

FIG Task Force on Commission Structure

Final Report for Consideration

(February 2017)

Task Force members: Mikael Lilje (chair), Brian Coutts (New Zealand), Stephen Djaba (Ghana), Henning Elmström (Denmark), Kate Fairlie (Australia), Brent Jones (USA), Jürg Kaufmann (Switzerland), Hansjörg Kutterer (Germany), Robert Sarib (Australia), Winnie Shiu (China), Rudolf Staiger (Germany) and late Karl-Friedrich Thöne (Germany).

1. Executive summary

As a result of discussions at the FIG WW Christchurch, questionnaire responses from FIG Member Associations and follow up meetings with Task Force members and Council, **the Task Force concludes that FIG Members Associations are not yet ready for major change**, in particular to the Commission numbers and structure. Also, as a result of the decision by FIG Council in September 2016 to keep the current ten Commission also during the period 2019-2022, the Task Force decided not to present minor changes as an option at this stage.

Furthermore, no clear direction was provided to the Task Force during these discussions regarding

- how Commissions should operate
- how Commission Chairs should be selected
- the appropriate format and method of utilisation of Networks and Task Forces

Although the participation in the poll was low the Task Force sense that members

- a) are not ready for major change,
- b) may not understand the existing structure and operation of FIG, and
- c) may not necessarily understand or agree that the global economic, social and technical challenges ahead will impact FIG and how
- d) do not understand the role, interrelationships and potential of the three entities - Commissions, Task Forces and Networks - that in combination could make FIG very efficient.

As a consequence this report will not present a new proposal for Commission structure. Instead the Task Force recommends that the Council to consider the following;

1. **Consider establishing a Task Force to review and modernise the governance of FIG**, including strategy, vision, mission and the overall internal structure.
2. **Establish a Task Force to examine how FIG can better facilitate, mentor and monitor the performance, activities and progress of Commissions, Networks and Task Forces** on a regular basis.
3. **Improve and strengthen the process for the nomination of Chairs.** Internal rules support a more active Council on this, thus Council should consider using ACCO in the review of the

nominations to Chairs-elect to ensure that candidates meet the criteria. Consideration should be given to identifying suitable individuals for Commission Chair positions at an early stage.

4. **Decide on an internal process for supporting Commission Work Plan development** that
 - i. Ensures strategic alignment of Commission work plans with Council vision and / or goals, so that when Commissions develop their work plans there is synergy between FIG organisational objectives and the technical focus of the Commissions
 - ii. Ensures work plans are modern and reflect the needs of membership
 - iii. Ensures work plans are addressing the socio, economic and technical challenges of today e.g. rapid urbanisation, marine cadastre, earth dynamics, interoperability, UAVs, legal and data custodian rights and responsibilities.
5. **The Council initiate a discussion on the future role, strategy and vision of FIG** in order to understand what kind of structure is required to meet future needs / trends. This should be amongst Council and ACCO initially, and then the membership.
6. **The Council initiate a discussion on the role of the surveyor in the future to understand the capabilities and qualifications needed.** This should be amongst Council and ACCO initially, and then the membership.

Council should understand that there remains a substantial, albeit minority, group of Member Associations that do seek change within the FIG governance and Commission structure, reasoning that the organisation is not well-positioned to meet the impending challenges faced by professional survey organisations, companies and individuals. Present and new Councils should hence continue to monitor and listen to member associations on this theme and revisit in the future options to improve Commissions, the use of FIG Networks and Task Forces. Council should bear in mind that considerable time and effort is required to effectively engage with the membership on this issue, and it's possible that, for this current Task Force, the remit was simply 'too big' for the timeframe and effort available and that a much longer process of engagement and consideration is needed.

2. Terms of Reference for the Task Force

The Task Force was established at the FIG Working Week 2015 to review the Commission structure, and this was initiated by several requests from member associations. A first step was to evaluate the current structure and function of the commission and thereafter conclude whether any changes are needed. If it turns out that it might be advantageous to change the structure of the Commissions the Task Force was to identify possible changes.

Some questions to ask in this process were:

- Do we have the right Commissions?
- Do the Commissions have the right focus?
- Do we have a mechanism for the Commissions to interact more actively with each other, FIG members or working groups from other organisations?
- What do we need to change and why?
- How do we manage and implement structural change?

3. Method and Timeframe

The Task Force held physical meetings, internet based ones (e.g. through Skype) and also many email discussions during the first year to prepare a proposal for discussion at the FIG Working Week in 2016. The Task Force members, representing several of the Member Associations, were as follows: Mikael Lilje (chair), Brian Coutts (New Zealand), Stephen Djaba (Ghana), Henning Elmström (Denmark), Kate Fairlie (Australia), Brent Jones (USA), Jürg Kaufmann (Switzerland), Hansjörg Kutterer (Germany), Robert Sarib (Australia), Winnie Shiu (China), Rudolf Staiger (Germany) and late Karl-Friedrich Thöne (Germany).

After the discussions at FIG WW in 2016, the Task Force held during September and October 2016 meetings with Member Associations in Sounio (Greece) and Hamburg (Germany) as well conducted one internet based survey. A summary of the result of the questionnaire can be found in Appendix A. Several FIG individuals have also expressed their thoughts in personal communication as well as in written on the FIG structure as well as the Task Force findings. It has though been very clear that the Task Force and its discussion has caught the interest from a few member associations as well as a few individuals. These has been very much involved and interested. The majority of the member associations has been very silent in the discussions.

4. Key findings

A. No mandate for change to the number and/or content of FIG Commissions

From discussions held with the Member Associations at the 2016 Working Week and elsewhere following, two differing opinions on the matter of Commission numbers became apparent:

- i. Retain the number of Commissions¹
- ii. Support for less Commissions with more emphasis on Task Forces and Networks.

Discussions typically showed greater support for option (i), for the reasons that there was insufficient justification for option (ii) and that it was felt that fewer Commissions would less ably cover and promote the breadth of FIG disciplines. Also, it was believed among some members that many commissions (e.g. the ten FIG have today) would encourage more participation from a global perspective as well as from smaller member associations. A low number of commission would draw the interest from fewer but larger members association to chair them.

The FIG survey (questionnaire) of members conducted during 2016 also failed to provide a clear direction or mandate for change or no change. The survey was only replied on by 25 % of the members, a very small number and a disappointment to the Task Force.

The survey and discussions did, however, repeatedly emphasise that there remain some problems with the current structure, being both the internal FIG structure and the structure of Commissions, Networks and Task Forces. It is possible that directly addressing these problems (as recommended in the following key findings) will allow for more productive discussions on Commission structure in the future, and more clearly highlight a way forward (or clearer mandate to for no change).

¹ Or, arguably, to increase – although this perspective was not well discussed.

Discussions further highlighted (a) that several FIG Member Associations are going through processes of reviewing the role and future changes within the FIG profession, and that (b) the FIG does not currently address change very well. Hence there is a need for Council to keep the future of FIG front-of-mind, to revisit this and similar topics periodically and to proactively keep abreast of the findings of member association studies (eg. RICS).

B. Perceived need for change to the Commissions' Terms of Reference and Work Plan development process

Based on the survey and discussions, the Task Force formed the opinion that the content of the Commission work plans and the terms of reference for the Commissions required attention, and were contributing to some of the perceived failings of the existing structure. Providing support and/or minor changes to the terms of reference and work plan development process might contribute to some of the concerns highlighted about the FIG Commission structure.

FIG's relevance and profile is dependent on having active Commissions. The discussions at Working Weeks, Seminars and Congresses are important forums for professional development, but there remains a need to deliver tangible and substantial material to remain relevant and retain status with other professions and organisations. Such outcomes are predominantly driven and achieved by the FIG Commissions (and, less often, Networks and Task Forces). The FIG Council has a fundamental role to play in guiding, advocating and challenging the membership, via the Commissions, to produce relevant and authoritative material. They do this by supporting the integration and cooperation within and between Commissions (and Networks and Task Forces) and the membership, as well as by providing leadership in the form of the Council work plan and FIG's vision, goals and direction. A strengthened internal process is thus recommended to support the synergy between FIG Council vision and the Commission work plans, to ensure such work plans reflect the interests and needs of the membership and are forward-looking in terms of social, economic and technical challenges.

