

New Strategic Directions in the Egyptian Survey Authority and Impact on the Requirements for Capacity Building: An Example of International Cooperation for Human Resource Development

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SUMMARY

Since the beginning of the 90s, several initiatives have taken place in the Egyptian Survey Authority (ESA) to modernize its production facilities and work procedures, with an apparent role of digital technology. Several international donors contributed to such modernization program. Recently, a decision was taken by the Egyptian Government to convert ESA into an 'Economic Authority', operating on 'cost recovery' bases and partnering with private companies for the delivery of diverse, large, services that beyond its capacity. In respond to these policies, ESA is busy exploring new strategic directions, including options for self-subsidiary and revenue generation, outsourcing of basic mapping activities, business re-orientation with more focus on information management and the delivery of diverse geo-services, optimisation and downsizing, training programs for job re-orientation, Public Private Partnership PPP, etc.

Consequently, staff members, in all managerial and operational levels, require training in applying modern concepts and effective measures for the management of technical operations, quality and performance, in line with the business goals of the organization. The International Institute ITC, the Netherlands, supported ESA in designing a program for organizational and human resource development for a five years period, after which it would proceed as on-going intra-organization training program, the TMS/ESA Project. The Dutch Government, jointly with ESA, financed this program. ITC is the leading partner in this project, in association with several educational institutes in Egypt and professional organizations in the Netherlands and Germany.

The project offers an integrated set of training programs for ESA staff in all management levels; senior managerial staff, mid-managers and supervisors, technical staff as well as administrators involved in managing resources. These integrated programs include training courses, workshops and case studies, both in Egypt and the NL. The training is focusing on strategic planning and the management of technical operations, workflows, information and quality of services. Improving the performance of ESA is the ultimate aim of this project. In

order to ensure sustainability, the project aims to strengthen ESA capabilities for training , continuous training needs assessment and impact evaluations on performance. This paper reviews these activities and the lessons learned for both ESA and ITC, in the framework of international cooperation.