

# The Africa Regional Network



2015–2018



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Chair Africa FIG Regional Network

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Front cover photos from left to right: Informal settlement in Lagos, Nigeria  
(Stig Enemark), Women Farmers in Northern Ghana (Diane Dumashie), Nairobi  
(Google image).

Back cover photo: A fishing community in West Coast Ghana (Diane Dumashie).

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# CONTENTS

<b>FOREWORD</b> .....	5
<b>EXECUTIVE SUMMARY</b> .....	6
<b>1 THE BEGINNING: 2009–2014</b> .....	7
<b>2 THE GROWTH OF AN AFRICA REGIONAL FOCUS: 2015–2017</b> .....	8
<b>3 REGIONAL WORKSHOPS 2015–17</b> .....	9
3.1 Workshop East Africa, Lukenya, Nairobi, Kenya, 8–10 Nov 2015 .....	10
Workshop Organisation .....	10
Workshop Deliberations .....	10
Workshop Outcome .....	12
3.2 Workshop West Africa, Abidjan, Ivory Coast ,16–18 Nov 2016 .....	13
Workshop Organisation .....	13
Workshop Deliberations .....	14
Workshop Outcome .....	15
3.3 Workshop East Africa, Musanze, Rwanda 20–22 Nov 2017 .....	16
Workshop Organisation .....	16
Workshop Deliberations .....	16
Workshop Outcome .....	17
<b>4 CONTINUING TO BUILD FOR THE FUTURE: 2017</b> .....	19
<b>5 LOOKING TO THE FUTURE 2019+</b> .....	21
<b>APPENDIX</b> .....	22
Workshop East Africa, Lukenya, Nairobi, Kenya, 8–10 Nov 2015 .....	24
Workshop West Africa, Abidjan, Ivory Coast,16–18 Nov 2016 .....	25
Workshop East Africa, Musanze, Rwanda, 20–22 Nov 2017 .....	26
<b>ABOUT THE AUTHOR</b> .....	27



## FOREWORD

This publication presents the aim and objectives of the Africa FIG Regional Capacity Development Network over an 8 year period, with a focus on the activities undertaken during 2015–2018.

The Africa FIG Regional Network (ARN) was established 2014 as a continuation of the Africa Task Force (2008–2014) in order to build on the success of providing a participatory platform for capacity development and engagement within the Africa land professional community, and with an aim of contributing to meeting the key challenges of poverty alleviation, economic growth and environmental sustainability.

The ARN mission relates to building a strong and successful network, recognising collaborative learning, and providing an adaptive template for African land professionals to become influential agents of change.

Dr. Diane Dumashie (RICS, United Kingdom) has chaired the ARN, led and organised its activities. Supported by members of the Steering Group, the work has been guided by a Strategy Framework 2015–2018 (Appendix A).

This publication represents the overall vision and mission of the ARN as well as the outcome of the three workshop activities over the period 2015- 2018. African member associations collaborated with the ARN to deliver three workshops. Each of the workshops focused on a specific theme relating to the future challenges of Africa land professional community. In this regard, the Regional Capacity Network and FIG Council are grateful for and appreciates the logistical support provided during 2015–17 by the three FIG Member hosts: Kenya Institution of Surveyors, De L'Ordre des Geometres-Experts de Cote d'Ivoire / Fédération des Géomètres Francophones and INES-Ruhengeri Institute of Applied Science

FIG wants to convey our sincere thanks to Dr. Diane Dumashie for her leadership and to the ARN Steering Group for their efforts in realizing the objectives and purpose of the ARN over 2015–2018. Finally, we acknowledge and sincerely thank the inspiration and efforts of the participants of the workshops that ensured the success through their enthusiastic and active participation.

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

**Prof. Dr. Chryssy Potsiou**

*FIG President (2015–18)*

**Dr. Diane Dumashie**

*FIG Vice-President (2015–2018)*

## EXECUTIVE SUMMARY

The International Federation of Surveyors (FIG), Africa Regional Network leads professionals' prosperity across Africa by helping land professionals to build their capacity to become meaningfully engaged in societal development.

This publication overviews the development of the network since its inception in 2009 to the present day and the vision beyond. It highlights how the Africa FIG Regional Network (ARN) has successfully overcome the challenges of bringing together, land professionals from across the African continent to work and to share knowledge, discuss technological changes and build and increase their professional skills.

FIG established an African Regional Capacity Network emanating from the four-year intervention program, the Africa Task Force (ATF 2009–2014). Amongst other things the ARN was asked to deliver a clear direction for African member associations and African land professionals on the international stage. The ARN enables a platform that has a mainstreaming strategy to ensure that strategic stakeholder groups are fully involved including young professionals, Anglo and Franco-phone land professionals as well as the main cohort of Membership Associations.

The Africa FIG Regional Network is a platform with a flexible approach and able to respond to global trends, change and opportunities. It heralds a new type of relationship between the Member Association and their respective regions. The ARN thereby offers the opportunity for big picture thinking which transcends administrative boundaries and is a way of building a more prosperous and dynamic profession. (See FIG web site [http://www.fig.net/organisation/networks/capacity\\_development/africa/index.asp](http://www.fig.net/organisation/networks/capacity_development/africa/index.asp).)