C. Mechanisms to monitor and evaluate the effectiveness and productivity of Commissions, Task Forces and Networks

There is also a clear need for a mechanism to monitor the work, achievements and/or performance of the three entities – Commissions, Task Forces, and Networks. This should be done regularly, ideally twice per year. Entities should present their status and describe the challenges they are facing, especially if they have problems fulfilling the work plan. The Council and the Entities should discuss how to solve them or amend work plans. This should then be reported at the annual General Assemblies. It is very important that the internal structure of FIG should consider themselves as a team. The Task Force believes that the current ACCO should play an important role in the governance in which we also could also include Task Forces and Networks.

D. Selection of Commission, Task Force and Network Chairs

One key element of having active and effective Commissions is of course to have the best or most appropriate Chair who will deliver an active Commission. Therefore, the process of attracting or selecting these active Chairs is much more than the voting at General Assemblies. FIG need to ensure to have an ongoing discussion within the Commissions with suitable candidates, FIG need to be active

in evaluating the nominations and FIG need to ensure that the Member Associations understand the role of the Commission Chairs. Once again such a process be managed through ACCO.

Regarding the process of identifying new Commission Chairs, the internal rules 11.4 state that

“a nominee shall preferably have played an active part in the activities of the commission for which he or she is being nominated as chair, and shall have demonstrated possession of the personal and professional capabilities needed to lead the work of the commission. In addition, the Council shall assure itself as to the nominees’ practical availability for service and that they have sufficient financial and administrative support.”

The Task Force believes that we currently have all the necessary mechanisms in the internal rules but we need to ensure that we follow them. The Task Force suggests that for the Commission Chairs Elect, the existing Commission officers should also be involved in the assessment of the candidate. The Commission has the possibility to actively suggest candidates as Commission Chairs but the candidate’s Member Association must always support the nomination. The Commission (and Member Associations) should also evaluate the candidates to make sure that she/he is able to fulfil the job, and has the required experience of FIG and the commission to understand the position and responsibility. The Commissions are one of the key “bodies” that have sufficient knowledge of their members and who are able to judge their FIG eligibility, subsequently Commissions should have the ability to also negotiate with the Member Association of the candidate they wish to nominate.

The formal process of recruiting Commission chairs and officers will be less onerous under the above approach. It is our suggestion that the Steering Committee of each Commission should be developed and include (at least) the Chair, the Vice Chair of Administration, the Working Group Chairs as well as one young surveyor, to ensure that the large workload of the FIG does not simply fall on fewer shoulders – and further work will be necessary to address this.

Some future consideration should be given by the FIG Council as to the operating costs of the FIG office, Council, Commissions, Networks and Task Forces. This Task Forces believes that having the three strong entities (Commissions, Task Forces and Networks) is a key of an improved and efficient FIG. However, these entities also needs to have a budget including incomes and costs. FIG should be prepared to include this in its overall budget. A support from FIG on an entity should also include expectations on them and therefore ongoing discussions on the progress of the work plan is needed. Finding an effective FIG should also include active corporate members and that they are involved in the process. Having them on board with their knowledge and expertise would also inspire them to sponsor the development of the work plans.

E. Confusion about the role and function of Networks and Task Forces

One aspect of the Task Force was to examine the internal FIG Structure alongside Commissions, such as Task Forces and Networks. There appeared to be some confusion around the understanding of how Commissions, Task Forces and Networks interact, with the dominant understanding that they are entirely separate entities.

It is the strong belief of this Task Force that these three entities should form the “engine room” of FIG, fulfilling linked, complementary but non-overlapping functions. There is considerable scope to improve the collaboration of these entities to promote the health and productivity of the FIG “engine

room". Fundamental gaps within the Commission structure that Task Forces and Networks can address include:

- Flexibility, adaptiveness (particularly with regards to 4 year terms)
- Shorter reporting/operating/deliverable timeframes
- Better cross-Commission and cross-profession collaboration
- Narrowness of scope
- Provision of opportunities for short-term and mid-level leadership roles
- Ability to address megatrends and emerging challenges (technical, environmental, social)

There is scope to articulate the structure and intent of these entities better, and to review how they could be made more effective (for example, by reviewing the process of the formation of Networks; and by reviewing the "status" of each entity within the FIG).

Professional Task Forces may be used to deal with contemporary, emerging and/or interesting issues established by the Council, at the request of the Member Associations or Commissions.. Professional Task Forces take care of emerging issues of the societies, e.g.: energy transition, climate change, land grabbing, rapid urbanisation, poverty reduction, regional development, etc. This approach would free Commissions up to focus on core discipline skills and promote greater coherence between terms, whilst promoting collaboration between Commission more effectively.

Fundamentally, Professional Task Forces should operate outside of the four-year term restriction, in order to be more flexible and adaptive, and to promote the availability of leadership roles. To date, the number of Task Forces has been limited and this mechanism could be more effectively used to promote leadership pathways and extend and increase FIG outputs.

Networks have the capacity to play a larger role within FIG and it is the finding of this Task Force that this be promoted. Networks should work across the Commission structure, and there should be a direct link through personal resources between the Networks and the Commissions. Again, this acknowledged partnership should foster additional mid-level leadership roles to promote a pathway to greater engagement within FIG. Currently Networks address Young Surveyors, Standards and Regional Capacity Development. There is an opportunity for networks to also address areas of key interest (such as the emerging issues listed above) where these are deemed to be sufficiently 'trans-Commission' and of sufficient interest over time (ie: minimum 4-year term).

FIG Task Force on Commission Structure

Compiled summary of the responses on the Questionnaire to Member associations, affiliates, academic and corporate members- 2016

On behalf of the task force; Mikael Lilje, Mikael.lilje@lm.se

Introduction

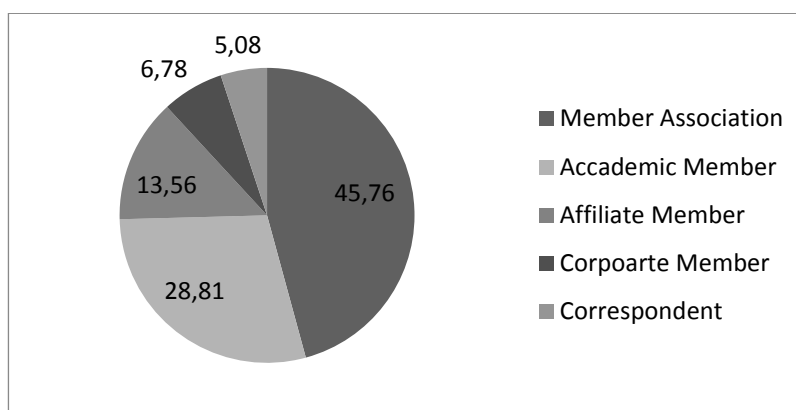
To assist with the Task Force’s work to consider how FIG is responding to the emerging and ongoing challenges of the surveying and spatial community, a questionnaire was sent to members in July/August 2016. The process was built on the early draft proposal presented at the FIG Working Week 2016 in Christchurch, New Zealand, available at: http://fig.net/organisation/general_assembly/task_force/commission_structure_2015.asp.

At this Working Week there was wide consultation with the Member Associations, and this questionnaire was the start of a process to more fully consult with the Member Associations, Affiliates, Academic and Corporate Members and to seek views on the current Commission structure, strengths and weaknesses, and possible structural change.

