

ATF 2011 - Detailed Cape Town Workshop Report

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1. Background to the Workshop

The African Task Force (ATF) held its second Land Professionals Workshop on 1- 2nd December 2011 in Cape Town, South Africa. The focus was on “Building Resilience in the Profession.”

This is the detailed Workshop II proceedings and supports the Final Report of the Sub Saharan African Task force workshop submitted to the FIG Office January 2012.



The FIG global taskforce emerged in response to consideration by the general council and approved by General assembly in Eilat, Israel, May 2009 to operate until FIG Congress 2014. The terms of reference and supporting material can be viewed at www.fig.net/africa.

The key purpose of the task force is to enable the surveying profession in Sub Saharan Africa to deal with social responsibility in terms of contributing to achieving the MDGs. In this regard, the role of the surveyors as change agents engaging with the politicians and civic society is important.

Africa faces considerable challenges in the near future, and development must be accelerated further. Accordingly the Task Force agenda has been given set themes within the framework of Professional Development and Ethics. The task force in 2011 will look at as its second theme, developing capacity and relevant tools in the key area of:

Building Resilience in the Profession: – to develop a suite of tools for member associations in Africa so that innovative ways are outlined for Member associations to engage with, and attract Young people and Women into the Survey Profession

The focus on Young People and Women compliments FIG efforts, currently in Young Surveyors Network and in the past, the Minority Task Force and to increase minority involvements in the profession’s respectively.

Structure of the document:

Section 1- Background to the Workshop

Section 2 – Thursday 1st December 2011

Section 3 – Friday 2nd December 2011

Section 4 – Tool Development & Progress Made

Section 1 – Background to the Workshop

As professionals we need to take the opportunity to fill our impending recruitment gap to encourage new recruits into our profession. Our opportunity is to target young and women, recognising and attending to the needs of this audience will build our professional resilience.

As African nations struggle with sustaining sufficient entrants into the profession Land Governance issues associated with achieving the Millennium Development Goals are increasingly difficult to



progress. Over the two day workshop the objectives were to:

5. Understand what the barriers of entry to the profession are especially relating to women and young people
6. Add value for participants through a learning experience to enable them to act as agents of change
7. Outline and develop a range of tools that are capable of being used by member associations that will make a difference in their recruiting strategies.
8. Compile a tool box for discussion at the ATF Roundtable table in Rome (May 2012)

These objectives were achieved and that a suite of draft tools designed will be worked upon over the subsequent months prior to the ATF Roundtable to be held in the Working week 2012.

The workshop program is at appendix A.

Using the above objectives as a basis for the compilation of knowledge and preparation of a strategy to take the process further, the 2-day Workshop was designed by adapting the Appreciative Inquiry method (defined at Appendix B). as follows

- Day 1 the focus of this first day was on discover, dream and provided a clear foundation to understand member associations recruitment activities and begin to devise the needs of SMART tools. The afternoon provided an opportunity to understand perceptions and technology leading to the subsequent tool design of visual photographic tools.
- Day 2 the focus concentrated on Partnerships and Perceptions both leading to communication and leadership. In particular groups worked towards design and delivering a suite of tools to enable the members to effectively recruit. These are to be finalised for discussion at the next FIG working week in Rome May 2012.

These proceedings provide the background information and a record of the discussants activities, debate and deliberations during the course of the running of the two-day workshop. It is also intended to be made available as a briefing document for the roundtable in 2012 where the final suite of tools will be considered and discussed.

Dr D Dumashie acted as the lead designer and facilitator of the Workshop.

The deliberations of the participants during the workshop are explained below.

Section 2- Thursday 11th November

After the ATF chairperson welcome and greetings from the hosts, Department of Geomatics, University of Cape Town (UCT), Professionals Land and Technical Surveyors (PLATO) and by special invitation the Young Surveyors Network (YSN) chairperson, the

outline of the participatory two-day workshop was presented.

The thrust of the workshop recognises that the aging profile of our profession adds an urgency that we need to ensure building future capacity of the profession, this is termed building the resilience.

Importantly it is about the general diversity of our business not just in terms of gender and ethnicity but also to ensure we have people who approach challenges in different ways.

