



Task Force Group

Interim report

A new governance in a changing world

0. Preamble

Created in 1948, the UIA has become in a few decades a fully-fledged NGO, esteemed among international organisations, bringing together more than a hundred organisations representing the profession (for 1.4 million active architects) whose influence concerns not only architectural culture but also the economic position of the architectural sector and, more broadly, of construction and urban planning.

Today, the climate emergency, migratory flows, the explosion of the digital economy and economic liberalism are all global issues on which it is essential that the voice of the UIA be clearly and strongly heard and that it be an international forum for the defence of the ideas and values shared by many professionals.

The UIA, which will soon celebrate its 75th anniversary, has difficulties in its statutes, governance and current structure to play its role as an international voice, beyond its member sections.

This is why, given the current challenges, it is urgent to re-found a new UIA for the 21st century, capable of bringing together architects from all countries of the world.

This is the purpose of the Motion proposed by Region 1 voted at the General Assembly in Rio in 2021.

1. Motion

The overwhelming vote by the General Assembly in Rio in July 2021 in favour of the motion proposed by Region 1 demonstrates a strong desire by member sections to restructure the governance and functions of the UIA. Changes are needed and desired.

Reminder of the motion :

« Within the founding principles of UIA and in order to involve all Member Sections in the life of the organisation, to guarantee equity between all, to ensure bottom up ethical operation, to increase efficiency, value and visibility around the world and to respond to the challenges facing the profession as well as the world's expectations of UIA as global representative of the profession,

UIA General Assembly mandates the new 2021 - 2023 Council

- To review the governance and operation of the organisation
- To involve all Member Sections in the review using a participative and collaborative approach
- To give quarterly progress reports to all Member Sections
- To develop proposals for a renewed and strengthened organisation with defined timelines and anticipated outcomes
- To submit the finalized proposals to an Extraordinary General Assembly no later than end 2022
- In the event that the proposals are accepted, to draft revised Articles and Bylaws to be put to a vote during a General Assembly no later than the Copenhagen General Assembly 2023, the 75th Anniversary of the UIA. »

2. Task Force Group

A Task Force group was set up for this purpose in October 2021, consisting of :

José Luis Cortes,	President of the UIA
Tan Pei Ing,	UIA Secretary General
Sara Topelson,	UIA Past President
Eric Wirth,	Councillor Region 1
Ruta Leitanaite,	Councillor Region 2
Rim Safar Sakkal,	Councillor Region 3
Debatosh Sahu,	Councillor Region 4
Vity Claude Nsalambi,	Councillor Region 5

with Sonia Cela, Administrative Director of UIA
and the help of Mwiyaithi Wanjira

The group is led and coordinated by Sara Topelson

Its mission is to reflect on a new organisation of the union, a new, more horizontal governance, and to propose new statutes and internal regulations that will enable the objectives defined in the motion to be achieved.

To date, the Task Force has met almost twenty times since October 2021.

3. Diagnosis

A first phase of diagnosis was undertaken through a survey addressed to all member sections, to non-member countries, to UIA elected representatives, to former UIA elected representatives, to independent architects, to UIA employees, ...

121 responses from 64 countries were collected, as detailed below :

UIA Member Sections

Region I (9)

France, Germany, Ireland, Italy, Portugal, Spain, Sweden, Switzerland, UK

Region II (15)

Azerbaijan, Bulgaria, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Slovakia, Turkey, Ukraine

Region III (12)

Bolivia, Brazil, Canada, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, Peru, Puerto Rico, USA, Uruguay

Region IV (10)

Australia, Bangladesh, China, Hong Kong, India, Japan, Macau, Malaysia, Nepal, Pakistan

Region V (15)

Angola, Benin, Botswana, Democratic Republic of Congo, Egypt, Ghana, Kenya, Madagascar, Mauritius, Morocco, Nigeria, Republic of Congo, South Africa, Tunisia, Uganda,

No UIA Member Sections (3)

Austria, Nicaragua, Mozambique

Objectives of the survey

The aim of the study is to make a diagnosis of the International Union of Architects (UIA)

Men (61%) and the over-60s (45%) constitute a large majority of respondents.