Questionnaire and summary of responses

Are you replying on behalf of a:

Member Association	Academic Member	Affiliate Member	Corporate Member	Correspondent
27	17	8	4	3



59 returned the questionnaire for a response rate of 21,69 percent. Divided on member categories –

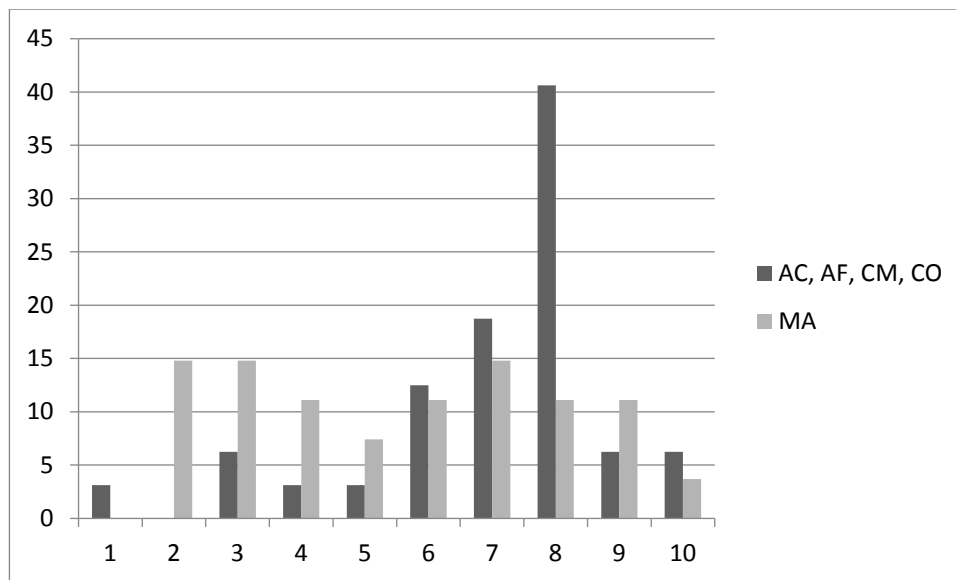
Member Association	Academic Member	Affiliate Member	Corporate Member	Correspondent
27/105 = 25,7%	17/92 = 18,5%	8/49 = 16,3%	4/25 = 16%	3/1 = 300%

On a scale from 1-10 please rate the current FIG Commission structure (names, content, terms of reference) with respect to fulfilling the needs of FIG for the future:

Definitely will not meet
all needs

Will meet

	1	2	3	4	5	6	7	8	9	10
All	1	4	6	4	3	7	10	16	5	3
All - %	1,69	6,78	10,17	6,78	5,08	11,86	16,95	27,12	8,47	5,08
Member Association		4	4	3	2	3	4	3	3	1
MA - %	0	14,81	14,81	11,11	7,41	11,11	14,81	11,11	11,11	3,70
Academic Member	1					2	3	8	2	1
Affiliate Member			1		1		2	3		1
Corporate Member				1		1		2		
Correspondent			1			1	1			
AC, AF, CM, CO - %	3,125	0	6,25	3,125	3,125	12,5	18,75	40,625	6,25	6,25



Summary;

Looking at all responses it is clear that the majority believes that the current structure fulfils to a large extent their need. However, the majority is clearly from the Academic. The member associations are

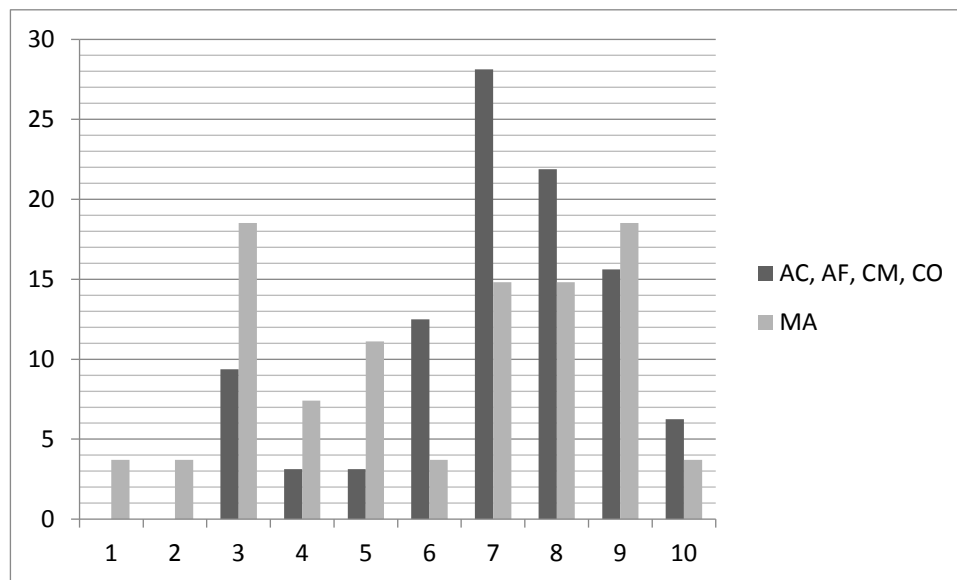
not giving a clear response. This is something that can be found in most responses, that the member associations and the academic members have different opinions.

Does the current commission structure reflect the work of surveyors satisfactorily (with scale from 1-10).

Definitely does not reflect

Does reflect

	1	2	3	4	5	6	7	8	9	10
All	1	1	8	3	4	5	13	11	10	3
All - %	1,69	1,69	13,56	5,08	6,78	8,47	22,03	18,64	16,95	5,08
Member Association	1	1	5	2	3	1	4	4	5	1
MA - %	3,70	3,70	18,52	7,41	11,11	3,70	14,81	14,81	18,52	3,70
Academic Member			1			3	4	4	4	1
Affiliate Member				1	1		2	3		1
Corporate Member			1				2		1	
Correspondent			1			1	1			
AC, AF, CM, CO - %	0	0	9,38	3,13	3,13	12,5	28,13	21,88	15,63	6,25



Summary;

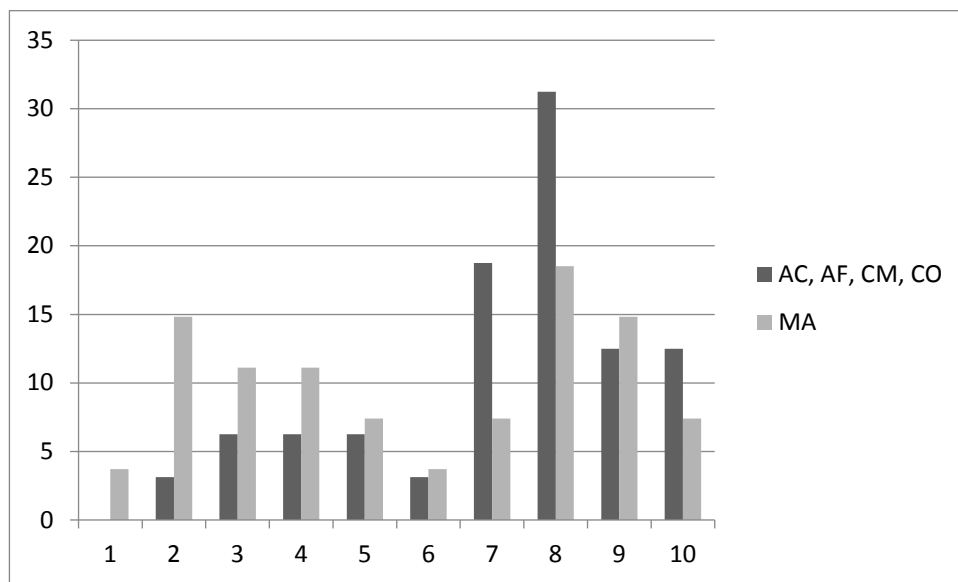
Looking at all responses it is clear that the majority believes that the current structure fulfils to a large extent their needs. However, the majority is clearly from the Academic. The member associations are not giving a clear response.

