress in several areas in the past decade, primarily thanks to Africa's own efforts and reforms. Economic growth in Sub-Saharan Africa has been considerable with a rate of above 5 per cent per year for more than a decade. Projections of the World bank indicates that this will continue for the years ahead while the global economy will grow at only 2.5 per cent (and only about 1 per cent in Western economies). So Africa is expected to grow twice as fast as the global economy. However, Sub-Saharan Africa is still mostly poor and has been unable to translate its recent robust growth into rapid poverty reduction. Compared to other developing regions Sub-Saharan Africa has generally been left behind and are struggling with issues such as insecurity of tenure, informal settlements and urban slums, landownership inequalities and landlessness, and degrading of natural resources. These facts indicate that poor land governance, including the manner in which land rights are defined and administered, may be the root of the problem. (Byamugisha, FIG Article of the Month, September 2013).

In this perspective the task force has considered and presented new and creative tools for the land sector in Sub-Saharan Africa. The focus has been on building the capacity of the surveying association and individual surveyors to act as agents of positive change and encourage the process of development and growth for the benefit of Africa and its people.

## **Capacity development**

The task force activities should basically be seen as a capacity development process. Capacity development is “The processes whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time” (OECD definition, 2006). Capacity is the power of something – a system, an organization or a person to perform and produce properly. Capacity development is not only about human resources and skills. Capacity development must be seen in a wider context of providing the ability of organisations and individuals to perform functions effectively, efficiently and sustainable. This includes the need to address capacity needs also at institutional and even more broadly at societal levels.

Fundamental to the ATF workshops is to facilitate knowledge sharing, and empower professionals to identify their own needs and tools of capacity development. Capacity development does not imply that there is no capacity in existence; it also includes retaining and strengthening existing capacities of people and organisations to perform their tasks. It is for this reason that the workshops sought to attract both leading and experienced professionals as well as those recently entering the profession to share and deliberate knowledge. Consequently the innovation is seen in the design structure of the three workshops that promotes active participation along with a clear framework for providing tangible outputs. The cohort included professionals and trainees alike from the public, academic and the private sector. A full list of participants from countries across Sub-Saharan Africa is at appendix D.

The task force has been mindful that capacity development initiatives work best if they are viewed as a process, not as an event. In the case of good practice training, such a process invariably should comprise some key components, namely: assessment, design, event delivery, follow-up and monitoring and evaluation. The design approach for each of the three workshops reflects the first of these four steps while the subsequent step to monitor and evaluate is the responsibility of each member association.

Capacity development should achieve relevant skills and knowledge improvements and behavioural change at three levels: (i) *societal level* is the highest level within which capacity initiatives may be cast and can be seen as the enabling environment level; (ii) *The organisational level* includes formal organizations such as government agencies, private sector organisations, or informal organizations such as a community based or voluntary organizations, where specifically, professional bodies may use various means to ensure the awareness and up-to-date skills of their members, e.g. through licensing requirements and means of continuing professional development; (iii) *The individual level* will address the need for individuals to function efficiently and effectively within the entity and within the broader system. Such Human Resource Development (HRD) is about assessing the capacity needs and addressing the gaps through adequate measures of education and training. This should include technical skills as well as operational and adaptive capacities to perform the relevant tasks (FIG Publication No. 60, 2013).



*Traditional leaders, Accra, Ghana, 2010.*

Each of the elements above have consistently been embedded in the workshop design; either in the entirety or partially. “To deliver and share knowledge for creating tangible outcomes that will enthuse land professionals across the continent” – this is the understanding that has informed the participatory design of each workshop.

### ***Design, process and deliveries***

After four years of deliberations, the ATF has delivered a compendium of resources for land professionals and member associations to draw upon, contained in the Workshop Manual 2010–2014. This was originally distributed in hard copy format but is now available on-line ([www.fig.net/tf/africa](http://www.fig.net/tf/africa)). However, as articulated in the final recommendations of the task force, all participants (and there are many) agree that the journey is not yet complete – a continuation is required.

The journey towards completing the Workshop Manual has included a careful design of each workshop to enable participatory delivery of tangible outcomes. Each workshop has been designed specifically for deliberations addressing each of the three themes. This is presented in more detail in sections 2–4 and links to the workshop programmes, the full proceedings are available in Appendix C. Eventually each workshop has delivered specific tools for capacity development within each of the themes to be made available through the Workshop manual 2010–2014. For each workshop this process included the following four steps:

- I Design and delivery of participatory workshop;
- II Development of tangible tools and outcomes
- III Provision of report for presentation and discussion at the FIG General Assembly at the following Working Week and a full workshop report published at the FIG ATF website;
- IV Facilitating a roundtable at the FIG Working Week for discussion of the further work to develop tools within the specific theme to be included in the volume of the “ATF Workshop Manual 2010–2014”.

This participatory process has enabled the participants to take ownership of the outcome and, through the means of the Workshop Manual, the participants and their member organisations can engage in further capacity development.

### ***Workshop themes***

The land professionals’ work is inextricable linked to the geography of people. In the current age of communication and connectivity, any action such as land development will be related to the mobilisation of all parties and individuals involved. It is not merely a question of infrastructure and economic drivers. To account for the complexities, a flexible approach is needed, informed by knowledge of the socio-economic environment and social entrepreneurship. Surveyors provide cooperative knowledge as a crucial link throughout the land development process. Therefore, it is ultimately about how land professionals might engage and the capacity that they need.