The outcome and result of the network over the past 8 years has enabled the model to act as a template for other FIG member associations and land professionals in other global regions, and accordingly in 2016 the FIG Regional Capacity Network was pleased to include the Asia Pacific Region.

This is a journey of a successful network of land professionals teaching each other; but also learning from each other and importantly learning to collaborate across the generations that are now found in the workplace. The ARN has set a new trend in networking and collaboration that is predicated upon sharing, and commitments and providing the basis of how our future young generation will be involved in the African profession.

How this has been achieved is overviewed according to key milestones in the evolution of the network: First, the network's beginning is presented next, a growing regional focus, this is followed by the salient points arising from the ARN workshop during 2015–17. Then some reflections are presented on how the ARN has managed to deliver success, and finally some observations on the future of the ARN into the next FIG term 2019+.

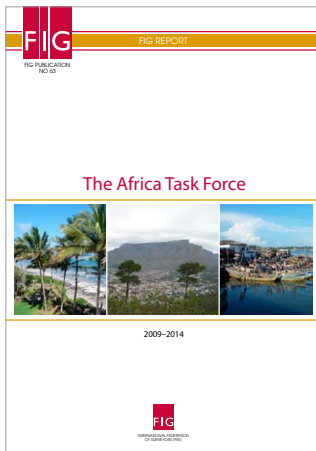


# 1 THE BEGINNING: 2009–2014

During the FIG term 2009–14 the Africa Task Force was asked and did successfully deliver a clear direction for African members Associations to actively increase their presence in FIG, and raise the profile of both African land professionals as well as the wider FIG land community on the international stage.

The FIG Africa Task Force was established to address the challenges that sub-Saharan African FIG Member Associations face in addressing their capacity issues with a specific emphasise on 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.

Guided through participatory workshops, that were individually designed and developed, the African land professional community considered, and presented new and creative tools to revitalise and strengthen members and their organisations within Sub Saharan Africa. The focus has been be 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.



Importantly, there was unprecedented engagement over 4 years, that involved a significant number of professionals drawn from across the continent, with over 140 attendees from 12 Member Associations, in addition to Academic and Corporate Members. The outreach was wide both across the continent and also included three FIG annual Working Week roundtables, two FIG Congresses and engaging key pan-African communication platforms (e.g. African Union). This is documented in FIG Publication No. 63 (available at <http://www.fig.net/resources/publications/figpub/index.asp>).

Driven by this significant momentum a strong African network has been created and traction for more to be done begun to take hold. Notably, the participants increasingly become more engaged within the FIG community, and taken on key roles of leadership.

Ultimately, the Task Force activity should be seen as a capacity development process. The intention to build capacity has indeed occurred), and has resolved in a consensual view and some clearly articulated recommendations providing a focused way forward for the African Member Associations Vision 2030, that:

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

## 2 THE GROWTH OF AN AFRICA REGIONAL FOCUS: 2015–2017

Drawing from the clear direction emerging from the period 2009–14, it was proposed that the ARN should continue the philosophical and methodological approach post 2015. In short, this process of participatory capacity development enthused the workshop participants and enabled them to facilitate the process of further empowering the surveying profession in Sub-Sahara Africa and to encourage their professional and social responsibilities.

The ARN mission is to:

- Be a **strong and successful network**, with strong Member Associations leadership offering a collaborative networking platform that benefits individual members and in turn society at large,
- Recognising **collaborative working**, that no economy is isolated, and no single organisation can bring economic prosperity to the land profession, and above all,
- **Provided an adaptive template** for land professional's regional groupings to pursue their own regional agendas to support land professionals in their quest to become influential agents of change.

During the current term (2015–18), the key purpose has been to continue to enable the surveying profession in Sub Saharan Africa to deal with social responsibility by applying their collective knowledge and build their capacity to address the UN 2030 agenda and other global initiatives such as the Voluntary Guidelines (VGGTs) and the New Urban Agenda.

Within the framework of professional development and ethics, the network has considered and presented new and creative tools focussing on three themes including: Youth and diversity in the workplace, the VGGT's and finally, strategic infrastructure networks in rural and urban environments. In this regard, the role of the surveyors as change agents engaging with the politicians, policy makers and development practitioners is important.

Diversity and working across the workplace generations is of utmost importance. This requires a network that is inclusive, collaborative, communicative and diverse. This has formed the mode of operations during the current term (2015–18).



*17 Sustainable Development Goals.*

### 3 REGIONAL WORKSHOPS 2015–17

In order to provide valuable input for the network's activities over the term 2015–2018, a series of thematic regional workshops have been arranged in Africa between each FIG Working Week. Moreover, the impressive engagement involved a number of professionals drawn from across the continent, with over 120 attendees from 9 African Member Associations.