On a scale from 1-10 please rate the current FIG Commission structure with respect to fulfilling the needs of your organization for the future:

Definitely will not meet

Will meet all needs

	1	2	3	4	5	6	7	8	9	10
All	1	5	5	5	4	2	8	15	8	6
All - %	1,69	8,47	8,47	8,47	6,78	3,39	13,56	25,42	13,56	10,17
Member Association	1	4	3	3	2	1	2	5	4	2
MA- %	3,70	14,81	11,11	11,11	7,41	3,70	7,41	18,52	14,81	7,41
Academic Member				1	1		5	5	3	2
Affiliate Member			1	1			1	3	1	1
Corporate Member		1				1		1		1
Correspondent			1		1			1		
AC, AF, CM, CO - %	0	3,13	6,25	6,25	6,25	3,13	18,75	31,25	12,5	12,5



Summary;

Looking at all responses it is clear that the majority believes that the current structure fulfils to a large extent their needs. However, the member associations are not giving a clear response. In fact, very much a difficult result to draw any conclusions from.

Please describe the main strengths of the current FIG Commission structure.

Below are all the text responses. No editing done;

Member Associations

Hard to think of any - its outdated and served its purpose.

Participation in commissions is open to all members of the member associations.

Covers wide range of disciplines

It is strong in land surveying disciplines.

Range of surveying profession is quite comprehensive.

covers all Topics of surveying

some commissions are definitely very efficient and productive, good output, high relevance regarding the paper output

The strength of the current structure with many commissions with many different disciplines is that FIG signaling professional diversity. At the same time there is a real opportunity to both "big" and "small" members have a real opportunity to get a "position" in FIG.

Diversity

The possibility to have presentation of studies, researches, technological updating, scientific evolutions, ect, withing a coherent framework of matter corresponding to each commission.

The most relevant professional topics are more or less covered.

well represents the whole kind of surveyors activities

Actively covers the Land Surveying professions

it is flexible

Wide coverage of all needed topics

Flexibility

hydrography is driven by the International maritime organisation

The current structure is broad based and reasonably flexible, it can evolve to cover growing and emerging sectors. A good example is how Comm 10 has embraced BIM. The global sectors of land, property and construction cross over within many of the current commissions and represent the broad based global surveying profession. There is also scope to allow more specialist sectors space (geodesy etc) within groups that use their services.

Very broad range of activities

covers all the disciplines of the surveying profession

Good chairmans of commissions,

This structure shows a strong link with basic disciplines that constitute the surveying profession.

Provision for focus on particular areas/expertise

The current commission structure reflects the diversity that is among the surveying professionals working areas and disciplines. The structure creates a space where the personal professional can both contribute to the development of the profession and can be inspired. In this way the commissions are the de facto link between the FIG and the "members" / participants.

The structure is sufficiently diverse for covering all aspects of the surveying disciplines and all surveying professionals can find a home base within FIG that reflects their personal professional profile. This way the structure enables for all professionals to contribute to the FIG

only a few active Comm. (e.g. Comm 7)

Covers all the main activities of surveyors

Academic Members

Individual commissions have the flexibility to respond to emerging issues relatively promptly. Therefore, although the structure of the commissions does not necessarily reflect current issues, what the commissions do does.

The FIG Commission structure is mainly builded with reference to basic scientific disciplines (fields) of surveying. The structure shows the disciplines division that is used by academic institutions to constitute an education curriculum. It is grounded into sciences, but lack sometimes the agility to adapt to new issues and challenges.

Very happy with the Academic Commission.

Its correspondence with concerned member associations; Dissemination of reports; call for conferences and working week meetings

From our perspective, Commissions 1-7 (and partially Commission 8) reflects the breadth of Surveying activities that we teaching and the industry currently functions. Support for developing countries, especially with respect to land tenure reforms.

Different activities/jobs of surveyors are covered.

Place for all the different disciplines/domains within surveying or related to surveying

Well-known areas which are clear in practice and also in academy.

consistence, tradition

-

Full spectrum of activities engaged by surveyors and geospatial professionals.

As it stands there some duplications of area of interests or coverage of some commissions this means if a particular item is missed by one commission another can take it up. And similar topics can be discussed by more people. This would give better solution and In-depth analysis.

Clear separation of areas no much overlap

Good relation between professionals and science

established groups that know each other; historical linkages with certain organisations (e.g. land sector agencies); sub-disciplines feel 'at home'

Develop contacts with other academic people

It provides a professional and academic base for surveying academics within all disciplines - as well as a general base within Com 2

Affiliate Members

it allows participants to appropriately focus their interests

- each Commission has flexibility to adapt to new developments
- Commissions are "home", delegates can find a place within the FIG, and be active and make their contributions there (less and bigger Commissions would not provide the same)

The current FIG Commission structure includes almost all needs of the State Land Service qualification and experience

It's a well-known structure, with a lot of traditions and good networks in each Commission.

The current FIG Commission structure broadly addresses significant areas of study.

The current FIG Commission structure had served the interests of surveyors worldwide. It covers the large range of professional fields within the global surveying community which provides an international forum for discussion and development aiming to promote professional practice and standards under various commissions.

The willingness to keep Hydrography as a main topic

Corporate Members

Every area has a 'home' and are named.

Provides focus of the traditional roles of a Surveyor

Cover almost of all application industries of surveyors

The surveys conducted with support from FIG will lead to development of third world countries

Correspondent

Variety of fields or areas of expertise

broad field of possible professional activities

I am a member of Commission 4 and I must accept that recently it has been moribund. However this is due to the current and immediate past leadership and does not mean that Commission 4 is irrelevant to the international hydrographic community. On the contrary I believe that Commission 4 has a significant role to play representing hydrographic surveyors on the international stage to bodies such as IHO. It is because FIG is well respected internationally that the voice of the international hydrographic surveying community can and will be heard by re-invigorating the Commission

Please describe the main weaknesses of the current FIG Commission structure.

Below are all the text responses. No editing done;

Member Associations

Participation and Communication in many Commissions is Lacking. Got little focus as commission names don't necessarily reflect real world practice and relevance.

The member associations are not closely enough involved in the work of the commissions and therefor do not generate strong interest in the commssions and especially in the LEADERSHIP of the commissions.

Dont know

It is inferior and inadequate in the property related surveying professions.

Too many commissions and resources are then weaker. Focus of some commissions are overlapping.

outcomes of some commissions are almost zero! missing cooperation between comm.

to many inactive commissions, lack of guidance, lack of coordination, work plans have to be assigned by the GA, the Acco,

The current diversity commission structure has the inherent weakness that some commissions in times will be relatively "weak" and with modest activity.

Inefficiency

Some Commissions include same topics which should be specific for the single commissions.

There is no real instrument to establish cooperation between the different FIG Commissions. There is no real instrument to cover cross-section topics. There is no real quality control mechanism in terms of work progress.

too much technical sessions during WW and Congresses

Not enough involvement of the other Surveying professions Quantity Surveying and Estate Surveying

some are stronger than others

Too fragmented and therefore there is lack of co-ordination

lack of volunteer members (and likely to get worse)

hydrography is driven by the International maritime organisation

The success of a commission does seem to rest wholly on the energy and input of a very small group of volunteer members especially the chair. This is only likely to increase and work pressures increase on those who traditionally have been able to give up a lot of time such as Academics. To

encourage more survey industry input this needs to be reviewed. Embrace modern technology more? The FIG Commissions rarely use social media for instance, more input from professional expert staff?

No real cohesion between the different commissions

it is rather good... i dont see any weakness in the current structure

The subject connected with name of commission doesn't suit what is in different country in this subject. A few commission should be connected, a few new should be established

This structure can hardly address new issues that combine inter-disciplinary aspects, knowledge, and challenges. The division of thematics that are now closely linked (like those manage by commissions 7, 8 and 9).

cross over between the commissions not adequately dealt with

There are big differences in the organization and operation of the various commissions - this is a condition for commissions relying on voluntary contributions. But a weak and diffuse leadership of a commission may have negative influence on the engagement about the commission's work. Commission chairs should be equipped by the FIG for the job in a kind of reconciliation of expectations to management and performance.