This introduces the idea that people and communication will inform the form of engagement, and to help conceptualise the idea into a pragmatic reality the workshops design were hinged to a focus of engagement with **People**, i.e. understanding to engage with the African historical context as this relates to:

- **Places:** that lies within the social dynamics of people, and the space that they require. – as articulated by the workshop in Mombasa, 2010.
- **Practice:** that is about understanding to engage and provide professional resilience – as articulated by the workshop in Cape Town, 2011.
- **Partnerships:** that is about facilitating decision making that merges the economics of land development with political needs – as articulated by the workshop in Elmina, 2012.

On this basis and within the framework of professional development and ethics the task force will look at developing capacity and relevant tools in three key areas:

- **Peri-urban development** – to develop tools to plan for access rights to sanitation and water infrastructure in emerging informal settlements. Workshop in Mombasa, Kenya, November 2010.
- **Recruitment and involvement of young surveyors and women** – concentrating on ways and means to breaking down entry barriers into the Land Profession, for young people and women. Workshop in Cape Town, South Africa, December 2011

- **Environmental resilience** – to develop a response to local natural resource environmental degradation by integrating the principles of sustainable development into all stages of the building cycle process and by encouraging practices to stem the loss of environmental resources. Workshop in Elmina, Ghana, October 2012.

All the themes provide a clear direction for the deliberations and inform the need for Land Professionals to continue to build and extend their capacity to contribute to overall objectives such as poverty reduction, economic growth, social equity and environmental sustainability.

For the three workshops, the context, content and outcome are described in the following sections 2 to 4.

## 2 WORKSHOP MOMBASA, KENYA 2010

The first workshop from the FIG Africa Task Force (ATF) workshop addressed the issue of “places” through the workshop entitled: “Peri-Urban Settlements: Tools & Techniques for Surveyors to facilitate Environmental and Social Resilience”, held 11<sup>th</sup> – 12<sup>th</sup> November 2010 in Mombasa, Kenya. This theme is linked to the MDGs Goal 7 (Ensuring Environmental Sustainability) and Goal 8 (Building Global Partnerships).

### **Context**

Within the theme of “Places” there is a need to engage with legal pluralism. There are over 50 different nation states in Sub-Saharan Africa where legal pluralism is the reality. In a post-colonial pluralist world, customary or communal land practices are now being revived. And importantly with rural/urban migration peri-urban land is increasing being settled upon.

The salient issues arising from the land professional work relate to the physical spatial environment. This is important because it relates to **places** in which **people** live. With a focus on peri-urban areas the key land dynamics adjacent to African cities involve: Who owns what land; who are the key actors in acquisition; what is the value and the process of development; and importantly, how does peri-urban development emerge and then progress towards urban high density living (i.e. informal settlements/slums).

The context of this first workshop drew upon earlier FIG Commission 8 deliberations and activities (term 2006–2008) setting the scene for engagement of land professionals in the era of rapid and chaotic urbanisation, see FIG Publication no 42 on “Informal Settlements: The Road towards More Sustainable Places” and proceedings of the FIG Commission 8 Seminar on “Peri-Urban Development and the Role of Traditional Authorities and Land Professionals”, held at the GHIS annual conference, Accra, Ghana, February 2010). Through these activities the problem is stated as:

- migration of the rural population to cities
- inadequate supply of land for affordable housing
- growth of Informal settlements
- often cyclical development on peri urban land.

Above all these activities addressed the question: How to instigate change when change will be resisted?

Indeed, the emerging mind-set in the international community is undergoing change as the “Challenge of the Slums” is now evolving into understanding that these are catalysts of innovation and income generation. While conventional planners see such settlements as chaotic, to others they are viewed as organic. Informal settlements are now part of the sustainable solution with initiatives such as UN Habitat/GLTN approach on PILaR (Participatory and Inclusive Land Readjustment) and also Slum upgrading as announced by the Kenyan Government, during the UN Habitat Governing Council Session (April 2013), for the slum area Kibera in Nairobi to be regularised.



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*The slum area Kibera in Nairobi is about 250 ha and hosts more than a million people.*

## **Contents**

Using a highly participatory format, numerous breakout sessions fostered knowledge sharing gained from participant's experience. This is because the subject of informal settlements is very much at the forefront of urban living engrained in all aspects of society.

By the close of the two day discussion at the workshop in Mombasa, participants had sketched a range of tools, and after a vote, came to the conclusion that the single theme for documenting a tool was: How to Engage and Build Community Strengths as this applies to peri-urban water infrastructure routes; community participation, and specifically participatory forward planning to prevent informal settlements to emerge.

Ultimately, in peri-urban areas the impetus for change must be driven by the emerging community, and led by advocates such as land professionals who are well placed to act as change agents. Community-based regeneration is a demanding process. Local communities must take responsibility for their future and show the commitment to become a credible partner. Similarly, agency partners must learn to work in partnership with the local people.