These annual workshops have developed tools and ideas for use by the member associations and validated at roundtable discussions held at the following FIG Working weeks. Accordingly, workshops were held in Kenya (2015), Ivory Coast (2016) and Rwanda (2017).

The workshops focused on selected issues of the 2030 global agenda and the role of African land professionals in contribution to achieving this agenda. Noting that in the period 2009–14 the focus was in the context of the Millennium Development Goals (MDGs), this was replaced by the Sustainable Development Goals (SDGs) with a new opportunity for the land agenda to be visible on the global governance agenda. The SDGs provide a global set of 17 Goals and 169 target that UN member states are committed to use to frame their national agenda and policies over the next 15 years (2016–2030). The goals are action oriented, global in nature and universally applicable.

While the MDGs did not mention land directly, the new SDGs include six goals with a significant land component mentioned in some of the targets. Specifically, Goal 1 is about ending poverty in all its forms everywhere, and target 1.4 calls for secure land rights for all. The land component is also present in Goal 2, target 3, on ending hunger, and, more generally in Goal 5 on gender equity, Goal 11 on sustainable cities, Goal 15 on life on land, and Goal 16 on peace, justice and strong institutions.

It should be recognised, that, next to the SDGs, the wider global agenda includes a range of global issues such as responsible governance of tenure, human rights and equity, climate change and natural disasters, rapid urbanisation, and land conflict situations.

The SDGs and the wider land governance agenda will never be achieved without having good land governance and well-functioning countrywide land administration systems in place. This directly points to the land professional and their societally responsibilities



*The wider global agenda of the SDGs, the VGGTs and the NUA is addressed respectively in the three workshops.*

### 3.1 Workshop East Africa, Lukenya, Nairobi, Kenya, 8–10 Nov 2015



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THOMSON  
REUTERS

#### Workshop Organisation

Drawing upon the theme agreed in ARN's terms of reference, and ratified by General Assembly, the 2015 workshop: **Challenges and Opportunities in Facing the SDG's: Generational Diversity and Technology in the Land Professionals Sector** was held in Lukenya, Nairobi, Kenya 8–10 November 2016. ARN invited the Institution of Kenyan Surveyors (ISK), to host the ARN workshop, noting that ISK a regular contributor to FIG activities. This workshop relates specifically to Goal 5.

Vice President Diane Dumashie chaired the meeting and designed and facilitated the training workshop. From the FIG family, the chair was assisted by Honorary FIG President Professor Stig Enemark delivering a key note lecture. Importantly ARN collaborated with the Young Surveyors from West Africa, led by Pamela Agbonika (FIG Africa YSN). Further, the workshop sponsor, Thomson Reuters, was led by Gasant Jacobs (Thomson Reuters Regional Business Director).

#### Workshop Deliberations

The 2015 workshop theme, Intergenerational Diversity, aimed to develop awareness among member associations of the significant changing trends in the workplace, and the ways of adapting to the changes for the benefit of the profession and society.

Considering the SDGs and the ethics that underpin everything land professionals do, the workshop was informed by two topics that affect the economic sustainability of professional land businesses and society. First, generational diversity in the workplace and the need to attract and retain talent to ensure viability. Secondly, complementing the current FIG work plan, the theme of managing Big Data and understanding its relevance to the SDGs in geospatial and urban practices. This facilitated a focus on identifying priorities in the workplace, seen through the lens of Big Data and technology, and examining the impact on society as measured by the SDGs.

Participatory group work blended and combined with the mentoring activity that was spearheaded by the FIG Young Surveyors Africa Network. The participant group work explored an agenda for action that developed to address the following:

**Generational diversity:** To attract young talent, our profession has to remain relevant and attractive to future generations. Younger land professionals, who have grown up with social media and digital technology, are quick to take up new approaches to work. Also, with people choosing to work past the usual retirement age, this can result in four generations together in the workplace. Consequently, greater intergenerational understanding is paramount.

**Technology development:** A technological revolution is driving demand for key data analytics and related skills for existing land and property professionals. The way land business is conducted is changing, and data management allows comprehensive management of the land administration life cycle, i.e. survey through to valuation. Above all, the importance of all our disciplines in land and property was stressed.

The afternoon of day two concentrated on participants' understanding of technological advancements across society and Big Data. Gasant Jacobs (Thomson Reuters Regional Business Director) lead an exciting afternoon discussion, the introduction provided by a Aarti Shah (Thomson Reuters Head of Government Relations: Africa), while Gasant continued to present the Big Data and technology storyline and, crucially, its impact on the surveying profession and the emerging educational trends. Without measurements, we are guessing. The question "How big is Big Data?" is a moving answer – what is big today may not be big tomorrow. The collection, sharing and analysis of data is important for the success of the SDGs.

The final presentation, by Honorary FIG President Professor Stig Enemark, outlined what the SDGs may mean to land professionals. His address was important, as it drew from the network's deliberations in 2014 that land professionals in sub-Saharan Africa should continue to apply their collective knowledge and build their capacity to address the emerging United Nations post-2015 development agenda of SDGs.