The strength and level of activity of the individual commissions depend to a high degree on the commitment of the current chair. However, this may be a basic condition for an organisation depending on voluntary contributions. The chairs should be supported from various sources such as ACCO, FIG Office and the hosting member association.

lack of cooperation between Comm., number of Comm. is too big- contribution and participation for a member is too high, inefficient structure,..

Some commissions have low activity suggesting that the structure is no good

Academic Members

There are too many commissions that have too small an active membership to be viable. It seems that relatively few member associations appoint representatives to all commissions or if they do, that those representatives take an active role in the commissions. Few member associations seem to have a proper reporting function for representatives back to their memberships. Perhaps if the smaller member associations had to support the work of a smaller number of commissions, they might be better able to manage the resources needed to do this.

The main weakness relies on the multi-commission issues that don't fit within the actual structure. Some task forces are intended to counter-balance this weakness, but it has a limited effect. A comparison can be made with scientific research structure in geomatics whereas it was characterized by its basic disciplines in that 1980-1990s; this structure became inadapted in the

years 2000s to confront new challenges (sustainable development, climate warming and change, globalized economy, social tenure, ...) and need to adapt to cross-cutting issues.

Current structure may have some overlap.

Inability to sponsor/fund or building the capacity of newly emerging associations

Possibly what is not supported is the spatial analysis applications. GIS is not strongly supported.

Some of the Commissions does not show too much activities. This has its reasons by having few (active) members and/or by non-active chairs (talking instead of acting).

Some commission's very big, other's very small

Some want to broaden their areas to other's areas.

None

-

Does not reflect the concentration of activities, nor the degree of benefit or impact on society, nor future trends. Too many separate and "equal" commissions does not reflect the technology & applications associated with different sub-disciplines.

There is no way of ensuring that members of various associations join at least one commission, to some conference attendees, FIG working week or Congress is a holiday. Some do more shopping than contribute intellectually at conferences.

Hard to include new topics (for example drones)

The proportion of scientists among FIG members is not too good. Most research work refers to the existing but not advanced and developing technologies

sometimes new trend falls in two/between two (or 3) commissions; inter-comm WG have been able to deal with this often though

The academic side of FIG is a bit weak

Non really ... the possibility for academic members to allocate academic delegates to the commission is much appreciated.

Affiliate Members

i don't know what some of the commissions do

- lack of leadership in some Commissions
- lack of cross-information between Commissions
- gap of understanding between conceptual design and "grassroot" surveying activities
- a weakness may not be the Commission structure itself, but more the way as

The current FIG Commission structure does not include body dealing with strategic issues regarding development of unified real property registration system (Cadastre and Land Registry), including next generation Vision of Cadastre 2036.

some questions demand detailed study and comprehensive discussion

Doesn't really fit the political, more holistic, areas in which FIG has become more and more important during the last decade. And it doesn't reflect the way the surveying profession has evolved . A lack of Communication between Commissions and also different levels of activity when you compare the Commissions.

There is overlap in some commissions. For example, standards and education are crosscutting.

Looking at the advancement in technology the role of the surveyors has transformed with the rate at which technology has changed over the last few decades. World is already facing the transformation from analogue to digital and from digital to space borne surveying. This massive technological advancement has not been addressed yet in the current FIG Commission structure.

Not clear if duplication is taking place in Commissions of similar topic coverage.

Corporate Members

Too many Commissions - resources are spread too thin.

Too many Commissions, and not necessarily future proof

Overlap of criterion and functionality of Commissions

The country by country coordination mechanism is not yet strong enough. we would need regional offices to reach out to

Correspondents

Overlapping or redundant sub areas or subtopics

structure born by hazard

From my experience from Commission 4 I suggest these would revolve around

Lack of succession planning

Lack of cooperation between Commissions (silo mentality)

Lack of communication with Commission members

Apparent lack of support for Commissions from FIG Office

Weak leadership

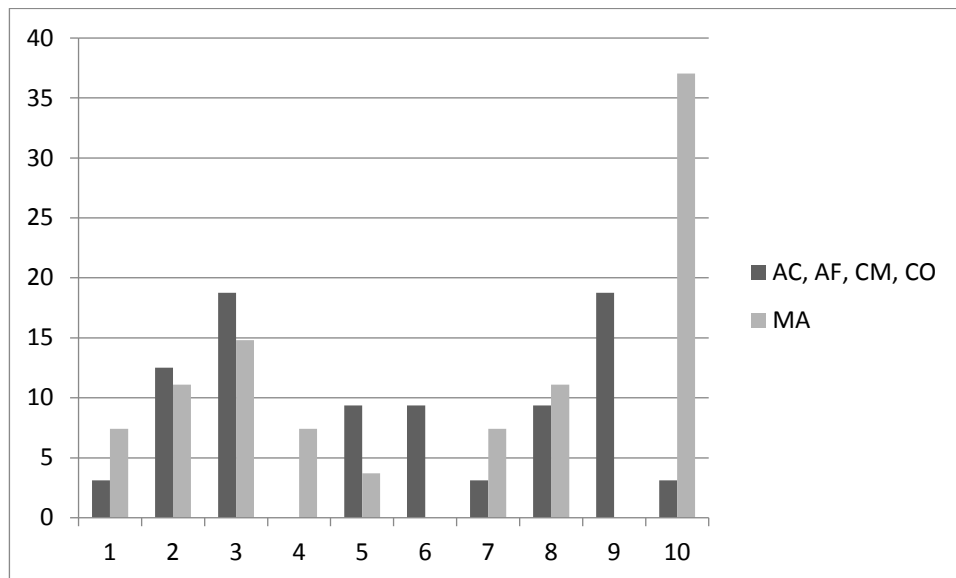
Lack of direction from FIG Council

On a scale 1-10 please indicate if you believe there is a need to change the current FIG Commission structure:

No change needed

There must be change!

	1	2	3	4	5	6	7	8	9	10
All	3	11	10	2	4	3	3	6	6	11
All - %	5,08	18,64	16,95	3,39	6,78	5,08	5,08	10,17	10,17	18,64
Member Association	2	3	4	2	1		2	3		10
MA - %	7,41	11,11	14,81	7,41	3,70	0,00	7,41	11,11	0,00	37,04
Academic Member	1	4	3		3	3	1		1	1
Affiliate Member		4	1					2	1	
Corporate Member			1					1	2	
Correspondent			1						2	
AC, AF, CM, CO - %	3,13	12,5	18,75	0	9,38	9,38	3,13	9,38	18,75	3,13



Summary;

Once again, the difference in opinion between the academic members and the member associations is clear. The Academic do not believe that a change is necessary but the member association see a need to modify the structure, even though several of the responses believe that a change is not necessary. But, eight (8) of the responses from the Member Association responded with a 10 on the scale.

IF you believe that a change is needed, what would be the main drivers (reasons) for change you're your perspective?

Below are all the text responses. No editing done;

Member Associations

Technology and Business does not match the Structure of FIG. Why have Com 5 separate to Com 6 (for example) - Outsiders would say why split resources of FIG into 2 commissions when they talk the same language at the end of the day - Surveying.

The problem is not in the composition or assignment of duty to the commissions; the problem is in the weak involvement of the member associations directly in FIG.

FIG has to include a broader professional coverage relating to surveying professions in general land and property market.

To clarify FIG:s role with profession and other organisations. To simplify the administration.

break down the "fences" and look for more cooperation; fulfill the needs of surveying community; better cooperation and more effective work;

less commissions, clear goals and tasks assigned by the GA, more Task Forces as a reaction to societal mega questions. Follow the proposal of Mikael Lilje, this is exactly the right way!

There are three primary reasons for changing an existing commission structure:

- 1 - the structure does not cover the professional areas or the "needs of society"
- 2 - there is overlap between commissions
- 3 - it is difficult to drive the existing structure due to the resources and professional interest
quicker response on current challenges

The number of commissions is an apparent problem. What should be focused is that to each commission are assigned specific and non-overlapping or double areas of competence.

FIG must become both more efficient and more effective. FIG needs to exploit its full expertise for professional purposes. FIG needs to develop and promote professional positions within its own community and beyond looking at sister organizations and at the governmental level.