Addressing this problem recognises that a lot of guidance already exists in relation slum prevention and slum upgrading. Therefore, instead of developing a new tool in this area there is perhaps more need for looking at how to engage land professionals in addressing the problem in cooperation and partnership with other stakeholders – that is to focus on land professionals taking the role as change agents in addressing the challenges of slum development in peri-urban areas.



Engagement at this level requires an output that will be driven by the need for land professionals to create an enabling environment and a focus on imparting knowledge. Consequently, capacity development in this regard should focus on advocacy, awareness creation, and knowledge sharing and dissemination, as well as skills for policy formulation and implementation.

The workshop considered that a difference could be made specifically in providing routes for water infrastructure by engaging with a range of stakeholders. Above all, surveyors can facilitate practices to implementing such developments.

To engage in a peri-urban context is about understanding the role of the state as the key player and essentially its role in being able to grant change or not. Informed by round-table feedback at the following FIG Working Week in Marrakech, May 2011, the resource book includes government as a key stakeholder in relation to influence and ownership of land. Because the challenges of slums are still overwhelming no one agency or key actor can overcome them if they act in isolation. It is for this reason that a sourcebook was devised as a tool to help surveyors take up their role as agents of change.

Consequently, the tool that could make a difference is about **how** to engage and build community strengths

## **Outcome**

Deliberations at the 2010 ATF workshop have contributed to the ATF Workshop Manual 2010–2014 by a Content and Process Handbook on: *Proactive Planning for Infrastructure in Peri-Urban Settlements: A Tool Book for Surveyors to Facilitate Environmental and Social Resilience*.

This has been developed in three parts:

- **PART 1** refers to **what** we are addressing in the context of peri-urban development. Part 1 is then setting the scene by stating the problem and how this may be addressed using existing handbook sources.
- **PART 2** addresses **engagement** with the key land stakeholder including all Sub-Saharan African State Governments.
- **PART 3** deals with **how** surveyors can act as change agents through engagement and building community strengths. This is designed as a Resource book drawing from “Planning for Your Community Sourcebook” developed by Alan Caldwell, UK.

The Handbook has been developed to encourage surveyors to act as agents of change to assist communities and their partners to plan effectively for their future as it relates to planning for infrastructure routes in peri-urban areas. The Handbook is:

- a practical source of ideas and suggestions – it is not a step-by-step guide
- a tool designed to help surveyors think through issues – it is not intended to offer ready-made answers or solutions
- a framework for action – it is not a prescriptive approach
- a starting point – it is not an end in itself.



*Lagos is one of the fastest growing cities in the world with huge slum areas expanding into the waters.*

The reason why this approach has been adopted is that preventing slums is a huge task. To remain within our limited resources required a process oriented approach, rather than rehearsing in detail literature already available. This also reflects the Mombasa workshops clear consensus on a partnership direction and participatory approach with key words including: partnerships and participation; Participatory action in the process; and above all Communication & Change Agents.

### **3 WORKSHOP CAPE TOWN, SOUTH AFRICA 2011**

The FIG Task Force (ATF) held its second Land Professionals Workshop on 1<sup>st</sup> –2<sup>nd</sup> December 2011 in Cape Town, South Africa. It deliberated the theme: “Building Resilience in the Profession.” This is linked into the MDGs Goal 3 (Promote Gender Equality and Empower Women) and Goal 8 (Building Global Partnerships).

#### **Context**

Within the theme of “**Practice**”, the resilience of the land professional is informed by the African context. The challenge for Africa is to harness economic growth to more equitable opportunities and income distribution. Recognising youth unemployment, this renders countries to become increasingly vulnerable to political and social instabilities. Africa must reap its demographic dividend to harness youth potential and create just and prosperous societies. This particularly includes women given the dearth of their representation in the profession.

The salient engagement issues arising from the land professional work relate to the challenge for Africa is to harness economic growth to more equitable opportunities and income distribution. Recognising that youth unemployment, this renders countries increasingly vulnerable to political and social instabilities. Africa must reap its demographic dividend to harness youth potential and create just and prosperous societies. This particularly includes women given the dearth of their representation in the profession.

As land professionals we need to consider seriously the impending age gap and to encourage new recruits to enter our profession. Our opportunity is to also target young people and women. Recognising and responding to the needs of this audience will build our professional resilience. Thus the problems are stated as:

- aging profile
- competing professional careers
- no outreach to people.

#### **Contents**

The 2-day Workshop was designed by adapting the appreciative Inquiry method that employs a particular way of asking questions and envisioning the future that fosters positive relationships and builds on the basic goodness in an organisation. Accordingly the design enabled deliberations to rapidly diagnosis essential to formulation of coherent strategies to target potentially new recruits and ongoing capacity development of

With a mixed audience, deliberations involved fun combined with serious considerations embedding into the workshop structure, thinking was categorised into: Performance and Technology, Partnerships & Communications, and Perceptions & Leadership:

Day 1 started by focused on discovering and dreaming, and provided a good foundation for understanding member associations’ recruitment activities as an entrance to



*Cape Town University 2011. Delegates activity; perceptions and technology.*

devise the needs of SMART tools. The afternoon provided an opportunity to understand perceptions and technology aided by Trimble Optrics (South Africa) leading to the subsequent tool design of visual photographic tools. Day 2 had the focus concentrated on partnerships and perceptions both leading to the roles of communication and leadership. In particular groups worked towards design and delivery of a suite of tools to enable the members to effectively recruit.