Diane Dumashie



*ARN Workshop participants.*

Diane Dumashie



*A woman farmer from Northern Ghana.*



## Workshop Outcome

The workshop led to each group drafting an agenda for action. Subsequently roundtable discussions were held at the FIG Working Week in Christchurch (May 2016) enabling the final documents to be uploaded to the website. The outcome of the two days' deliberations resulted in work that:

- Expressed a call for action for the next five-year period
- Enabled member associations to help their members to acknowledge intergenerational diversity in the work place
- Identified priority areas that will affect those operating in the land professional sector across Africa, such as mentoring
- Sought to build on awareness of the increasing use of Big Data management in the workplace and of the contribution land professionals should make to the SDG land targets
- Led to a draft communique on the YSN mentoring development programme by the Young Surveyors Network in Africa.

In conclusion, the profession needs to build a reputation showing that it is valued and can (and does) offer exciting careers with a social purpose. Therefore, it needs to attract the best and the brightest, regardless of where they come from, because this will be the only way the profession to significantly evolve.



### 3.2 Workshop West Africa, Abidjan, Ivory Coast ,16–18 Nov 2016

Partnered with Fédération des Géomètres Francophones



#### Workshop Organisation

Drawing upon the theme agreed in ARN's terms of reference, and ratified by General Assembly, the 2016 workshop: ***A time to Improve Land Governance: How the Land Professionals can support the implementation of The Voluntary Guidelines on the Governance of Tenure (VGGT)*** was held in Abidjan, Ivory Coast 16–18 November 2016. This workshop relates specifically to SDGs

Goal 1 on ending poverty and the Voluntary Guidelines for Responsible Governance of Tenure (VGGT's).

In 2016, the ARN sought to partner with a sister organisation, and the opportunity arose to cooperate with President François Mazuyer, Fédération des Géomètres Francophones (FGF) who were scheduled to hold their annual African conference. Logistically support was provided by L'Ordre des Geometres-Experts de Cote d'Ivoire (OGECI).

The ARN program was designed in parallel with FGF activities, ensuring that we came together at various stages to join across Anglophone and Francophone networks, exposing land professionals to a greater and diverse number of people, and thereby creating an informative and productive meeting. It complemented the FGF conference theme: "Land management and sustainable development, which solutions for developing countries". The FGF conference was attended by land professionals and exhibitors from across Francophone Africa.

Diane Dumastie



FGF and ARN conference Banner.



*Women on their Farm.*

The ARN workshop brought together 39 land professionals over the 2 day workshop, participants were drawn from several Anglophone and Francophone African nations with expertise across the range of land professional disciplines within FIG membership.

Vice President Diane Dumashie chaired the meeting and designed and facilitated the training workshop. From the FIG family, the chair was assisted by Stephen Djaba (Geotech Ghana), Robinson Ndwiga Murithi (GEBSCO Kenya), and Yacoba Hamed Dagnoko (OGECI) who was indispensably on logistics. Importantly ARN collaborated with the Young Surveyors from West Africa, led on this occasion by Yusuf Aro-Lambo, Adama Sarr, Daniel Brown and Chuck Onwuzuligbo.

The network welcomed Dr W. Odame Larbi, FAO Africa (on secondment from AU LPI) who supported our deliberations.

### **Workshop Deliberations**

The workshop focus sought to build the future resilience into land professional practices to improve governance of tenure by understanding the implementation opportunities referenced in the VGGTs that will ensure that people benefit from secure and equitable tenure rights. The key objective is to communicate action-orientated messages to multi-stakeholders of how land professionals can assist to improve governance of tenure drawing upon the VGGT principles.

The VGGTs are important. As an international soft law there is consensus that equitable land governance and tenure security for all is the foundation for sustainable economic development. All participants recognised this and were expected to identify what they might do in their own place of work. The outcomes were further discussed at the FIG ARN roundtable held at the 2017 FIG working week in Helsinki.

Over the two days, the participants' task was to apply the VGGT principles by addressing ideas using a digital communication platform to develop messages for a statement for action, and to explore leadership skills within their own communities.



## Workshop Outcome

The workshop successfully provoked thought and stimulated debate, along with achieving the following objectives:

- To raise awareness by coming together to consider the opportunity land professionals could make to improving governance of tenure by implementing the VGGT principles
- To add value for participants through a learning experience to enable them to act as agents of change
- To provide succinct messaging that will enable the compilation of a African land professionals VGGT statement for action
- A final draft document was uploaded on the website in preparation for the roundtable discussion at the Working Week in Helsinki Finland June 2017.

The group's video messages can be viewed at the ARN web site [http://www.fig.net/organisation/networks/capacity\\_development/africa/events/2016\\_abidjan/index.asp](http://www.fig.net/organisation/networks/capacity_development/africa/events/2016_abidjan/index.asp).



