

# Africa Regional Network

## Strategy Framework 2016-2018

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### FOREWORD

The Africa 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 FIG Africa 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 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."*

Diane Dumashie, Chairperson

Africa  Regional Network

## 1. 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.

## 2. 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.

### 3. BUSINESS STRATEGY

The FIG Africa Regional Network will enable a strongly performing, productive network, whilst harnessing professional knowledge in Africa's special contextual environment. The seven key points of focus within the plan are 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 do business by organising regular participatory meetings and to promote active engagement through other media.
- 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 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

In order to achieve this 7 point focus it is important to hold directional strategic aims within the work of the steering team and enable each member of the steering team to contribute. The directional aims can be summarised under the following three themes:-

#### **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 emerging SDGs. This will require market intelligence of what is needed to flourish in society including responsive land administration, management and a dynamic housing market.

The steering group recognises that it must focus on key issues in order to achieve its objectives. The ARN will operate as a **Strategic Leader** for the knowledge building of African FIG members. It will aim to add value by connecting people and activity to make most of the talent, ideas and investment available.

#### 4. THE CHALLENGES AND OPPORTUNITIES FOR AFRICA

Africa has seen many positive developments and experienced progress in several areas in the past decade, primarily thanks to Africa's own efforts and reforms. In recent years Africa has achieved growth rates of about 5%. Furthermore, there are clear signs of improvement in governance. Many countries are taking steps to combat corruption. The public authorities in many places have improved. The business environment is improving.

Despite these and many other positive examples, Africa faces considerable challenges in the next couple of years, and development must be accelerated further. In a global context, Africa has largely been left behind in the area of economic growth, which is a pre-requisite for solving many of the still existing societal challenges.

Over the period 2000 to 2015, the UN Millennium Development Goals (MDG) sought to measure progress made across the world to alleviate the many facets of poverty. However, the MDG of halving poverty was not reached in Africa. The UN has developed a new set of goals, the UN Sustainable Development Goals (SDGs) for the period 2015-2030 where the overall goal is to end poverty in all its forms everywhere, and to ensure that "all men and women will have equal rights to ownership and control over land and other forms of property". With this backdrop, there is a need to revitalise the efforts in a large number of areas, whilst it is also important to view efforts to find best practices in all areas of society.

Through the Africa Land Policy initiative (LPI), a tripartite consortium of the African Union Commission (AUC), African Development Bank (AfDB) and the United Nations Economic Commission for Africa (UNECA) is the framework for policy dialogue and change in Africa. The LPIs Framework & Guidelines on land issues and Challenges in Africa (2009) is the endorsement by African governments to improve land governance. The AU agenda 2063 is the operating roadmap for Africa for the next fifty years calling to speed up actions relating to rapid urbanisation. African land professionals have a responsibility to be part of this agenda.

The ARN continues the FIG Africa Task Force legacy (2009-14). It is established to address the challenge that sub-Saharan African FIG Members face in addressing capacity issues. It specifically emphasise the importance of good land governance and the role that African land profession can contribute to meeting the key challenges of poverty alleviations, economic growth and environmental sustainability.

There are opportunities to develop a more mixed market of public-private services including social enterprise to benefit society at large. The idea is that land professionals can and should be a part of this movement. There is a strong culture of entrepreneurship in African nations and whilst many small businesses are content to remain small, there are opportunities for growth – becoming more productive and employing more people. Although governance institutions are weak there are a few signs of improvement, yet more has to be done.

Any serious analysis of development in Africa it is recognised that there are distinct sovereign countries each with its own economic and development needs and likely policy choices. At best we can only generalise about clusters of countries that share broadly similar governance, legal and development circumstances. But as professionals we have commonality in standards, ethics and good practice and how to deal with people as part of our daily lives. The ARN can promote to Member Associations this understanding who in turn can encourage their individual members.

### **Focus of the Task Force**

Highlighted in the ARN vision the network focus is on the African Surveying Profession and how it can best contribute to meet the key challenges of poverty alleviation, economic growth, and environmental sustainability.

Through the post 2015 SDGs, targets are stated with specific focus on land and societal development; almost all the 16 goals have components which require the expertise of the land professional. This provides an excellent opportunity to optimise and continue the network deliberations in Africa.

The challenge is to maximise the opportunities for growth allied to the capacity of professional in Africa. Adding to their professional resilience and sustainability and utilising available knowledge, creativity and emerging communications technology to create societal growth and economic competitiveness. Recent good examples of such approaches can be found in Kenya and Ghana.