To engage and attract young people and women into the surveying profession could make a difference to member associations recruiting activities and thereby the future resilience of the profession in the years to come. The result is a number of photo tools and a further 6 draft multi lingual tool ideas capable of being used by member associations, recognising the need to differentiate between three audiences, see table below:

<b>Draft Tool Name</b>	<b>Target Audience</b>
Feet on the Ground	Young professionals
UTH Tube	Young professional
Geometre! Rêve des Jeunes	Secondary Schools & Undergraduates
Securing the Future	Employers Mentoring Young Surveyors
You can Shape the World	Young People

During the following roundtable at the FIG Working Week in Rome, May 2012, agreement was reached on those tools considered to be completed, and those needing to remain at the inception/ideas stage but remain as good ideas capable for subsequent member association development.

Above all, in terms of engagement, the key phrase was that communication featured both:

- the importance of articulating, in simple terms, the language of “land” in order that our profession is made accessible to all, and
- the importance of recruitment to start early by engaging with the high schools.

Engagement is likely to be based at the organisational level such as surveying associations, universities, mapping agencies, etc, for considering the resilience of the profession both in terms of up-to-date knowledge for existing professionals and also in terms of attracting sufficient and gender balanced number of new recruits. This should enable the surveying profession to sustain and further develop their role and serving societies and the African people.

## **Outcome**

Deliberations at the 2011 ATF workshop have contributed to the ATF Workshop Manual 2010–2014 by a Tool Book on: *Building Resilience in the Profession: An outline of innovative tools for member associations in Sub-Saharan Africa to engage with, and attract young people and women into the surveying profession.*

The workshop has delivered a concept tool kit that divides the ideas into:

- photographic tools to demonstrate the strategic benefit of joining the Land Profession
- a suite of ideas for tools that address a three target audience levels
- examples of current FIG member association marketing tools and strategies that may be used as templates.

In conclusion: land professionals acting as agents of change will be driven by the agenda of building resilience into the profession. The tools provided for this purpose can be used in their present format as well as being built upon to develop specific understandings and applications for specific national contexts within individual associations.



© Stig Eremark

Ghana 2010.

## 4 WORKSHOP ELMINA, GHANA 2012

The FIG Africa Task Force (ATF) held its second Land Professionals Workshop on 1<sup>st</sup> – 2<sup>nd</sup> December 2011 in Cape Town, South Africa. It deliberated the theme: “Building Resilience in the Profession.” This theme is linked to the MDGs Goal 7 (Ensuring Environmental Sustainability) and Goal 8 (Building Global Partnerships).

### **Context**

Within the theme of “**Partnerships**” there is a need for understanding how to engage on the national and geopolitical levels. This is in the most part because environmental degradation is also linked to Climate Change. Climate change is no more just a scientific theory — it’s an issue that threatens to affect development progress in the whole world. For many developing countries climate change issues are essentially development issues.

The thrust of the workshop recognises that the pace of the environmental agenda adds an urgency to our professional work. For clarity, environmental resilience here is defined as human impact that should not be greater than the environmental carrying capacity of the natural resource i.e. there is a critical level at which any given resource can no longer be replenished or maintained to a beneficial use.

The context of this workshop is concerned with the environmental agenda based on three key challenges:

- **Resources:** These are absolutely finite and are required to sustain and feed mankind.
- **Climate:** With droughts and floods as a result of changes in the planet’s climatic situation, this poses additional threats to man.
- **People:** there are inequities between different peoples and countries with regard to the issues of equal rights to land tenure, increasing incidence of land grab and other natural resources such as water, and the increasing urbanisation of our settlement patterns.

Inevitably the big environmental question and trends of our day is a geopolitical issue as well as an individual issue.

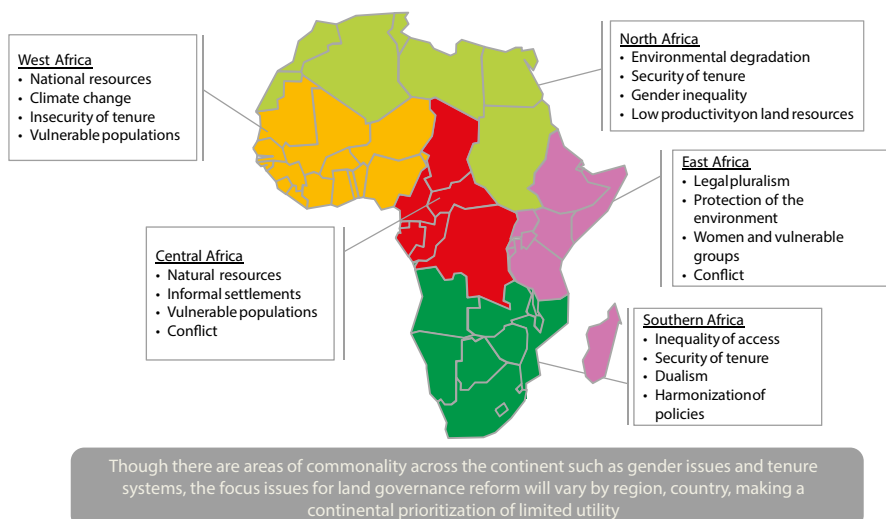
It is in this context that land professionals engagement will be to understand the political climate as well as engage and partner with their national and continental governance structures. Thus stating the problem as relating to Challenges in:

- land governance
- climate
- resources
- health & sanitation.

