

FIG TASK FORCE
on
'FIG 2021: FUTURE GOVERNANCE AND MANAGEMENT OF FIG

1. Introduction

1.1 Objectives of this paper

This paper has been developed by the Governance 2021 Task Force (see below for the list of members) in order to provide FIG Council a position statement following the initial discussions held in Hanoi 2019 and to be clear on the framework for discussing the future governance of the FIG 2021 TF onwards.

The TF ultimate purpose is to consult, advise and set out the basis of a governance structure that is fit for the future needs of FIG members and stakeholders. It is desirable to distinguish between Governance and Management, in this context these terms are defined as follows;

Governance - this refers to the processes by which a body assures itself that the long terms interests of its stakeholders are satisfied. In the context of FIG these stakeholders include; the Members (the Member Associations, Affiliate Members, Sponsors and Academic Members), specialist interest groups (Commissions and Task Forces), the clients of surveyors, the employees of FIG, and the general public at large.

Management - this refers to the processes by which a body, plans, organises, implements and monitors its day to day operations and administrative matters.

1.2 Terms of Reference of Governance Task Force

The terms of reference of the task force were agreed by the 2018 General Assembly held in Istanbul, to;

- a) Evaluate the present governance framework of FIG; and
- b) If required, based on the findings, propose changes and, if necessary, an alternative internal structure of FIG to meet the future “needs and expectations” of its membership in order to set a context for possible changes to FIG post 2021.

1.3 The TOR identifies the following key outcomes from the review:

- a) Documented analysis of the FIG governance framework, being the administration and organisational structure of FIG, in terms of how it meets the current and future needs and expectations of member associations
- b) Recommendations and proposed changes to the FIG governance framework
- c) Recommendation regarding the ongoing need for a group to review FIG governance and responsiveness to member association requirements, and the form and structure such a review group should take.

1.4 The members of the Task Force are:

Chair: Diane Dumashie

- Hansjoerg.kutterer Germany
- Jakoba Kgopolelo, Botswana
- James Kavanagh, UK
- Jurg Kaufman, Switzerland
- Kate Fairlee, Australia
- Kwabena Asiamah Ghana
- Maurice Barbieri, Switzerland
- Milka Pietrzak, Poland
- Mikael Lilje, Sweden
- Melissa Harrington, USA
- Pekka Halme, Finland
- Robert Sarib, Australia

2. Program of Work

The world in 2019 is very different from 1878, the year FIG was founded. As an organisation we have held several reviews in the past; but now society is facing unprecedented changes in our world. The impact of big data and artificial intelligence, climate change, urbanisation on an unprecedented scale are just a few of the challenges we now face.

The TF strategic question and/ or outcome for this group is to ensure the governance framework (which includes the administration and organisational structure of FIG) is effective, efficient and dynamic so as to meet the future needs and expectations of members – i.e. is it fit for the future.

A Governance review was undertaken and reported in 2001, a second partial review undertaken and reported in 2018. With the fast pace of change in our world, the latter review emphasised the need for a fundamental review of the framework for governing and managing FIG. Drawing from this, it is proposed that the TF considers a ‘future’ horizon of 10 years (i.e. 2 terms) with the next review potentially in 2030.

The current structure and function of FIG is to be evaluated, via a participatory process including the Council, ACCO, Commissions, Networks, Task Forces and the FIG Office. In seeking to promote debate about the future Governance of the Federation it should be stressed that ongoing reporting will be a feature.

To gather as much input as possible a systematic process has been devised (see appendix 1) and a number of work packages (WP) created, which, are as follows;

2.1 WP1; Stakeholders Member’s Needs:

To continue to be able to respond to changing conditions it is vital that the FIG structure enables the organisation to respond quickly and effectively, whilst at the same time ensuring that appropriate levels of accountability exist. Our consultation will

focus on what we are doing well, what we can do better, challenges or trends affecting influencing the future, and how to resolve such matters

- Identify the driving forces of global change and the main issues and trends arising from them
- A “SWOT” analysis of the FIG governance framework be performed and involves FIG members and the FIG Office.
- Key FIG reports and recommendations from previous Task Forces, and information from various Member Association meetings and forums facilitated by FIG materials be overviewed.

We will be deliberating on Member’s perceived needs in the light of a rapidly trending world to inform the Future.

2.2 WP2 Governance/ Organisational Structure:

To consider how to create governance structure and framework for decision making which ensures an effective balance between the interests of our member stakeholders. (Noting that excluded from this review process is the FIG Foundation). In particular the nature of the relationship between the governing body (General Assembly) and the operational management of the Federation (Council/ ACCO)

Our deliberations will refer to FIG Statutes and also draws on a section of our Internal Rules. From our Statutes we will consider specifically statute 6 (Governance of the Federation), combined with considering the extent to which our governance structure and framework for decision making ensures an effective balance between the interests of our Membership (categorized in Internal rules 2-6), i.e;

- Members
- Commissions,
- Regional groupings of member associations, and
- Others who may have an involvement in the work of FIG.

We will be deliberating and reporting on Function.

2.3 WP3 Management/ Roles and Responsibilities:

Drawing on the trends in society and working practices of professionals, to consider the depth of our collective working and experience is it best served by the current platforms, do we have clear roles and responsibilities that are agile to respond to the demands of society as well as our MA needs, and do they effectively contribute to the range of work expected to meet the emerging needs, technologically as well as societally? Our consultations will refer to our Internal rules items 9 to 16 (excluding item 10 Financial administration).

We will be reporting on Form and then combine with Function from WP2.

2.4 WP4 People and Volunteering:

To tie in with the FIG four- year work plan ‘Volunteering for the future of our organization’, this seeks to embrace the people factor from our membership base, and to consult on ‘purposeful’ individual engagement, attracting the next generation and encouraging nominations all will be sub themes of this element.

Importantly it will ‘sense check’ the extent of willingness and ability for members to volunteer and to provide insight on how to ensure the process of selecting those responsible for the governance and management of FIG is transparent, open and supported by Council, Chairs and Members.

We will be deliberating and reporting on the combination of Function and Form in the context of Futures to draw out our conclusions

3. Implementation Pathway

This Position Statement updates the TORs (May 2018) and is predicated upon a consultative process (largely online) with FIG membership

Accordingly, whilst a core group will have the responsibility for implementing this TOR, the group will undertake this via a unified, collaborative and consultative approach with all FIG internal members and selected external stakeholders. Consequently meaningful outputs from this TF are highly dependent upon Member engagement- acknowledged by the GA in 2019 hosted in Hanoi, Vietnam.

3.1 A Two-year timeline (2019 to 2021),

The mandate of under 2 years for a full consultative exercise is a tight timeline; but informed by our TOR’s:

- Launch in Hanoi
- On line Activities during 2019
- Council interim report then, GA report 2020, and
- Roundtable session Amsterdam
- Online Activities during 2020
- Council final report,
- Presentation to GA in Accra, 2021

Chair - Dr Diane Dumashie FRICS, Vice-President, FIG