As professionals we need to take the opportunity to fill our impending recruitment gap to encourage new recruits into our profession. Our opportunity is to target the young and women and recognising and attending to the needs of this audience will build our professional resilience.

Resilience in land requires youngsters and especially women to enter the profession and to act as agents of change, in general to attain the MDGs and in particular, to support good land governance.

We understand the competing demands on young people and we also understand that we have to get young people interested at different levels i.e schools and universities. Similarly, resilience in land requires women: it is a sad fact that women have been marginalised in land and property assets. It is emphasised that it is not the workshop aim to make judgments, but to look and move forward inclusively for men and women. Building resilience in our profession is promoted by this workshop that with over 50 land professionals attending this raises both member awareness of the need as well as provide tools for members recruitment activities.



The workshop structure is based on and adapts the appreciative inquiry method. Appreciative inquiry employs a particular way of asking questions and envisioning the future that fosters positive relationships and builds on the basic goodness in an organisation.

It utilises a cycle of four processes focusing on:

1. Discover - the identification of an organisational processes that work well.
2. Dream - the envisioning of processes that would work well in the future.
3. Design - planning and prioritising processes that would work well.
4. Deliver - the implementation (execution) of the proposed design.

This process was adapted, so embedding into this structure are the objectives of the workshop by considering different ways of thinking categorised into: Performance and Technology, Partnerships & Communications, and Perceptions & leadership.

In overview the focus of the first day is on the 'discover, dream and deliver processes. The first morning started with 'Discover' was led by presentations (all available on the ATF web site) from:

- Joycelyn Makena, Kenya
- Eugene Etuonovbe, Nigeria
- Ugwulebo Benedicta Amarachi, Nigeria



A striking message heard that “the much bigger obstacle to putting more women at the top is that so many struggle to balance work and family” (JM). In all societies at least for now, women shoulder most of the burden of looking after children and ageing parents. Not surprisingly because this has some difficulties many able women opt for jobs with predictable hours.

Each shared their personal professional experiences enabling delegates to concentrate on their own ‘discover aspects of adaptive inquiry.

Next moving to the member organisation level, delegates heard from

- Peter Marsh, President SAGI, South Africa and
- Winston Ayeni Chief Registrar of SERCO, Nigeria

They presented their respective associations recruiting activities. Setting the scent to the enable the groups to deliberate and clearly document SMART (Definitions Appendix B) issues to attract new recruits to the Profession and key actions for members association recruitment activities. This Information was available to build knowledge during the second tooling design exercise.

Sincere thanks are extended to Trimble Optron (Global & South Africa) offices who steered the afternoon activity that concentrated on performance and technology. Keith Hofgartner presented Trimble and their role in Africa (PPT at appendix C), next with the help of the local Trimble team (Optics) survey equipment was supplied and they ran a full afternoon of interactive land survey session.



This involved group work, the challenge in 50 minutes was a timed survey of the university playing fields using older techniques of land measurement and written calculations followed by a significantly shorter time horizon in which to undertake the same survey using GPS.

Further, inspired by John Brock (Australia) his substantial knowledge of surveyors captured in movies and cinema, the delegates were then tasked to create a photo marketing tool using hand held video recorders (courtesy of Trimble). Dividing into groups the objective is to create a photo marketing tool for recruitment strategies that

- Helps to break down barriers for our target audience,
- Engage to demonstrate that surveying is: Extremely desirable, Extremely accessible and Extremely contributative to society and individuals’ goals

Spending 1 hour preparing their photo tool and then 30 minutes delivering it to the wider group, participants critiqued the tools. The plenary agreed that these tools could work well for the Member Associations to adapt to their needs. In the subsequent plenary these tools were prioritised according to how do-able each is.

Reflections and observations

From the days deliberations discussion from the participants to build the resilience of the profession. The salient issues included:

Delegation:

- Experienced/ Older surveyors need to delegate responsibility, facilitate and allow the young to take bigger decisions/ responsibilities and thus expose them to processes and experiences.
- Recognising that there is a split between a) who takes the blame when things go wrong and b) delegating a framework, noting that it is adult responsibility to take this, they are the wise ones.