The UIA's major strengths

Performance: fulfils its functions

Internal communication: General activities, Activities of the Commissions and Work programmes, Approach, speeches

Support for its members

The major weaknesses

Weak presence and social influence on the international scene, among Architects and society

Scarce participation in specific activities to support society

Difficulty for members to participate in the functioning and decisions of the organization

Results :

Performance: The opinion on the performance of the UIA is rather favourable, 73% consider that it fulfils the aims and objectives set out in article 1 of its statutes.

Presence: However, they consider that the UIA has little social presence and influence. Less than half think that the UIA is present on the international scene (49%). It is little identified by architects and architecture students in their country (58%). Only a quarter think that the UIA is present in society (25%)

Solidarity: The majority (but not an overwhelming majority) say that the UIA shows solidarity with its members (59%). At the social level, a slight majority think that the UIA is concerned about events that affect the world (pandemics, disasters, etc.) (57%). However, they consider that the UIA has little impact on society (54%). Only 40% consider that it carries out or supports actions that are useful for society.

Information: The vast majority indicate that they are regularly well informed about the general activities of the UIA (80%). More than half of them are aware of the UIA's approach, discourse and vision (53%) and the activities of the Commissions and Work programmes (52%). Fewer have information on the activities of the Bureau (48%) and the decisions of the Council (47%)

Internal organisation: 68% of respondents interact frequently with the UIA. However, few consider that they are sufficiently involved in the functioning and decision-making process (27%) or that they have equal opportunities to be represented in the Bureau, Council or Working Bodies (24%).

Communication: only 34% consider that a General Assembly every three years is sufficient, especially nowadays with the development of video-conferencing. The information they would most like to receive from the various UIA entities are minutes (49%), resolutions (72%), and reports (41%).

Regions: A large majority think that the current division into 5 regions is adequate (82%). Only 39% consider that the UIA collaborates sufficiently with regional organisations.

Working bodies: Only 46% of respondents felt that the way work programmes operate is relevant. Opinions are divided as to whether the work programme itself or the General Assembly should define the roadmaps.

4. New governance in a changing world

4.0 The Priorities

The 5 priorities that emerged from the Rio motion and guide the work of the Task Force are :

1. Affirm the founding principles of the UIA, in the service of the general interest

It is very important to reaffirm these principles, today and tomorrow

2. Involve all member sections in the running of the organisation

All member sections must be involved throughout the year in the life of the UIA, taking part in activities and decisions.

3. Ensuring equity between all member sections

Smaller states should have the same rights as larger or richer countries, but also the same chance to join the Council or the Working Bodies. It is a question of equality

4. Ensure an ethical and more democratic functioning of the UIA ("bottom-up")

The UIA needs a bottom-up system, where the base decides, and the bureau executes the decisions, and reports to the General Assembly.

The member sections and the General Assembly should have more power.

5. To make the UIA more effective, more useful and more visible worldwide

The UIA must be useful, not only for the delegates of the member sections, but also for the architectural profession as a whole and society in general.

It is therefore essential that actions are efficient, useful and visible.

The Task Force's proposals aim to best meet these 5 priorities.

Note :

The following '**Proposals**' are '**merely**' interim recommendations resulting from many deliberations among the Task Force Group members, taking into consideration the survey results and a series of interviews conducted with Past Presidents, Past Elected Officers and leaders of the various regional organisations.

These '**Proposals**' as presented are for '**Consultation**' and by no means final and are '**NOT FOR ENDORSEMENT**'. They are strictly for the purpose of stimulating debates and discussions among all the members of the UIA. We can jointly explore possible new perspectives and structures of the UIA to improve its governance to meet the 5 priorities as outlined for a rejuvenated UIA. The Task force Group welcomes all comments and views.

4.1 A rejuvenated structure: more frequent general assemblies

The UIA General Assembly meets every three years, at the time of the Congress. This cycle is no longer adapted to the current situation, which requires monitoring and reactivity.

For three years, countries that do not sit on the Council are effectively excluded from the life of the UIA.

In addition, there is a strong need to involve the member sections much more in the life of the organisation, and therefore to bring them together more often.

Proposals :

In order to be effective and to create more links and synergy between member sections, it is important that one or more **ordinary** intermediate general assemblies **are scheduled between two congresses**.