*Young Surveyor workshop participants at ARN 2016.*

### 3.3 Workshop East Africa, Musanze, Rwanda 20–22 Nov 2017



#### Workshop Organisation

Drawing upon the theme agreed in ARN's terms of reference, and ratified by General Assembly, the 2017 workshop: ***Challenges and opportunities in facing SDG 11 – Urban & Rural linkages: What does it take for land professionals to lead and support Nation state's infrastructure endeavours.***

ARN invited INES – Ruhengeri, to host the ARN workshop that was held at INES campus in Musanze, Rwanda 20–22 November 2017. This workshop relates specifically to Goal 11 and the UN Habitat, New Urban Agenda (NUA).

Sponsored by



#### Workshop Deliberations

The workshop focus sought to explore the connection between international land governance initiatives that will apply to societal economic resilience through the advancement of large scale infrastructure projects. Accordingly, the focus linked the global trend of urbanisation specifically to SDG 11 (Cities), and also to recognise that infrastructure is one of the first key investments.

This led to our focus upon the provision of physical assets to maintain a positive relationship between the urban and rural areas. Ultimately, the workshop seeks to build land professionals awareness and confidence to lead strategic change and make a positive impact, achieved through understanding:

- **Trends:** to improve and recognise the nature of urbanisation in the context of SDGs Goal 11 and infrastructure, and recap on what it means for good governance,
- **Talent:** to be more familiar with the nature of leadership: theory and applied, enabling a clear understanding of personal skill development,
- **Technology:** to expose delegates to the role of geospatial technology innovations for land tenure security and land management in East Africa and led by ESRI Rwanda.

In the context of trends, the participants considered first, the opportunity land professionals could make to improve the delivery of critical infrastructure and second recognising the extent of their own land professional skill sets (and also of other professions) to provide sustainable infrastructure projects that are inclusive in the community communication approaches and ultimately contribute to resilient livelihoods.

Engaging and participation is an important design feature of the ARN workshops. Accordingly, to make tangible the issues that might arise, groups were divided into infrastructure sub sectors including: national roads, railway, water schemes, renewable energy, airports, and telecom/ digital, focusing on our role in the context of the SDGs Goal11.



*Deliberations included group work that considered:*

**How:** The land and property professional engages with People in their Places, in the context of urban and the rural areas through infrastructure networks and thus ensuring societal beneficial development. Noting that urban and rural linkage is about the network between these areas and what goes on in-between.

**What:** Articulating what this means, and thus developing an outline for a stakeholder engagement methodology that is capable of informing appropriate practices and can be disseminated by member associations for land professionals.

In the context of technology, Kasper Kundert (ESRI – Rwanda) focused on technology and the role of geospatial technology innovations for land tenure security and land management in East Africa. Featured prominently was the Geoportals development and operationalisation at the Rwandan Authorities, as well as “its4land” – a current consortium approach seeking to deliver an innovative suite of land tenure recording tools that responds to sub Saharan Africa’s immense challenge of rapidly and cheaply mapping millions of unrecognized land rights in the region.

### **Workshop Outcome**

The workshop successfully provoked thought and stimulated debate, by:

- Raising awareness by coming together to consider the skill opportunity for intervention in large scale infrastructure assets,
- Adding value for participants through a learning experience to consider thought leadership, transformational trends,
- Being exposed to geospatial technological innovations for land tenure in East Africa, and
- Exploring how the profession may take a step-up to lead and promote the implement of networked infrastructure in the rural and urban environments to benefit society.



*A view from Addis Ababa, Ethiopia.*

The engagement strategies are further considered at the 2018 roundtable meeting held during the FIG Congress week, Istanbul, Turkey, and reported at [http://www.fig.net/organisation/networks/capacity\\_development/africa/events/2017](http://www.fig.net/organisation/networks/capacity_development/africa/events/2017).

## 4 CONTINUING TO BUILD FOR THE FUTURE: 2017

The ARN has successfully overcome the challenges of cross African continental working to share knowledge, technological transfer and enable African land professionals to develop their capacity. Reflecting on this, several directive issues have emerged. These issues listed are: a strategic approach, next engaging with our key stakeholders, sharing knowledge, and finally, structuring a resilient leadership.

*First, recognising the need for a strategic approach:*

The ARN has enabled a strongly performing, productive network, whilst harnessing professional knowledge in Africa's special contextual environment. Accordingly, the network devised a stagey framework in which to operate, with a focus to:

- Lead, develop and build strong partnership within the global FIG family and especially within the African region.
- Build on the strengths of the network to provide annual innovative and participatory platforms to share existing and build new capacity with the help of outstanding Africa educational institutions and Member Associations.
- Work with member associations to better align them to the regional issues, support their growth, and encourage operational understanding of the markets within the wider region and become financially resilient.
- Create a network friendly culture and make it easier to organise regular participatory meetings and to promote active engagement through other media.
- Provide opportunities to learn from colleagues from different African cultures, work backgrounds and with experience from different countries with different social, economic and legal systems.
- Build upon the existing capability of professionals and develop a deep understanding of the opportunities for professional growth that ultimately aid society.
- Promote innovative means to learn, network and to enhance the satisfaction of professionals within member associations and thereby to take the profession towards a more resilient, knowledge intensive economy.
- Empower all professionals to consciously work to bridge existing gender and generation gaps within the profession.