Timeline

- It is important that recruitment starts early, so to engage with the high schools , although
- noting that Ethiopia the young do not have choices at higher education as their degree subjects are allocated

Mentorship

A key skills in success is recognising that

- both mentor and mentoree have to be tolerant and
- Mentors have to be open

Communication

Understanding the language of land and our profession to be made accessible to all, to encourage participations and uptake.

Section 3 - Friday 12th November HOW

Day two opened formalising the Zebra as the delegates vote on the Cape Town African animal as the most appropriate and representative big 5 animal with stripes for a range of tools under development.



The second day continued with different ways of thinking, concentrating upon partners and perceptions drawing from the adaptive inquiry process of discover, develop, design and delivery.

As a start, and to facilitate delegates strategic thinking, Key note presentations provided

First,

- Aditya Kumar & Vuyani Myango discovering partnerships with an excellent presentation of the pragmatic and effective work Shack Dwellers International is doing in informal settlements in Cape Town, Aditya & Vuyani discussed participation and communication, empowering and reminding delegates of the benefit of professionals working with Grassroots.

Next

- Yvonne Sowah (Past President GhIS) talked about perceptions and leaderships and women in surveying and

Finally

- Kate Fairlie (Chair YSN) enthused the audience with perceptions and communication from a young professional's viewpoint



Diane Dumashie rehearsed the definition of a 'tool' , how it can be



of practical application. Next overviewing what it means to lead and communicate change, reminding the participants that the task is to develop 'do-able' tools. Note the detailed definition is posted on the ATF web site, and will be circulated at each ATF workshop.

Rigorous and logical group debate followed as delegates identified, considered and found further ideas for action for a second set of tools that will enable sub Saharan African members to engage with new recruits. Delegates designed tools, clearly stating what and why they propose this tool and how will it look, before delivering at Plenary a "mocked-up" version of their respective tools and accompanying a clear description of how the tool needs to be used by member associations to enable them to make a difference.

The outcome was 6 draft tools:

A range of tools such as these identified will inevitably included the newest tool i.e. power sharing knowledge through social media platforms. Given that with this tool, information can travel faster and reach a big crowd, social media is undoubtedly already part of life for the younger generation and it can be helpful in a lot of ways. Importantly, recognising we need to keep in mind that it is not the only tool the result was a healthy range proposed by the groups including:

1. Feet on the Ground for Young professionals
2. UTH Tube for Young professional
3. Geometre! Rêve des Jeunes for Secondary Schools
4. Students Outreach program for Under graduates
5. Securing the Future for Employers Mentoring Young Surveyors
6. You can Shape the World for Young People

On the plenary stage the group presentations of each groups proposal were made, followed by a show case approach that enables individual critique of the group tools. By the close of the discussion over the two days, participants came to the conclusion that Individual groups would take away their tools to refine and represent at the Roundtable in May 2012.



In the final plenary session/ wrap up it was agreed that:

The range of tools are good:

- Is the depth of techniques suggest at times too heavy
- Shape the world as a project
- Notably all are do-able to different degrees. On the one hand need to take care no to 'dumb down' and on the other hand which tool can realistically be finalised in time (and resources) for the roundtable. Agreed that some will need to remain at the inception/ ideas stage and remains as good ideas for subsequent member association development.
- Are some o the tools doubling up on tools already available? E.g. You Tuber
- It would be very beneficial to achieve a FIG publication
- Capturing diversity of approaches best to categorise tools

into three different categories in order that marketing strategies could differentiate between targets i.e. Secondary School, Undergraduates and Young Professionals

- Agreed that tool box 1 holding the photo tools should be merged into one (perhaps use rics bullets?)

Section 4 - Tool Development: Rationale and Progress Made

Land professionals have a key role to play to act as agents of change, in general to support good land governance, and in particular to attain the MDGs. To do this requires capacity and resilience of sufficient number of professionals entering the profession.

A tool kit of ideas and templates to engage with, and attract Young people and Women into the Survey Profession could make a difference to Member Associations recruiting activities.