Therefore, it seems appropriate to institute the organisation of an **ordinary general assembly at each forum**, scheduled between two congresses.

4.2 Optimised governance for greater efficiency: the merger of the Bureau and the Council

The current role of the Council is to take decisions in place of the General Assembly between 2 congresses. In the current statutes, there is provision for at least one Council meeting per year. In reality, fortunately, there are 2 to 4 meetings per year.

Nevertheless, this pace is insufficient for the Council to become a real platform for debate and action. Indeed, the very formal functioning of the UIA and the Council meetings devoted essentially to the presentation of the various reports of international officers, vice-presidents, working bodies, congress and forum organisers, etc. materially prevents any debate and any substantive work by the Council, which is reduced to a recording chamber for the activities of the Bureau.

The Council must be the place where substantive issues are discussed, where the UIA's public voice and messages to society and architects are written, and where the UIA's strategy for action is defined.

Finally, it is important to have a less bureaucratic, less formal, more flexible and more agile organisation to respond effectively to the challenges facing the union.

Proposals :

Council:

Given that intermediate general assemblies between 2 congresses would be planned, and in order to optimise governance, **it is proposed to dispense with Bureau meetings and merge the Bureau into the Council, and to simplify its composition.**

This "action council" could be composed of a maximum of 20 peoples from the world's diversity, with 3 international officers, a president, a secretary general and a treasurer.

The international officers do not constitute a new layer in the governance, they are part of the Council. They ensure the day-to-day management of their respective functions: representation for the president, finances for the treasurer and the running of the union for the secretary general.

Council meetings :

The council would meet **at least every two months**, which would allow for a continuous and adequate work rhythm.

It is proposed that a **quorum of 2/3** for a valid meeting is required, which will ensure a good participation of the-members of Council.

Alternates :

In order to simplify and streamline the function of the Council, and to encourage the involvement of members of Council, it is proposed **that there should no longer be any recourse to substitutes**, as is already the case for international officers.

Vice-presidents :

The current functions and perogatives of the Vice-Presidents are not clearly defined and often misunderstood and intepreted. The Vice-Presidents also created additional layer between the international officers and the Council members, which hinder the interaction within the Council. It also led to some Council Members taking a back seat, hiding behind the vice-presidents.

The **removal of the positions of vice-presidents** allows for the "flattening of the decision-making pyramid". **Representation in the regions** and the responsibility in interacting with the Member

Sections within a region can be **transferred to the Council Members**, who represent their regions in the Council and are the ambassadors of the UIA in their regions.

Immediate past-president :

Similarly, the presence of the Immediate Past-President as part of Council is justified by the need for mentoring and continuity. This can be ensured by other mechanisms, such as the one proposed below (staggering the date of the election and the date on which he/she takes up the post), or by the presence of a General Delegate (like Ian Pritchard at the ACE).

Furthermore, it is important that the new team, and in particular the new president, should be able to set their vision in motion as freely as possible, which may be more or less complicated depending on the personalities involved.

It is therefore proposed that **the Immediate Past-President should no longer be a member of the Council** but should be able to continue to attend Council meetings like all other Past-Presidents.

Furthermore, the Council may invite any non-elected person to participate in a Council meeting, without the right to vote. They may only participate at the request of the Council .

Elections of Council members :

The current rule remains unchanged: the President, the Secretary General, the Treasurer and the Council members **are elected by all member sections at the time of the General Assembly held in conjunction with the Congress.**

Taking up the post :

In order to ensure a smooth transition between the old and new teams, it is proposed that the new Council elected at the General Assembly should not take up **its duties until 1^{er} January of the following year.** This will ensure the necessary transition, the transmission of information between the outgoing and incoming teams, but above all it will enable the newly elected members to develop a vision, strategy and a common roadmap, to be implemented from the beginning of their mandate.

Nomination of candidates :

Candidates for these positions should be **nominated exclusively by their member section, so as not to** create a complex situation. Simplicity of operation is required.

Each candidate should be **free to run for one or two positions at the same time (Officer or/and Council Member from the region they are from).** Restrictions should be limited to achieve a more flexible operation.

If there was only one candidate for a position, a **voting** should still be required, to legitim the position.