*Second, engaging with key stakeholder groups:*

It was realised early on that any platform developed should have a mainstreaming strategy to ensure that the strategic stakeholder groups are fully involved. These include Young Professionals, Franco-phone land professionals as well as the cohort of Membership Associations to ensure diversity in the audience. Such diversity will provide a lead champion each year. Importantly, the FIG Young Surveyors network, Africa Division, (see <http://www.fig.net/organisation/networks/ys/index.asp>) have been exceptional in their support, with attendees growing in numbers since 2009 to the present day.

*Third, sharing knowledge:*

The Network has undertaken regional workshops to enable land professionals to effectively embrace current global trends. Drawing upon a three themed focus in each of the FIG terms, it highlights FIG performance across the African region, given the global challenges and pressures being extended upon the continent and the ramifications for country nations including land professionals and relevant academic institutions. Accordingly, the themes, all underpinned by the land professionals response first to the MDCs and then to the SDGs, addresses pertinent thematic trends allied with a technological update by inviting a FIG sponsor to present (including Thompson Reuters, Trimble, ESRI and GeoTech). In addition and recognising cross-generational working, the Young Surveyors also provided input to the learning and exchange platforms.

*Fourth, structuring a resilient leadership:*

The chair's responsibility is to design and develop the program and to identify partners for each annual workshop theme. This task is significant. Consequently each themed event was championed by an additional nominated logistical co-lead working with a Member Associations, one for each year. This successfully resulted in buy-in from stakeholders and importantly building leadership for the future. In addition over the years, the co-leads have included FIG stakeholders, specifically the Young Surveyors Network, Fédération des Géomètres Francophones, and FIG Corporate sponsors.



Diane Dumashie

*A village community in Rwanda.*

## 5 LOOKING TO THE FUTURE 2019+

It is imperative that land professionals across the world 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 global land agenda including the SDGs, targets specifically relating to land and societal development have been stated; thus providing an excellent opportunity to optimise and continue the Africa Regional Network deliberations.

The level of success achieved to date can be attributed to the building blocks highlighted in the strategic framework – see Appendix A. Importantly three key drivers embedded in the strategic direction including:

**Talented Africa:** Enhance the skills of our current and future work force by working across the generations with a particular focus on young surveyors.

**Connected Africa:** Improve networking opportunities between land professionals across the region, particularly through regular contact at annual meetings and key stakeholder partners.

**Responsive Africa:** Create the conditions for contributing to society by developing a thorough understanding of global drivers of change and initiatives, specifically the SDGs. This will require market intelligence of what is needed to flourish in society including responsive land administration, management and a dynamic housing market.

Going forward, the network will need to continue to build on linkages with strategic allies across the continent including education and professional networks, a continuous dialogue with high level African and international experts, and drawing upon the development of frameworks and principles such as those embodied in existing and new FIG declarations, codes of conduct etc.

The participants and those from the wider ARN network are proving that communicating to influence, purposefully collaborating and, in doing so, building connectivity to ensure that skills are developed that will reach out to all stakeholders' community networks.

The challenges to maintaining a resilient and engaging network will always remain; but it can be seen that professionals to date are enthused. Leadership is paramount, and the next term needs to bring fresh ideas to format and content; yet maintain the key drivers and build upon the strategic direction. The succession plan envisioned and currently being implemented by the Chair will underpin the continuing success of the network.

Above all, thanks goes to the individuals and member associations that have continued to support the network. The success is because each person is on the one hand, teaching each other, and on the other hand learning from each other, to truly connect, collaborate and grow. Leaving no-one behind the network is predicated upon the collective vision of our future for the younger generation to be significantly involved – because they are instrumental to the resilience of our profession's contribution to society now and into the future.



# APPENDIX

## **Appendix A: Extract: Africa Regional Network Strategy Framework 2016–2018**

### **FOREWORD**

The Africa FIG Regional Network will lead professionals' prosperity across Africa by helping professionals to build their capacity and a network to enable them to become meaningfully engaged in societal development.

The Africa FIG Regional Network is a platform with a flexible approach and able to respond to change and opportunities. Embedded into the FIG Regional Capacity Development Network this heralds a new type of relationship between the Member Association and their respective Regions. The ARN thereby offers the opportunity for big picture thinking which transcends administrative boundaries and is a way of building a more prosperous and dynamic profession.

The purpose of this document is to share key business plan assumptions, marketing strategies and planning priorities. It aims to show the African Regional priorities over the period 2016–2018.

“Recognising that the Africa FIG Regional Network is on an exploratory journey rather than a well mapped out route march, I hope you will help us on that journey – telling us what’s important to you and helping us create a better environment for Land professionals in Africa.”

### **VISION**

The Africa Regional Network (ARN) envisages to:

- Be a strong and successful network, with strong Member Associations leadership offering a collaborative networking platform that benefits individual members and in turn society at large, and
- Recognising collaborative working, that no economy is isolated, and no single organisation can bring economic prosperity to the land profession.