Adaptation to environmental degradation consist of taking measures that aim to mitigate, in this case land professionals to prepare themselves for the community and the negative effects of humans development actions, while taking advantage of the positive effects. We can for instance change the way we design and build roads, bridges and

## Land Issues: Complexity and diversity of land issues across the continent – continental prioritization of issues is problematic

Land governance priorities across regions



Source: Dalberg analysis

*Land Policy Initiative (AU 2013): Identified African Continent challenges.*

buildings so that they are more resilient to increasingly heavy storms. Recognising that there are dynamic global forces exerting pressures to change it is key to address the question: Where are we going? And how to mitigate against environmental degradation through land governance policies and land management actions?

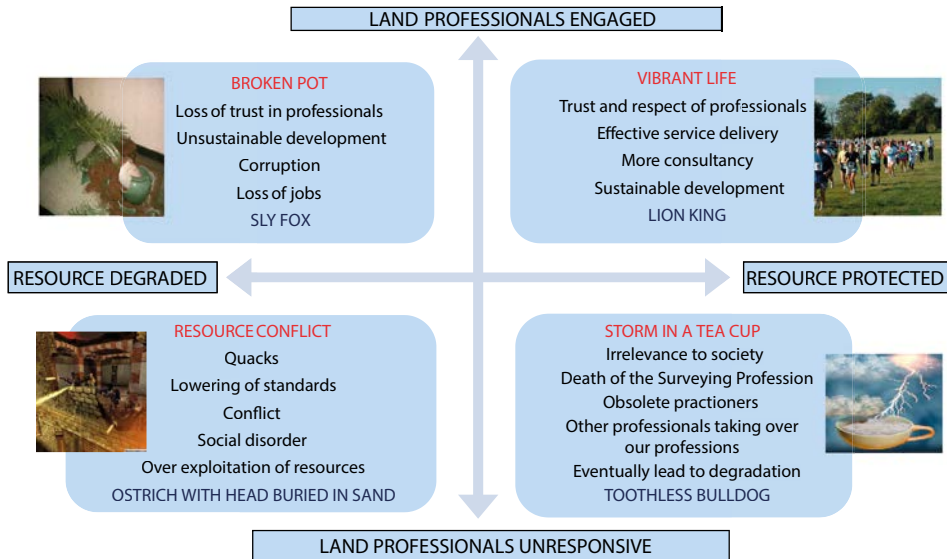
### **Contents**

The task force in Elmina seeks to develop Land professional's capacity through a strategic foresight exercise. This aims to develop and promote an "Agenda for Action for Land Professionals" to advocate change in approaches to land and resource development in support of good land governance, by addressing the Questions "Where the future path of the land professional lies, and What and How to go about preparing their next action steps over the next 20 years?"

With the deliberations concentrated around a Futures approach, such an approach offers a powerful means of exploring what might happen in the future and identifies strategic actions that might be taken today to prepare for prospective futures in our professional lives. It not only helps us to detect what is possible but, even more importantly to recognise what is desirable. It draws upon and adapts Strategic Foresight methodologies to a rapid futures appraisal approach to full blown scenario development.

Because engagement for environmental adaptation is not just an issue for government the private sector has an opportunity to contribute to the development and deployment of public adaptation solutions as well as preparing its own assets and operations

# NATURAL RESOURCE SECURITY: FOOD & WATER



*Elmina Workshop 2011: Scenario development.*

for anticipated climate change. This then requires capacity at all of the three levels (societal, organisational and individual) and associated skills.

Accordingly, six environmental themes were selected in which to develop scenarios for the future engagement of the land professional to challenge the resilience of our profession and protection of the environment:

- climate change
- natural resource security; food, water
- infrastructure; power, transport
- urbanisation & rural/urban migration
- biodiversity; landscape/nature protection
- mining resources.

This rapid “futures exercise” used the development of scenarios for participants to envision the future. Scenarios are compelling pictures of alternative possible futures. They are not predictions or forecasts, but stories that help us to imagine different occurrences and outcomes. Scenarios are *not* about predicting the future, but attempting to describe what is possible. This kind of scenario planning game was applied to define the key messages and ultimately the decisions that need to be taken to ensure land professionals are adequately prepared.



Clearly in a rapid scenario appraisal such as this, detailed work on adaptation cannot be made, but this workshop can be seen as the beginning. By providing exploratory and plausible scenarios will enable member associations to progress, adapt and apply this to their own specific nation contexts.

Environmental adaptation is not just an issue for government; the land professional sector has an opportunity to contribute to the development and deployment of public adaptation solutions. It is accepted that to reduce environmental impact as a result of human activities we need to change and adapt our practices. Adaptation to prevent environmental degradation consists of taking measures that aim to mitigate the negative effects of human land and natural resource development actions while taking advantage of the positive effectiveness.

### **Outcome**

Deliberations at the 2012 ATF workshop have contributed to the ATF Workshop Manual 2010–2014 by a Futures Book on *An Agenda for Action for Land Professionals*.