More engagement of the other Surveying professions of Quantity Surveying and Estate Surveying.

future issues

More flexible structure

more commissions, more flexibility, more direct expert staff involvement

New technologies and methodologies coming online so quickly.

Some structural change is needed (Comms 5 & 6 should be amalgamated into one) but any wholesale change could have long lasting consequences for FIG and its future viability. Any move towards fewer commissions (especially the current proposals) would inhibit any growth and be a backwards step.

surveying is a broad profession and FIG needs to reflect this in its structure.

Better integration between commission, clear projects lead by FIG

no change needed

Point 6

The need to address multi-level, interdisciplinary issues like climate change, massive migration, globalization, technology development, regional specific problems, ...

Changes in the professional "scope" should be the primary driver for extension or modification.

Any changes might relate to minor adjustments to be agreed by ACCO

and the Council. Any major changes should relate to a wider FIG vision for meeting future challenges. results of Comm. work is better balanced and gives a better picture; close and effective cooperation between Comm., contribution as a member organisation is less cost intensive; best suit the structure of the committees to the surveyors main activities

Academic Members

Too many commissions that have too few active members to undertake viable work.

To adapt the FIG Commission Structure to these new issues and challenges that are not disciplinary, but are conditioned by social, environmental, economical, and cultural needs.

Look at how new technologies fit into current structure

Being representative of the functions that the current (and future) surveying industry.

Commission structure should reflect the general competencies of surveyors (valid over decades or centuries). This should be changed if these competencies change; not when new topics arise that could be solved/worked on with the already available competencies. For new topics/ mega trends we have task forces.

More balanced commissions in terms of active members

More manageable conferences, more inter-connections between geospatial sub-disciplines, more recognition of the dominance of some sub-disciplines.

To bring in more environmentalist since all we as surveyors do is in the environment.

Possibilities for easier conformation of taskforce

From my point of view the drivers must be the scientists who promotes new technologies into practice

perhaps 2 cases of 2 comm. could be merged

Important to maintain Commission 2 as a separate commission (and not merged with Com 1 into a Network)

Affiliate Members

- outside-in thinking must be more part of FIG activities (in terms of products and clients needs)
- global outreach for each Commission

Suggestion of the State Land Service to widen the function of Commission 7 "Cadastre and Land management" with the issue regarding development of unified real property registration system (Cadastre and Land Registry), including next generation Vision of Cadastre 2036.

Achieve a greater flexibility, more focused work, more innovative

Maintain the broader areas of study and better relate crosscutting tasks.

The current structure does not fully address the role of surveyors in today's context rather there are overlapping of areas of field in the commissions. For example commissions 1, 2, and 3 can have various overlapping areas that can create ambiguity.

To incorporate some topics of modern concern that does not seem to be covered

Corporate Members

More consistent Commission output. Broader international appeal.

Avoid duplication in administration and group like-minded professionals

Because of new applications based on new technologies

Not a change but expansion to create regional offices

Correspondent

More defined goals and based on current definition of who the surveyor is.

in view of the rapid changes the structure must concentrate on key capacities of the surveyors.

I don't believe whole sale change is required, merely a re-invigoration lead by FIG Council.

Commissions reflect the work of the international surveying community getting rid of them would dis-enfranchise surveyors and make member associations question the value of FIG membership.

IF you believe change is needed, what would be the primary or main change to the FIG Commission structure that you would like to see implemented?

Below are all the text responses. No editing done;

Member Associations

Aligning common work areas together and ending up simply with - professional matters (including ethics and education), Engineering Surveying, Land Surveying and Land Management, Land Planning, Construction Economics and Management.

FIG needs to amend its old policy on the fee structure. Allow new property members to pay less - as reflecting by the ratio of commissions.

Fewer commissions, stronger networks. Role and division of labor between these two.

reduce number of commissions and have a better cooperation between comm.

less commissions (4-5), more temporary working groups/task Forces, good governance in the triangle commissions, Acco, GA

less commissions with permanent tasks and more task forces of interdisciplinary experts for a special challenge

See answer 8, and it should be given different emphasis to the contribution from the academic world comparing to the professional one with regard to the value of the research and the value of experience

FIG needs a concentration of competences for proactive and quickly reactive actions, respectively. Related topical issues should be handled in one, unique commission. Cross section issues should be handled in inter-commission networks. For efficiency and effectiveness, the number of such components needs to be as small as possible without losing thematic coverage or resources.

More involvement of the other Surveying professions and seeking better collaboration and networking to foster a vision of effective management of the earth's resources beyond land, geospatial and hydrographic surveying.

more evolution

broad based, global, sector driven, not tech driven

Less commissions

Consider more commissions with direct sponsors and professional support, reduce 'technical measurement' and technology led commissions, expand and integrate more soft skills (mediation etc) into com-missions and increase valuation, development economics and property related skills. The real issue with the entire proposal for change is the constant return to geospatial and its centrality to FIG. Geospatial is just one element of surveying, a core element, but is useless without context. Any overt focus on geospatial is a backwards step and could severely affect the

ability of broad based professional member associations to maintain a full and meaningful dialogue with FIG (such as RICS). FIG is about far more than geospatial and looking at recent technological developments that technician level of membership is only likely to increase.

No strong feelings about the structure but I think we need better interaction

no need

Name and task, subject of acting

To reinforce the collaboration between commission, to generalize the use of task force, ...

less number of Comm.- max 5; clear agenda and topics for each, Comm- based on a vision + strategy of FIG; periode of work max. 3 years

Revision of the themes and number of Commission (followed shortly by a revision of the working groups within the commissions)

Academic Members

There should be two types of commission. One is to ensure that surveying specialisations continue to be represented in FIG eg hydrographics. These may be small commissions but are likely to have enthusiastic members. The other type should be "catch all" commissions with broad remits that enable them to respond quickly and flexibly to emerging issues. The way Commission 7 has operated is a good example. There may still be 10 commissions in this structure but it would contain a mixture of clearly defined specialist commissions and several with a broad remit.

A Commission Coordination Unit, that could address those cross-cutting issues.

Interest in new technologies that are not presently addressed.

A a restructure of Commissions 8-10 (preferable) or new Commission (less preferable)

So a change would be needed only if competencies are changed or FIG agrees on they do not belong to the tasks of a surveyor. The main possible changes I see are for Commission 4 and 10. There are other international organizations active in these fields. FIG can say: (1) let these organisations work on these fields or (2) let try to attract people working in these fields to FIG. Personally I would say (2) for Commission 4 and (1) for Commission 10.

The idea of combining Commission 1 and 2 and see it as a Network is great. This change is perfect.

For example have a look at FIG Commission 7. Why so big? Need to split or reshuffle with other commissions.

Fewer commissions, merged in such a way as to support more inter-connections between sub-disciplines.

Create a commission or Task once for worldwide intervention on geospatial needs of disaster areas. Or form SURVEYORS WITHOUT BOARDERS

Everything depends on the commissions, so there is no unified advice

groups that are strong and motivated enough to work actively

No change needed

Affiliate Members

- each Commission would have to live up to certain principles, deliverables, etc.; if a Commission cannot fulfill those, there must be some consequences

Suggestion of the State Land Service to widen the function of Commission 7 "Cadastre and Land management" with the issue regarding development of unified real property registration system (Cadastre and Land Registry), including next generation Vision of Cadastre 2036.

Fewer Commissions, with task forces set up for specific areas of work

Eliminate commissions 1 and 2 and form a matrix approach on these aspects across the other eight commissions.

The FIG Commission structure must be such that every commissions must be distinguished with one another and must clearly define the scope of the area. Furthermore, the new commissions satisfying the needs of technological advancements must be integrated into the structure of FIG.

It is the addition of components related to climate change and environment, where FIG Commissions are key players, but does not seem to be expressed in such way.

Corporate Members

Go to four Commissions.