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 SDGs. In this regard, the role of the surveyors as change agents engaging with the politicians, policy makers and development practitioners is important. This relates to the professional status of surveyors that in turn is based on the principles of social responsibility and justice.

Within the framework of professional development and ethics, the network 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.

Steering Group The ARN is chaired by **Diane Dumashie**, Vice President of FIG, Director of Dumashie Ltd, and holding Board positions on the United Nations Habitat Advisory Group on Gender and on the Governing Council of the RICS. She acts as a champion for the advancement of capacity development in Africa.



The chair is also heading the Steering Group with responsibilities for undertaking business planning for the period 2015–18. A rolling business plan will be developed thereafter. The steering group consists of 8 members with specific areas of responsibility that are aligned to the key areas of the business strategy:

- **Winston Ayeni**, Nigeria. Former Registrar, Surveyors Council Of Nigeria, 2009–2015, now Chief Lecturer at the Collage of Environmental Studies, Kaduna Polytechnic. He acts as leader to facilitate working across the generations and Professionals.
- **Stephen Djaba**, Ghana, is the Managing Director of Geotech Ltd and on the board of GT Consultancy. Having promoted the development of young people in professional and civic organisations he acts as the champion for youth development in Africa .
- **Mwenda Makathimo**, Kenya, is former President of Institution of Surveyors, Kenya. He is the founder and Managing Director of YY. He acts as champion to outreach to grassroots and civic society sector and leads on the strategic business Connected theme.
- **Yvonne Sowah**, Ghana, is former President of Ghana Institution of Surveyors. She is the founder and Managing Director of Alpha Property Services Ltd. Her focus is to ensure the rigours administration of the ARN and coordinating market intelligence in response to change.
- **Jennifer Whittal**, South Africa, is an Associate Professor at the University of Cape Town where she promotes excellence in the Academic sector. She is the champion for youth development, leading the strategic business Talented theme.
- **Eric Yeboah**, Ghana, is lecturer at Kumasi University and regularly consults on African specific affairs. He is a member of the Africa Young Surveyors Network. He is the champion for the Big Data sector and the influences on the land profession and leading the strategic business Responsive theme.
- **Yacooba Hamed Dagnoko**, Ivory Coast, is Managing Director of Ivorian Surveys. His focus is to encourage French speaking Africa land professionals to be actively involved in the Africa Regional Network.
- **Stig Enemark**, Denmark, is Honorary President FIG and Professor at Alborg University. As a renowned expert in Land Management, he is a co-opted member to oversight on global drivers for change and champions the strategic business Responsive theme.

The full document maybe viewed at:

[http://www.fig.net/organisation/networks/capacity\\_development/africa/index.asp](http://www.fig.net/organisation/networks/capacity_development/africa/index.asp)

### ***Appendix B: 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 [fig.net/organisation/tf/africa/](http://fig.net/organisation/tf/africa/).

### **Appendix C: 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 East Africa, Lukenya, Nairobi, Kenya, 8–10 Nov 2015**

Diane Dumashie	FIG Vice President
Gasant Jacobs	South Africa
Emmanuel Tembo	Botswana
Yamorena Masedi	Botswana
Kagiso Phetsolang	Botswana
Ought Masedi	Botswana
Kagiso Phetsolong	Botswana
Chrystine Maltais	Canada
Claire Galpin	France
John Kwaku Amaglo	Ghana
Paul Wambua	Kenya
Moses Kiambuthi	Kenya
Sussy Muriuki	Kenya
Joel Simiyu	Kenya
Joycelyn Makena	Kenya
Wafula Nabutola	Kenya
Mwenda Makathimo	Kenya
Leah Njuguna	Kenya
Sammy Musyoka	Kenya
Agatha Wanyonyi	Kenya
Eric Nyadimo	Kenya
Robert Koech	Kenya
David Ayock Ishaya	Nigeria
Winston Ayeni	Nigeria
Muhammed B. Nuhu	Nigeria
Pamela Agbonika	Nigeria
Monday Nehemiah Ngene	Nigeria
Olakunle Olugbemi	Nigeria
Suleiman Hassan	Nigeria
Taiye Taiwo	Nigeria
Placide Nizeyumuremyi	Rwanda
Jean Pierre Habiyaremye	Rwanda
Jennifer Whittal	South Africa

## **Workshop West Africa, Abidjan, Ivory Coast, 16–18 Nov 2016**

Diane Dumashie	FIG Vice President
Stephen Djaba	Ghana
Nutifafa Kojo Asare	Ghana
Jones Ofori-Boadu	Ghana
Emmanuel Obarafo	Ghana
Yacoba Hamed Dagnoko	Ivory Coast
Robinson Ndwiga	Kenya
Albert Giah	Liberia
Njike Chigbu	Nigeria
Winston Ayeni	Nigeria
Olugbemiro Olakunle	Nigeria
Adebola Akinosi Taiwo Comfort	Nigeria
Pamela Abonika	Nigeria
Anne Kudehinbu	Nigeria
D Kayode Oluwamotemi	Nigeria
Monday Ngene Nehemiah	Nigeria
Adama Sarr	Senegal
Charels Paradzayi	Zimbabwe