This Agenda includes recommendations on how to:

- develop professional skills necessary to address a range of environmental degradation issues
- develop required additional skills sets that will be needed, and
- develop the role of national professional associations to help land professionals to act as agents of change, in general to support good land governance, and in particular to attain the MDGs.



© Stig Erenmark

*Elmina Castle.*

This has been developed in three parts:

- Part 1: An agenda for action for:
  - land professionals
  - member associations.
- Part 2: Futures as a strategic foresight methodology.
- Part 3: A range of environmental scenarios.

In essence the Futures Book is addressing the originating strategic question. The next steps, drawing from this foresight exercise, is an Agenda for Action that outlines how land professionals are able to influence stakeholders of the need for key adaptations in land development and land use in order to mitigate potential degradation to land and natural resources in Sub-Saharan African nations.

It is hoped that this agenda will enable professionals to support and advocate practices contributing to the good land governance and potentially contribute to a Nation State Adaptation Strategy as these emerge in the upcoming years.

## 5 RECOMMENDATIONS AND CONCLUSION

The FIG Africa Task Force focus is on the African Surveying Profession and how it can best contribute to meet the key challenges of poverty alleviation, economic growth, and environmental sustainability. The key objective has been to enable the surveying profession in Sub-Saharan Africa to deal with social responsibility in terms of contributing to achieving the Millennium Development Goals.

While many African countries have registered significant advances during the past decade, overall the continent will miss the 2015 MDGs by a wide margin at the current rate. Meeting the 2015 MDGs is part of a larger commitment to achieving widespread poverty reduction and strengthening the foundation for sustainable development in Africa. This can only happen through an immediate and concerted push by African governments and international partners to meet the 2015 targets by narrowing inequalities. Not every country in Africa can reach every target – but every country can go further and faster.

From the workshop deliberations some key recommendations have been devised to propose the continuation of the philosophical and methodological approach of the FIG Africa Task Force. The task Force resolves that land professionals in Sub-Saharan Africa should build upon the current ATF term 2010–14 to continue to apply their collective knowledge and build their capacity to address the emerging post-2015 agenda that will supersede the current MDGs (2000–2015).

### **Recommendations**

It is imperative that African land professionals remain engaged in initiatives that will enable them to make a difference. Renewed commitment to continuing the ATF is crucial. For the first time, through the UN Post-2015 Agenda, Goals and targets specifically relating to land and societal development will be drafted; thus providing an excellent opportunity to optimise and continue the task force deliberations. This is encapsulated in the ATF Vision:

***By 2030 Africa land professionals will provide global thought leadership and promote professional leadership qualities amongst its members and within their associations.***

By fast-tracking efforts to contribute to the emerging UN Sustainable Development Goals the task force suggests that continued efforts are made to ensure that land professionals stay in centre of the land policy agenda for governments and multilateral organisations. To achieve this requires capacity and resilience of sufficient number of land professionals who are mindful of the need for foresight in their own profession as well as society at large.

**It is therefore recommended** that the work of the FIG Africa Task Force continues with an appropriate funded platform that enables capacity development for land professionals within three broad areas to make a difference. These three areas relate to three C's: Communication, Collaboration, and Communication as presented below.

## 1. Communication

- **Working to influence:** Despite the real gains made, after a decade of strong economic growth, there are still deep and enduring inequalities in evidence across the African continent. These inequalities are ethically indefensible, economically inefficient, and political destabilising
- **Support from public and private sector land professionals:** Africa as a region of immense potential, much of which is unfulfilled. With decisive and more transparent leadership and governance, the built environment can tangibly be constructed sustainably
- **Promote environmental resilience:** By nature, land professionals must be more optimistic, and the expectation is that they have the capacity and the innate human desire to survive and be successful from one generation to the next. A futures approach can help by encouraging people to engage with the issues, providing evidence and know-how and ensuing ways to sustain a better future.
- **Working with the young to delegate and mentor;** Experienced/older surveyors need to upgrade their delegation skills to allow the young to take responsibility in decision-making and thus expose them to processes and experiences. Mindful that mentorship, as a key skill leading to success, is recognising that both mentor and mentoree have to be tolerant and open.

## 2. Collaboration

- **Engage in the built and rural environment:** Development and economic progress are the best protection against climate change, but it must be a different sort of development that marries the outcomes with low carbon emission and climate resilient growth. To make residence/adaptation possible, governments need to agree funding for adaptation as part of a nationwide strategy, and to build up knowledge and experience of how to adapt to climate change.
- **Work to consider future trends, prepare and act responsibly positively:** Land professionals will use their resources to build knowledge and evidence of what works to enable poor people to adapt and to catalyse global action. Land professionals will champion new and innovative approaches in bilateral and multilateral finance, challenging those systems to be effective, innovative and results drive.
- **Understand and engage with historical context and traditional leaders:** Consideration to be given to traditional authorities: Merging the Chief's perspective of land governance with that of the international governance norms is an area to be considered for future deliberations, possibly allied with GLTN's initiative. Noting that this is extremely diverse and requires understanding the plurality of land governance systems in the traditional and statutory contexts, and is a collaborative opportunity for land professionals.
- **Cooperate with and assist international partners:** i.e. World Bank, Global Land Tool Network, and continental partners such as Africa Union Agencies as well as involving the FIG Corporate members where possible and practical.