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

1. A photographic tool to demonstrate the strategic benefit of joining the Land Profession
2. A suite of ideas for tools that address 3 target audience levels
3. Current FIG Member Association Marketing tools and strategies that may be used as templates

Finally

4. The tools are displayed in a resource format that may utilise the ATF Folder that encourages Member Associations to add their own experience as they go along.

The drafting of this tool kit has been undertaken by each of the 6 groups during the period December 2011 to March 2012, each group was responsible for review and refinement before this was collated and edited by Dr D Dumashie

During the editing consideration was given to:

- 1) What will the tool look like?

Although there is significant quantity of information, with appropriate design it can be incorporated into the folder circulated for the 2010 (Mombassa) workshop, and

- 2) What will be the impact/ customer focus of this tool?

We concluded that Professionals acting as agents of change will be driven by the agenda of building resilience unto the profession and those tools that are included could be both used in their present format as well as built upon to develop their on understanding and applicants, such as SAGI and SAGO already do, providing this is further built upon by member associations

3) We considered the administration / dissemination practicalities of the tool because many member associations do face resource limitations in the number of member surveyors in the country, and rarely any dedicated office staff.

We concluded that a handbook should be capable of additions provided incrementally by Members, particularly over the short term. In the first three years (i.e the life of the ATF), this can be administered by the Task Force.

Presented at the FIG Working Week May 2012 for discussion will be a tool titled:

**“ Zebra Recruitment Tools;
different stripes for different purposes”**

It is available on the web site for review

Task force Website

The ATF FIG web site is located at:

www.fig.net

Dr Diane Dumashie

Chair, Chair Africa Task Force

April 2009- 2014

Appendices:

Appendix A: Workshop Program

Wednesday 30 th November – Early Arrivals	
19.00-21.30	Early registration, and Informal Welcome reception (not mandatory)
Thursday 1 st December	
08.30-08.45	Arrival and registration
8.45 - 9.15	Welcome, PLATO & UCT Chair <i>Dr Diane Dumashie</i>
9.15- 9.30	Introductions & Strategy for the Workshop <i>Dr Diane Dumashie</i>
9.30 -10.00	Session 1 Discover: Personal Perspectives- I am.... <ul style="list-style-type: none"> • <i>Joclyn Makena, Kenya</i> • <i>Eugene Etuonovbe, Nigeria</i> • <i>Benita Hill, Nigeria</i>
10.00- 10.15	Session 2 Dream: What worked for you?
10.15- 10.30	Market Show place - Shared Understanding
	With Coffee/tea
10.30- 11.00	Feedback Aquarium - What worked for you
11.00- 12.00	Session 3 – Member Associations Recruiting Actions <ul style="list-style-type: none"> • <i>Winston Ayeni Chief Registrar NIS,</i> • <i>Peter Marsh President SAGi</i>
	Group Wt3 Discover: Finding ideas for action- What are the SMART issues to attract our target people?
12.00- 12.30	Group presentations: <i>Key issues and Actions for Sub Saharan African Member Association Recruitment Activities</i>
12.30	Lunch
13.30- 13.45	Introducing different ways of thinking: Performance & Technology, Partnership & Leadership, Perceptions & Communication - Dr D Dumashie
13.45 - 14.00	Session 4 Performance & Technology: Trimble In Africa, Keith Hofgartner, Projects Manager (worldwide) Trimble
14.00- 15.30	Session 5 Develop : Trimble Exercise –Trimble & Optron
15.30- 16.30	Groups Wt5 Develop: Groups prepare Presentations
	With Coffee/ tea/ Cakes
16.30- 17.25	Session 6 Deliver: Tool Box 1. <i>Group Photo Presentations and Plenary feedback, Chair Yvonne Sowah, GHIS</i>