### **Africa Young Surveyors Network (YSN)**

Daniel Brown	Ghana
Fatimah (Adjei) Emahi	Ghana
Kingsley Yaw Sam	Ghana
Philip Osei Banahene	Ghana
Chuck Onwuzuligbo	Nigeria
Taiye Taiwo	Nigeria
Nnam Victor	Nigeria
Yusuf Aro-Lambo	Nigeria
Appah Kurotiminipre	Nigeria
Olatunji Lawal	Nigeria
Israel Taiwo	Nigeria
Ceciliar Baywood Chukwuma	Nigeria
Abeeb Adeyemo	Nigeria
Christy Gabriel	Nigeria
Pepple Godwill Tamunobiekiri	Nigeria
James Ogaluzo Chukwukadibia	Nigeria
Amina Dienye	Nigeria
Izuegbu Ogochukwu	Nigeria
Olaniyi Saheed's	Nigeria

## ***Workshop East Africa, Musanze, Rwanda, 20–22 Nov 2017***

Diane Dumashie	FIG Vice President
Kaspar Kundert	Rwanda
Lopang Maphale	Botswana
Serges Vuthegha	DRC
Jean Claude Ngoy Ilinga	DRC
Kingsley Sam	Ghana
Willy Kofi Yeboah Amadi	Ghana
Philip Osei Banahene	Ghana
Daniel Brown	Ghana
Emmanuel Obarafo	Ghana
Isaac Dadzie	Ghana
Kwame Tenadue	Ghana
Jonathan Abosey	Ghana
Winston Ayeni	Nigeria
Muhammad Mansur Kabir	Nigeria
David Kayode Oluwamotemi	Nigeria
Appah Kurotiminipre L	Nigeria
Baywood Chukwuma	Nigeria
Angela Etuonovbe	Nigeria
Anne Kudehinbu (Adetu).	Nigeria
Njike Chigbu	Nigeria
Pamela Agbonika	Nigeria
Taiye Taiwo	Nigeria
Amina Dienye	Nigeria
Godwill Pepple	Nigeria
Khanyisa Rikhotso	Rwanda
Habiyaremye Jean Pierre	Rwanda
Alain Cyuzuzo	Rwanda
Jossam Potel	Rwanda
Adrien Mugabushaka	Rwanda
Erneste Nsangabandi	Rwanda
Gentile Grace Mukarurema	Rwanda
Jean Damascene Nyomugabo	Rwanda
Yvone Umutoni	Rwanda
Mediatrice Rugorirwera	Rwanda
Irene Mukandahiro	Rwanda
Noel Hakuzwiaremye	Rwanda
Ronald Ssengendo	Uganda
Ivan Bamweyana	Uganda
Njavwa Siwale	Zambia
Seraphin Matshitshi	Zimbabwe
Joseph Makarudze	Zimbabwe

## ABOUT THE AUTHOR



**Dr Diane A Dumashie FRICS, CEDR, PhD** is Vice President of the International Federation of Surveyors (FIG), Chair of the FIG Regional Capacity Development Networks, and currently serves on several International boards and expert group panels.

Working across Africa, Diane has earned an international reputation for her collaborative and communicative leadership style, experienced in the areas of African land issues her work in institutional development & training has seen her involved with Ministries, UN Habitat and World Bank across Africa continent

Director of Dumashie Ltd, adding value to complex land projects involving spatial planning, economic development & improving livelihoods; specialising in the coastal land & marine interface (ICZM) supporting public sector client organisation's to innovate in land governance and generate triple bottom line benefits to society arising from building sustainable economic livelihood opportunities.

A passionate ambassador of societal equitable access to land and resources, in 2012 Diane established 'Leadership 4 Change' dedicated to designing and facilitating participatory knowledge transfer programs to assist African professionals.

## 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 and geospatial 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 Africa FIG Regional Network (ARN) process of participatory capacity development has enthused and enabled the African Surveying profession to consider how to cope with their professional and social responsibilities. The key objective has been to enable the surveying profession to deal with this in terms of contribution to achieving the Sustainable Development Goals with targets specifically related to land and societal development.

It is imperative that land professionals across the world remain engaged in initiatives that will enable them to make a difference.

Three workshops were designed with key themes: youth and diversity; alliance to the Voluntary Guidelines; and urban and rural linkages. Each theme addressed a particular Sustainable Development Goal, and also having ethics underpinning everything that Land professionals do. The three workshops have considered the opportunity for land professionals to improve governance of tenure, recognising the context that land and (other natural resources) provide humanity in terms of food and shelter and a basis for economic production.

The members of the ARN network continue to prove that communicating to influence, purposefully collaborating and, in doing so, building connectivity to ensure that skills are developed that will reach out to all stakeholders' community networks. It is hoped that this publication provides insights and direction to the ARN as it evolves into its next phase in the FIG term 2019–2022