## **5. STRUCTURE AND CAPACITY**

The Africa FIG RN will support African FIG member associations to better equip them with capacity development innovations on a sector or issue basis in order to better understand the barriers to and opportunities for societal growth. This is achieved by a strong and collaborative network.

In our external facing structure:

During this term (2015-18) the network format will continue with the participatory workshop platforms enabling the African Land Professional community to consider, present new and creative tools to revitalise and strengthen members and their organisations within sub Saharan Africa. The nature and type of future formats will be determined by the Steering group in each term of office.

The Network envisages organising a number of **annual outreach events**, the deliberations and outcomes to be discussed at each subsequent FIG Working Week. The events include but are not necessarily limited to “giving a voice” to themes around the Land professionals contributing to Youth and Diversity, Good Land Governance and a technical land based issue that operates at a Large Scale.

Each themed event will be championed by three nominated co-leads, one for each year, and it is proposed to open discussion with FIG key stakeholders, specifically FGF and YSN who in turn will work with a Member Association/ Academic to deliver the proposed event.

A well organised and inspiring **communications** function is vital to ensure good flows of information within the ARN Group and Member associations, and ultimately to the wider land professionals community and other stakeholders. ARN will seek to establish a digital presence and to use this for marketing and communications.

In our internal facing capacity:

During this period, the steering team will be considering future formats, with individual board members acting on a “Task and Finish” basis.

The team does not want to maintain a large structure of sub-groups, but will encourage existing groups to talk to it and stimulate conversations with Member Associations in different countries to find out more about key issues and opportunities. Existing Member organisations have an important role to play in facilitating this two way communication.

Once key opportunities for improving the prospects for growth in a sector have been identified, the steering group will see what it can do to progress the issue.

The steering group has agreed to their resource and activity in line with the business plan three themed strategic aims, namely:

- Talented Africa – led by Jennifer Whittal and includes champions Winston Ayeni and Stephen Djaba, with the Young surveyors represented by Adama Sarr

- Connected Africa– led by Mwenda Makathimo and includes champions Diane Dumashie with the Young Surveyors represented by Yusuf Aro-Lambo
- Responsive Africa – led by Eric Yeboah and includes champions Yvonne Sowah and Stig Enemark

They will work with a range of relevant stakeholders to provide expert advice and develop training ideas identified by the steering group and FIG member associations. A steering group member will take responsibility for linking the work of each group back to the steering group.

#### **HOW THE STEERING GROUP WILL OPERATE:**

It will be guided by:

**Commissioning** – The Network will agree with different member organisations to undertake delivery of the annual workshop. This will include handling all logistical details to ensure smooth booking of venues, and timely travel information.

**Enabling** – the network will play an enabling role, facilitating a meeting environment where professionals and organisations can fulfil their introductory and networking opportunities.

**Lobbying** - Building relationships with neighbouring member associations and working with other networks across Africa on

common issues to both build and share best practice or discuss and advance key issues.

**Horizon scanning** –Aligning workshop themes to Global trends of relevance to African nations; understanding policy trends and being aware of opportunities for social inclusion.

**Influencing and Challenging** – The network will seek to work closely with organisations such as Academic organisations, Government Agencies and departments, Voluntary sector and business membership organisations where it makes sense to do so.

**Engaging** – Board members will network with member associations, be approachable and constructive to facilitate opportunities and challenges across Africa nation’s home countries.

**Openness** – the Board will operate in the spirit of transparency and integrity within the “Nolan principles” for public life. (See Appendix 1)

**It will be responsible for:**

**Business Planning:** undertake business planning for an initial 3 year period. A rolling three year business plan will be developed thereafter. The network chair will ensure continuity over the term, and be responsible to steer delivery. Finally, all activity will be monitored and evaluated at the mid- point in 2017.

## 6. RESOURCES

The Africa member associations within the FIG are committed to provide the Board support function, providing Local administration services to the Board and providing specialist logistical advice.

In addition to the Board members, (who are not remunerated), ARN recognises the need for dedicated resource to co-ordinate the work of the Board, commission projects, write funding bids, undertake research and horizon scanning, brief Board members, undertake communications and run the partnership. This support is identified as a key deliverable to the ongoing resilience of the regional network, and most likely financed by the member associations or other sponsor.

The Africa RN was awarded a one-off grant of Eu3,000, for the current three year period to help run the network. It is necessary to continue with at the least financial support for administration and an application for an annual grant will be made each year

Resources to undertake workshop delivery will be sought from both the public and private sectors on a case by case basis.

The ARN Board recognises the resource constrained environment in which it works. It will seek business sponsorship and pro-bono support for its activity and work creatively to secure investment.