### **3. Connectivity**

Ensure skills are developed that will reach out to all members of the public, private and civic communities. The agenda for the next FIG term could include:

- Gain further support from governments and continental agencies for our work in development.
- Work with lenders to secure a better balance of risk and reward for the African land professional.
- Work closely with land professional communities through FIG in particular on better management, regulation and measurement standards.
- Continue to embed our ethical standards with public and private sectors, and gain greater recognition of the role of land professionals in delivering sustainable living and workplaces.
- Continue to promote the economic importance of sustainable cities, while position African land professionals as the key choice in land and property sector including economic appraisal and project delivery.
- Continue to increase the influence of land professionals by ensuring continuing professional development (CPD) enabling us to hold a respected position on the land and property market.
- African member associations to deliver a good service to members through professional guidance and regular communication of top-notch profession-led regulation.

### ***In conclusion***

The FIG Africa Task Force process of participatory capacity development has enthused the workshop participants and enabled them to facilitate the process of further empowering the surveying profession in Sub-Saharan Africa to cope with their professional and social responsibilities. Importantly, for individuals the workshop provoked some thoughts and sparked imagination, and for member associations, most of all, the workshop has started an earnest and continuing conversation about the future of the profession in an advocacy role, and especially the opportunity to be taken up by the member associations.

The maturing of the workshop participants in the knowledge sharing process was demonstrable. At the third workshop, when posing the question: What path would you, as land professionals, choose for the future for you and your profession over the next 20 years? The resounding agreement from all participants was: To engage to make a difference. And to another question: How do you go about preparing your actions? The response was: To continue with fora such as this, underpinned by the sentiment that:

*Working with communities to identify the road ahead can contribute to a socially cohesive approach within society. Surveyors should move on from passive acceptance of the situation to active engagement to drive toward meaningful solutions.*



## APPENDIX

### A. *Abridged Terms of Reference*

The task force focus is on the African Surveying Profession and how it can best contribute to meet the key challenges of poverty alleviation, economic growth, and environmental sustainability.

The key purpose is to enable the surveying profession in Sub-Saharan Africa to deal with social responsibility in terms of contributing to achieving the MDGs. In this regard, the role of the surveyors as change agents engaging with the politicians is important. This relates to the professional status of surveyors that in turn is based on the principles of social responsibility and justice.

The task force will consider and present new and creative tools to revitalise and strengthen members within Sub-Saharan Africa. The focus will be on building the capacity of the surveying association and individual surveyors to act as agents of positive change and encourage the process of development and growth for the benefit of Africa and its people.

Recent good examples of such approaches can be found in Kenya and Ghana. Within the framework of Professional Development and Ethics the task force will look at developing capacity and relevant tools in three key areas:

- **Peri-urban development** – to develop tools to plan for access rights to sanitation and water infrastructure in emerging informal settlements, and thereby also complimenting the current FIG efforts to increase access to secure tenure
- **Environmental resilience** – to develop tools for responding to local natural resource environmental degradation by integrating the principles of sustainable development into all stages of the building cycle process and by encouraging practices to stem the loss of environmental resources
- **Recruitment and involvement of young surveyors and women** – concentrating on ways and means to breaking down entry barriers for young people and women

### **Timetable and Working Programme**

The task force was established at the FIG Working Week in Eilat, Israel, May 2009. The term of this task force is exceptionally 2009–2014. A mid-term report will be presented at the FIG Working Week in Rome 2012 and the final recommendations will be presented in a FIG publication to be launched at the FIG Congress 2014 in Kuala Lumpur.

## B. Workshop Manual 2010–2014 – Tool contents lists

The Workshop Manual 2010–2014 as a ring binder has been made is available for all FIG Sub-Saharan member organisations. The Manual is also available online at the FIG Africa Task force website at [www.fig.net/tf/africa](http://www.fig.net/tf/africa).

# Mombasa Tool Book



## PART 1 – SETTING THE SCENE (What)

- Stating the problem
- Addressing the problem
- Engaging in the problem
- References

## PART 2 – RESOURCE BOOK (How)

1. Introduction
2. What is a community plan
3. Roles and Responsibilities
4. Stakeholders
5. Project planning checklist
6. Implementing your plan
7. Sources of Information
8. Case Study Material

African Task Force – Tool Concept



Mombasa 2010.



# Cape Town Tool Box



- Tool Kit Introduction
  - What is it?
  - Who should use it?
  - About and how to use this manual
- PART 1 – Developing Photo Marketing Tools
- PART 2 – A Range of Tools
  
- Populated by: Fact sheets, PPT, Templates and Ideas for further development
- Member Association Strategies



African Task Force [www.fig.net/tf/africa](http://www.fig.net/tf/africa)



Cape Town 2011.

# Elmina Futures



## PART 1: AN AGENDA FOR ACTION

- Land professionals
- Member Associations

## PART 2: STRATEGIC FORESIGHT

## PART 3. RANGE OF ENVIRONMENTAL SCENARIOS

## PART 4: WHAT THIS MEANS

African Task Force – Elmina



Elmina 2012.

### **C. Workshop programmes and proceedings**

The programme and proceedings for each of the three workshops are available at the FIG Africa Task Force web site at [www.fig.net/tf/africa](http://www.fig.net/tf/africa).