Consolidation of Commissions, proposal of 4 new Commissions would be satisfactory

To setup new Commissions related to Disaster Monitoring, Transportation (Railway, Metro, Road) Surveying, Indoor Mapping and Positioning

Regional offices bringing on board many of the unrepresented groups

Correspondents

Reconsider having real estate management and valuation as another commission. (From proposed 4 to 5 commissions)

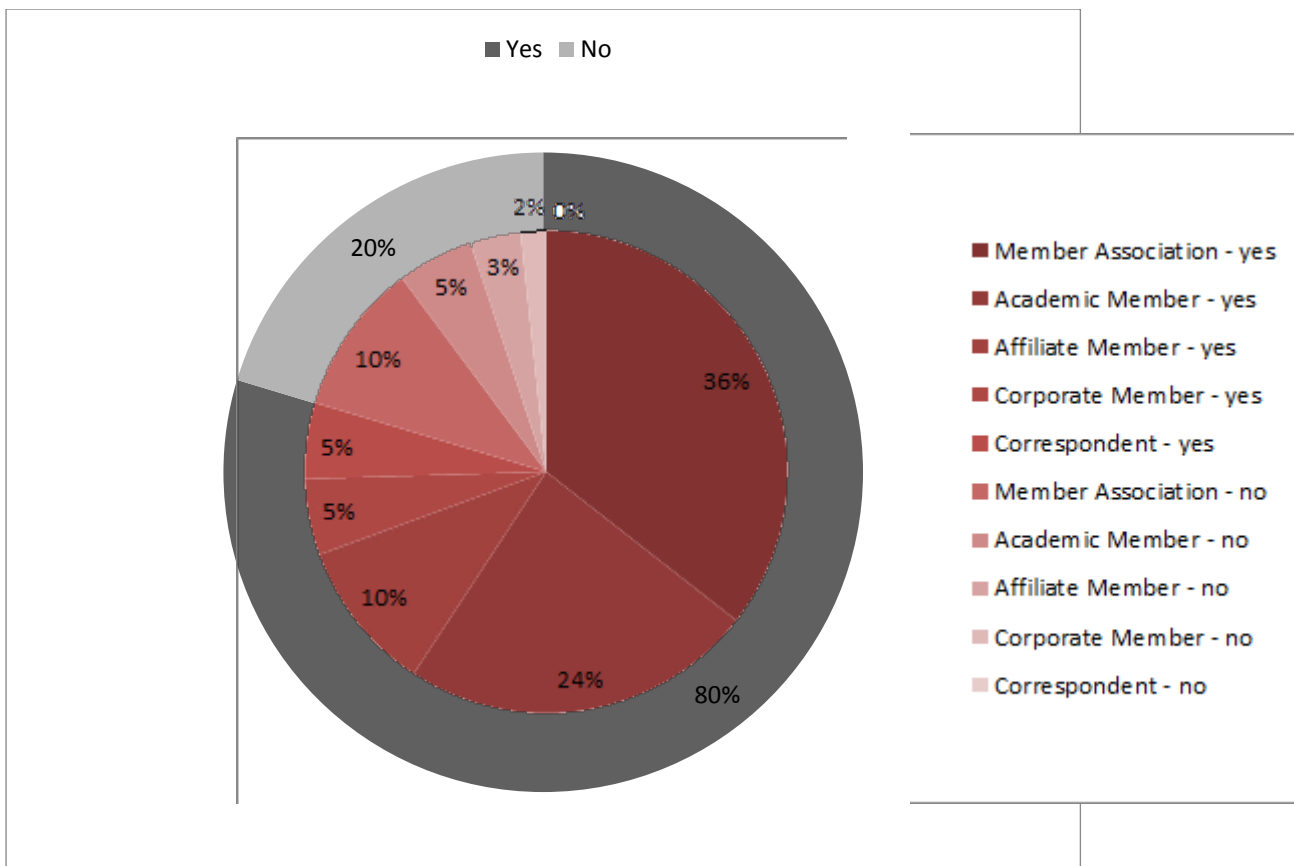
less commissions, adequate representation of cross-sectional functions

I would like the Commissions to remain but would like to see changes implemented in the way they function. Commissions need to be relevant, vibrant and forward thinking. Several are chaired by academics, which in itself is not a bad thing as they have the budget to enable international participation however Commission agendas/work programmes need to be set for the benefit of the surveying discipline they represent.

The Task Force was asked to review FIG Commissions only. The Task Force proposal presented at FIG Working Week 2016 suggested that Task Forces and FIG Networks be included in the structural review as well.

Should the structural review also include Task Forces and FIG Networks?

	Yes	No
All	79,66% (47)	20,34% (12)
Member Association	35,59% (21)	10,17% (6)
Academic Member	23,73% (14)	5,08% (3)
Affiliate Member	10,17% (6)	3,39% (2)
Corporate Member	5,08% (3)	1,69% (1)
Correspondent	5,08% (3)	0,00% (0)



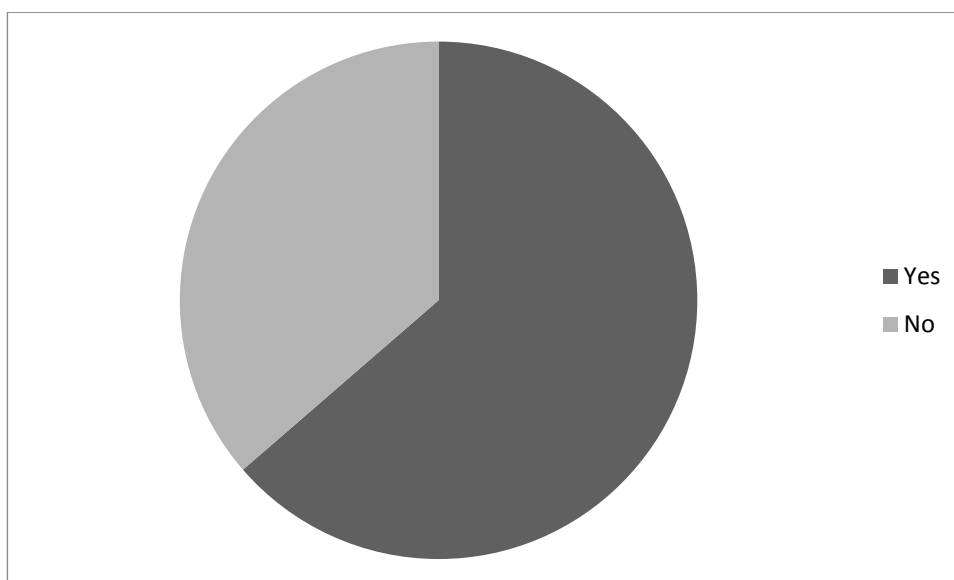
	Yes	No
Member Association	77,78% (21)	22,22% (6)
Academic Member	82,35% (14)	17,65% (3)
Affiliate Member	75% (6)	25% (2)
Corporate Member	75% (3)	25% (1)
Correspondent	100% (3)	

Summary

Yes, the task force should also include task forces and Networks in the work.

IF we can include Task Forces and Networks, should the review also include the role and function of ACCO with respect to Commissions?

	Yes	No
All	63,64% (35)	36,36% (20)
Member Association	29,09% (16)	16,36% (9)
Academic Member	18,18% (10)	10,9% (6)
Affiliate Member	7,27% (4)	5,454% (3)
Corporate Member	3,63% (2)	3,63% (2)
Correspondent	5,45% (3)	0% (0)



	Yes	No
Member Association	64% (16)	36% (9)
Academic Member	62,5% (10)	37,5% (6)
Affiliate Member	57,14% (4)	42,86% (3)
Corporate Member	50% (2)	50% (2)
Correspondent	100% (3)	0% (0)

Summary

Yes, the task force could also include the role and function of ACCO even though this is not as clear as previous question.

IF you answered YES to any of the above, please suggest structural changes or initiatives that could be implemented to improve the internal structure including Commissions, Task Forces and Networks to insure a structure prepared to meet the future challenges and opportunities for our profession.