## AND MITIGATING THREATS

The steering group sees a very positive future ahead for the network, but is mindful of threats to the business plan, accordingly it has put in place actions to try and mitigate the risks.

Above all, in the first term of the ARN (2015- 18) term there is a particular need to Communicate, Collaborate and instigate Change. Against each of our objectives our foreseeable future risks will be mitigated by:

- **Finance:** to seek an annual administration grant from FIG and become financially resilient in our external facing activities,
- **Added Value:** to provide a quality platform to develop and build capacity and ensure innovative and participatory capacity platforms,
- **Growth:** to build key strategic partnerships and alliances across the Region, including Government to provide an enabling policy environment that encourages professionalism.
- **Diversity:** to engage and support Member Associations to build and encourage a diverse and inclusive profession,
- **Resilience:** to enable the continuation of the ASRN vision, and be vigilant of Member Associations becoming dormant by engaging them to revitalise and remain active.
- **The SDG's:** to contribute meaningfully to societal resilient development,
- **Community Trust:** to ensure ethics and high standards in all that we do,

- **Protecting resources:** to enable a resilient and environmentally sensitive approach in land, marine and property survey practices.

## 7. STEERING GROUP ACTION PLAN - Deliverables

Action	Lead & Who else will be involved	Actions	Completion Date	Desired Outcome
<b>Strategy Framework 2015- 18</b>	DD Steering Group  ARN network  FIG Council	Develop plan Steering group agrees final draft Uploaded to web site for Network Review Network Presentation FIG Council Review and agreement	2015/16 October 2016  November 2016  June 2017 Sept- Nov 2017	Document capable of being taken forward by new leadership for term 2019-2022
<b>Strategy Action plan review (2017-20)</b>	Steering group  Steering group  Steering group	Activity targets reviewed and presented to FIG WW Finland Proposals for financial resilience in next term ARN Financing period 2018+ discussed and agreed	June 2017  Jan- May 2017  2017	Keep GA 2016 informed and confident of ARN progress
<b>Succession planning</b>	Steering group  JW/ Steering group  Steering group DD  DD	Proposals from Steering group Agree with MA and YS degree of ongoing involvement Candidates identified Proposals presented to Council Presented at GA Turkey	Jan- May 2017  Jan – May 2017  June 2017 Sept 2017  July 2018	In place for Network resilience by mid-2018 to enable hand over to new leadership

<b>External Facing: Network outreach events</b>	DD/ YSN/ Thomson Reuters  DD/ FAO/ YSN/ FGF  DD/ TBA	<b>2015</b> Youth and Diversity in an equitable economy that will address the post 2015 MDGs <b>2016</b> Good Land Governance and alliance to FAO/VGGTs and AU Guidelines (2016), <b>2017</b> Infrastructure OR Large Scale Land Based Investments (2017).		2018 Final report to GA and ARN session at FIG congress in Istanbul
<b>Talented</b>	JW  SD/ YSN  WA	Academic paper presented on ARN/ academic liaison into the next Term West Africa support given to YSN Africa to combine technical with YSN at the ARN workshop Gaining MA support to Africa YSN, showing how to work across the generations	2018  November 2016  Dec 2017	Enhancing Enhance the skills of our current and future work force by working across the generations with a particular focus on young surveyors
<b>Connected</b>	DD/ Steering group	Identify a lead Africa YSN representative to be include in steering group	2017	Improve networking opportunities between land professionals across the

	DD/ MM	Seek to work with the GLTN Grassroots Cluster representative identifying and holding a joint workshop (subject to funding)	2017	region, particularly through regular contact at annual meetings and key stakeholder partners.
	MM	Consider an outreach with grassroots	2017/18	
<b>Responsive</b>	EY	To present a paper at World Bank Lands Conference on the impact of big data in an African context	Abstract 2016/ paper 2017	Create the conditions for contributing to society by developing a thorough understanding of global drivers of change and initiatives, specifically the emerging SDGs. This will require market intelligence of what is needed to flourish in society including responsive land administration, management and a dynamic housing market.
	YS/ SE	Identifying global trends affecting Africa over the period 2019- 21 and link to SDGs, presented to ARN Steering Group 2018 for consideration by new ARM steering group.	Post on ARN web site 2017	

**KEY:**

**SF** Strategy Framework

**MA** FIG Member Association, Academic and communicating members

**YS** FIG Young Surveyors Africa

Action plan Progress: during 2015/16 Red = Outstanding/ Amber part-completed/ Green = completed

Blue= 2017/18 year deliverables