### **D. List of participants**

It is recognised that the outcome of the FIG Africa Task Force is a result of the participatory approach as applied for each of the three workshops. Therefore, the full list of participants for each workshop is presented below:

#### **Workshop Mombassa, Kenya, November 2010**

##### **FACILITATORS**

Diane Dumashie  
M. Barry  
K. Tenadu

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Eugene Siloyo  
Teta Isibo  
Heinz R  ther  
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Joel Odhiambo  
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Samuel NGUEMA ONDO  
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Stephen Djaba  
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Akin Olawore  
David Ishaya  
Angela Etuonovbe  
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Munyi Munene  
Rahab Wanjohi  
George Oner

## Workshop Cape Town, South Africa, November 2011

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Paul Marshall  
Keith & Rita Hofgartner  
Soraya Shaffie

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Shayne Ayford  
Bronwyn McClement  
Cobus Botha

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David Ishaya  
Winston Ayeni – Presenter  
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Eugen Etuonovbe – Presenter

Samba Ndongo  
Samuel Nguema Ondo Obiang  
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Jocelyn Makena – Presenter  
Seraphin Matshitshii Gakodi  
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### SOUTH AFRICA

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Kevin Musungu  
Sarah Nkodi  
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Susuana Ayettey  
Soni Stella  
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Winifred Nyanor  
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## ABOUT THE AUTHOR



**Diane Dumashie** is chair of the FIG Africa Task Force. She is a doctor in land economics and coastal planning and is managing director of Dumashie Ltd., delivering land economic projects for both South West regional UK and Africa public sector clients, in commercial land use development & regeneration, community & gender access rights and coastal policy and business. She has been substantially involved in the Royal Institution of Chartered Surveyors (RICS) with being head of delegation to FIG. Board appointments include: UN Habitat Advisory Group on Gender Initiatives, Chairman RICS delegation to Federation of International Surveyors (FIG), RICS Governing Council Board, Chairman FIG Africa Task Force; and former Boards – RICS Presidents Commission on Climatic Disaster Management Chairman, RICS Regional and Local Association Boards, RICS Environment Professional Group, Chair FIG Commission 8 on spatial planning and economic development 2002–2010. She is a well-known international expert in the areas of African land issues, land and property development and economic regeneration as well as related institutional building & training facilitation by establishing ‘Leadership 4 Change’ for African Land professionals and community groups. She has published in these areas and undertaken consultancies for UN Habitat and World Bank.

## FIG PUBLICATIONS

The FIG publications are divided into four categories. This should assist members and other users to identify the profile and purpose of the various publications.

### FIG Policy Statements

FIG Policy Statements include political declarations and recommendations endorsed by the FIG General Assembly. They are prepared to explain FIG policies on important topics to politicians, government agencies and other decision makers, as well as surveyors and other professionals.

### FIG Guides

FIG Guides are technical or managerial guidelines endorsed by the Council and recorded by the General Assembly. They are prepared to deal with topical professional issues and provide guidance for the surveying profession and relevant partners.

### FIG Reports

FIG Reports are technical reports representing the outcomes from scientific meetings and Commission working groups. The reports are approved by the Council and include valuable information on specific topics of relevance to the profession, members and individual surveyors.

### FIG Regulations

FIG Regulations include statutes, internal rules and work plans adopted by the FIG organisation.

### List of FIG publications

For an up-to-date list of publications, please visit [www.fig.net/pub/figpub](http://www.fig.net/pub/figpub)

## ABOUT FIG



International Federation of Surveyors is the premier international organization representing the interests of surveyors worldwide. It is a federation of the national member associations and covers the whole range of professional fields within the global surveying community. It provides an international forum for discussion and development aiming to promote professional practice and standards.

FIG was founded in 1878 in Paris and was first known as the *Fédération Internationale des Géomètres* (FIG). This has become anglicized to the *International Federation of Surveyors* (FIG). It is a United Nations and World Bank Group recognized non-government organization (NGO), representing a membership from 120 plus countries throughout the world, and its aim is to ensure that the disciplines of surveying and all who practise them meet the needs of the markets and communities that they serve.





The FIG Africa Task Force focus is on the African Surveying Profession and how it can best contribute to meet the key challenges of poverty alleviation, economic growth, and environmental sustainability. The key objective has been to enable the surveying profession in Sub-Saharan Africa to deal with social responsibility in terms of contributing to achieving the Millennium Development Goals.

Three key themes were selected: peri-urban development; environmental resilience; and recruitment and involvement of young surveyors and women. Each theme was addressed in a workshop with a highly participatory design, followed by development of innovative and tangible tools for action. The outcome is presented in volume entitled Africa Task Force: Workshop Manual 2010–2014. Each of the workshops emphasised the importance of good land governance and the role of the African Surveying Profession in contributing to meeting the key challenges of poverty alleviation, economic growth, and environmental sustainability.

It is hoped that this publication – and the guidelines and tools presented in the Workshop Manual – will enable further development of the capacity of the African surveying associations and individual surveyors to act as agents of positive change, to interact with politicians and the wider community, and encourage the process of development and growth for the benefit of Africa and its people. This also relates to the professional ethics and status of surveyors that in turn is based on the principles of social responsibility and justice.