Below are all the text responses. No editing done;

Member Associations

ACCO or similar body should be represented equally by commissions and networks.

include Task Forces to the commissions; build a clear structure with clear responsibility

closer cooperation between the commissions and between commissions and Acco, definition of main topics of technical and image work for the surveying community, more preparatory work of commissions, task forces and networks for professional policy making

The council should have the right giving direct instructions to commissions to have response on a specific topic in a specific time

I disagree to replace the commission with task forces and networks without any economic and scientific advantage, but with the disadvantage that the chair of commissions are elected by the GA while the task force by the Council.

I fully agree with the position paper presented in Christchurch.

The proposed change in 4 commissions only is too radical. Some commissions could merge, e.g 1+2 (but in the name of commission should be clear the activities: e.g. "Professional education, standard and practice"), then maybe 3+8, 5+4. Important is to keep the name of former commission in the name of new one (to see in the names of commissions all activities of surveyors). Only small commissions with weak activities should be merged into the most close former commission with new name (even though the new name will be longer).

this needs real debate and should not be rushed, the wrong decision could cripple FIG and lead to members assocs leaving

The governance of FIG needs review and expansion. The commissions, ACCO etc all need to support the executive team of president and vice presidents. The larger member associations should have (much like the corporate sponsors) a platform to explore issues of mutual benefit. The Regional Groups meeting (first held at NZ 2016) is a good step towards this and other bodies really need to support this initiative.

I don't understand the question above and thus would like to answer neither yes nor no (Q11 I cannot take away my trial answer). I think we should have the opportunity to answer more freely to this questionnaire.

I support the official creation of the Council of Regional Bodies and use outcomes of this Council to help steering the ship.

Review commissions' division and labelling, implement a collaborative (and non-permanent like a task force) structure to address ad hoc issues.

A debate with representatives of FIG members

Academic Members

Changes should be suggested AFTER the review.

The possibilities to initiate task forces should be given.

If, like in the proposal, only 4 Commission remain (not a good idea), these could be something like a Technical/Scientific Board. Since this board would have FIG steering activities, the council may be reduced to 3 persons only. This may be a possibility if we remain with 8 Commissions too.

A review of all (task forces, networks and commissions) is recommended. Why do we have these different 'groups', what is/should be their role, are they functioning well? There is somehow an overlap. It is not always clear what is the difference between a task force or a working group in a commission.

With respect to Commission 2, professional education, it has a particular cross-cutting role, across all other commissions, like Commission 1. They could join.

With new themes and the rapid changing environment of the surveyors, new commissions should be considered.

See my suggestions in question 8 & 9

sometimes a TF should grow into a commission, perhaps also a commission could become a TF and finally 'dry up'

Affiliate Members

- I liked the suggestion of a cross-structure of Commissions and Task Forces/Networks; that should be strengthened as it supports a common understanding of FIG activities;
- the YSN is a big asset and has to be continued and supported.

Concerning question 11 it is difficult to have an opinion as this is more of an internal governance issue for FIG. It is important to have a procedure for setting up Task Forces in a suitable way that does not take too long time.

Make the networks into services like the standards and education. For example, Young Surveyors network touches all the commissions.

There should be an endorsed plan for moving forward. This can be a 3/5 year plan. So that the objectives remains clear. The main work load should not fall on only on core groups rather it is necessary to be decentralized within the optimal responsibilities that can be carried out. Also time to time inviting others professional to be part of these commission through a reference group can insure the proper functioning of the structure.

Something in the line of FIG contribution to the protection of the environment and climate change

Corporate Members

Proceed as fast as possible, and don't delay unnecessarily

Correspondents

ACCO should be the coordinating unit for the commission work

I think the Commissions should remain as they are the reason d'etre of FIG but the Task Force needs to look closely at the overall interrelationship of all the constituent parts of FIG. Specifically there needs to be

Improved communication to members - website is antiquated

Improved support including financial for Commissions from FIG office

ACCO is disbanded and a permanent standing committee of Commission chairs be established to advise Council. ACCO appears ineffective

Setting of clear and achievable overall objectives by Council

Setting up of streams that work across Commissions for a finite period

Review of standards and practices in the international community to ensure the Commissions remain relevant

Redirect or create new commissions to meet professional demand

Improved member representation within Commission structure

The Task Force was also asked to review the process for nominating, assessing and selecting candidates for Commission Chairs. The Task Force has developed and proposed several strategies with respect to this.

Thinking of the future and challenges, does the current process for nominating, assessing and selecting candidates for Commission Chairs need to change?

	Yes	No
All	47,17% (25)	52,83% (28)
Member Association	24,53% (13)	22,64% (12)
Academic Member	9,43% (5)	18,87% (10)
Affiliate Member	7,55% (4)	7,55% (4)
Corporate Member	1,89% (1)	3,77% (2)
Correspondent	3,77% (2)	0% (0)

Summary

Definitely not a clear majority for either.

Overall, do you agree with the Task Force proposals (presented at FIG WW 2016) with respect to nominating, assessing and selecting candidates for Commission Chairs?

	Yes	No
All	68,52% (37)	31,48 (17)
Member Association	29,63 (16)	16,67% (9)
Academic Member	20,37% (11)	9,26% (5)
Affiliate Member	11,11% (6)	3,70% (2)
Corporate Member	3,7% (2)	1,85% (1)
Correspondent	3,7% (2)	0% (0)

Summary

IF a change is necessary, the suggested changes are OK.

If you do have specific ideas for a change or modification of the proposal please indicate below

Below are all the text responses. No editing done;

Member Associations

more quality criterias for the selection of candidates, less diplomacy

Commissions could be reduced by up to 8 with detailed specifications of the respective competences. Chairs of commissions should be directly elected by the GA and freely proposed by each member association.

the changes to commissions could have a very damaging effect on FIG and its global role, this proposal is a step backwards.

That would be a good problem to have but we do think it will be rare to have any kind of election process when so few members come forward. The 4 year cycle really needs to be looked at closer.

I still think that the support of the Member Association must be ascertained

There is a need to establish an Election Committee that can actively ensure that qualified candidates are available for election at the GA.

Academic Members

The problem at present is that the Council can approve a candidate as chair who is either unknown to or does not enjoy the support of the commission (s)he is seeking to be appointed to. My impression is that it is sometimes quite difficult to find chairs for some of the smaller commissions as member associations may be unable or unwilling to provide candidates with the necessary support.

I think that choosing the right chairs is the current problem of FIG. The ideas of the Working Group went in the right direction. We need more space in the GA to discuss the appropriateness of candidates. It should be possible to close Commission temporarily if no appropriate candidate could be selected. If this happens more often for one commission obviously, the interest of the surveying community is not large, so the commission can be shut down.

Have you considered reviewing what is happening in other professional organizations? Like ISPRS or ICA?

I cannot assess the proposal but because of the form had to put some mark to the question 14. Because of that it's negative but does not mean anything.

I wasn't at New Zealand and have not read the proposal of the task force on structure of FIG SO I can't answer QUESTIONS 14 & 15

No change needed

Affiliate Members

This questionnaire mainly targets change. But change for the sake of change won't help. It is as important to identify elements that are there and need to be retained.

14. The proposals significantly reduce the number of commissions but also significantly increases the bureaucracy of the organization. This is not needed. Also need to address the cronyism aspect of the working group chairs and also address whether working group chairs are legitimate "members" of a member organization.

Rather than just merging the existing commissions, new commissions satisfying the needs of technological advancements can be integrated into the structure of FIG. For example commission 8 can be Space borne Measurement

Any volunteer to assume a position shall ensure support to comply with the expectations and achievement of tasks assigned.

Correspondents

Reconsider having real estate management and valuation as another commission. (From proposed 4 to 5 commissions)

I think succession planning is crucial. Having the right people running Commissions is the key to their long-term relevance and survival. FIG is the only international body representing surveyors and its Commissions are crucially important to the work it does. However too much is expected of Commission members to achieve goals/work plan objectives with very little support from FIG. More money needs to be spent to keep the Commissions vibrant and relevant!