17.25- 17.30	Wrap up words <i>K Hofgartner , Trimble</i>
17.30- 17.45	Car Park, Vote & Close <i>Dr Diane Dumashie</i>
19.00- 22.00	Participants Dinner, Fig Tree Restaurant <i>ALL</i>
Friday 2nd December	
8.45- 9.00	Workshop day 2 Introduction & setting the days theme: <i>Dr Diane Dumashie, Chair ATF</i>
9.00- 9.30	Session 1 Discovering Partnerships: <ul style="list-style-type: none"> • Partnership and Communication: <i>Aditya Kumar, Slum Dwellers International (NGO)</i> • Perception and Leadership: <i>Yvonne Sowah, GHIS</i>
9.30- 10.00	Session 2 Developing Perceptions: <ul style="list-style-type: none"> • Perception and Communication: <i>Kate Fairlie, YSN (FIG)</i> • What it means to lead change and overview of Tools <i>Dr Diane Dumashie</i>
10.00- 11.00	Session 3 Design: Tool Box 2 A twin track focus on Young Professionals and Women
	Wf3 Finding and developing Tools for action: <ul style="list-style-type: none"> • What and Why do you propose this tool? • How will it look?
	<i>with Coffee/tea</i>
11.00- 12.30	Session 4 Design Wf4: Draft your tools for action fro SSA: <ul style="list-style-type: none"> • Clear statement to accompany your tool • Clear description on how the tool needs to be used
12.30	Lunch
13.30-14.30	Session 5 Delivery Wf5: Showcasing tools, Presentations by Groups
14.30- 15.15	Market show Place 2: Comments and reviews
	<i>With Coffee/tea</i>
15.15 15.45	Session 6 Deliverable: Tool Box 1& 2- Do you agree? Plenary Chair: <i>Madame Angela Etuonovbe</i>
15.45- 16.00	Final discussion on our results & Car Park, <i>Dr Diane Dumashie</i>
16.00 – 16.15	Next steps & Closing, <i>Dr Diane Dumashie</i>

Appendix B – Definitions

1) Appreciative Inquiry

It is an applying a hands-on model of organisational development rather than a purely theoretical one. The model is based on the assumption that the questions we ask would tend to focus our attention in a particular direction. So traditional methods of assessing and evaluating a situation and then proposing solutions are based on a deficiency model.

Traditional methods ask questions such as what are the problems, what is wrong or what needs to be fixed.

Instead of asking what is the problem the question may be couched in terms of challenges: what are the challenges. Regardless of whether the question is asked harshly or softened with less antagonistic language, the model remains as one of deficiency. The thinking behind the questions assumes that there is something wrong, that something needs to be fixed or solved.

Appreciative inquiry flips all that on its head. It starts with the belief that every organisation and every person in that organisation has something good about it. Each person has something valuable to contribute and the organisation itself has merit of some kind. It asks questions like what is working, what is good about what you are currently doing.

Appreciative inquiry employs a particular way of asking questions and envisaging the future that fosters positive relationships and builds on the basic goodness in a person, a situation or an organisation. It utilises a cycle of four processes focusing on discover, dream, design and destiny.

The basic idea is to build organisations around what works rather than trying to fix what doesn't. It is the opposite of problem solving. Instead of focusing on gaps and inadequacies to remediate skills or practices AI focuses on how to create more of the exceptional performance that is occurring when a core of strength is aligned. It's line of reasoning is assume to act motivational since the work doesn't stop when a particular problem is solved but rather focuses on what is the best we can be. The approach acknowledges the contribution of individuals in order to increase trust and organisational alignment. The method aims to create meaning by drawing from the stories of concrete success and lends itself to cross-industrial social activities.

2) SMART

SMART is a memory tool, used to set objectives, for example for [project management](#), employee [performance management](#) and [personal development](#). Although there is no clear consensus about what the five or seven keywords mean, or even what they are in any given situation, typically accepted values are highlighted in table below. The workshop utilised this tool in order to guide participant thinking and each tool is identified by the SMART principle in order to test its viability.

Letter	Major Term	Minor Terms
S	Specific	Significant, Stretching, Simple
M	Measureable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational
R	Relevant	Realistic, Resourced, Resonant
T	Time-bound	Time-oriented, Time framed, Timed, Time-based, Timeboxed, Timely, Time-Specific, Timetabled, Time limited, Trackable, Tangible
E	Evaluate	Ethical, Excitable, Enjoyable, Engaging, Ecological
R	Reevaluate	Rewarded, Reassess, Revisit, Recordable, Rewarding, Reaching