Mandates :

Currently, the Council is **entirely renewed at each Congress for a term of 3 years.** It is proposed to maintain this rule. Indeed, the rotation system was not considered relevant as it may generate a split between the remaining and incoming half. It would also be an element of complexity. The issue of transition and handing over have been addressed above.

It is proposed that the maximum number of years of office be **limited to 12 years, in addition to a maximum of 3 consecutive terms,** for all positions. This provision allows motivated individuals to serve the Union for a reasonable but limited period of time, while allowing new candidates to join the UIA. The succession of mandates also makes it possible to pursue long-term projects over several mandates.

GA vote :

Voting rights would, as at present, be allocated **according to the amount of the contribution,** which is based on criteria such as the number of architects, GDP, GDP/capita, but with **a minimum and a maximum number of votes.**

The necessary separation of powers requires that **Council members don't represent their member section, and so, do not vote at the GA.**

4.3 Optimised governance for greater efficiency: **3 specialised committees within the Council**

Today, there are too much tasks and responsibility on the officers's shoulders.

Proposals :

This is why the three officers must be supported and reinforced by three committees: **a finance committee, a communication committee and an ethics committee.**

The Council appoints among the councillors the members of the three committees: Finance, Communication and Ethics. It can also call on the past-presidents.

The President should not be a member of any committee, in order to guarantee the separation of powers.

Finance Committee: The Treasurer is an ex-officio member.

Financial matters cannot be left to one person. Therefore, a Finance Committee should be set up with a few councillors to support the Treasurer. This committee could think about a new framework for calculating membership fees, but also for voting rights (number of votes), by setting a minimum and a maximum of fees, to avoid certain situations of hegemony. Another task would be to establish a framework for the payment of travel expenses, especially for International officers.

Communication Committee: The Secretary General is an ex officio member.

Our internal and external communication need to be very effective, through the website, communications, social networks, the President's representations.

To be effective, it needs to be coordinated, to get the right message to the right people at the right time.

Ethics Committee: This committee could rely on the past presidents, who could be invited as "wise men" by the Council. It could decide on the reception of a sponsor, the candidacy of a city for the congress or the forum, the accreditation of a prize or competition, etc.

It may also be responsible for defining a "code of good conduct" and compliance with it by members of the Council and working bodies.

Crisis unit: The UIA cannot be insensitive to the tragic events that affect the world (earthquakes, war, etc.), and must show solidarity with the populations, but above all with our colleagues in difficulty. We must reach out to them and ask them how we can help them. But this requires reactivity and speed.

It is therefore proposed that **a crisis unit** be created within the Council, around the President and the Treasurer, consisting of 2 or 3 councillors, capable of meeting quickly to consider the first actions and measures to be taken, to activate networks, to make contact with architects' organisations in the affected countries, to organise communication and appeals, possibly to release funds, etc.

4.4 Optimised governance for greater efficiency: **an reorganisation of the Regions**

Everyone agrees that the post-war division of the UIA into five regions is now obsolete.

Moreover, the scale of the regions encompasses territories that are very distant, not only in distance but also in culture, history, etc. Is it relevant for an Australian to speak on behalf of a Pakistani ? Or a Pole on behalf of a Lebanese ?

Although the UIA deals with global issues at the world level, there is an attachment of the member sections to the UIA regions, even though there are federations and regional organisations in each of the 5 current regions that are complementary to the UIA, such as the ACE, FPAA, ARCASIA, UAA, UMAR, ...

The proposal to have a Council centred around the President, the Secretary General and the Treasurer requires that thought be given to a different manner of electing the Council members, one that is closer to global diversity and more respectful of the cultural and geographical affinities of member sections.

It is clear that thinking about a new "global division" is likely to generate long and complex debates.

Proposals :

Also, it turns out that the UN has established a world map of populations, based on a multi-criteria work (geography, culture, history, sociology, economy, etc.) carried out by its experts, which concludes that there are 5 continents (Africa, Asia, America, Europe, Oceania) and 22 regions: 4 in America and Europe, 5 in Africa and Asia, and 4 in Oceania (to be grouped into 1 considering the size of Micronesia, Melanesia and Polynesia).

Two regions could possibly be combined in Asia and Africa, so that each continent (except Oceania) would have 4 regions.

It is thus proposed that the **Council be composed of 17 or 19 members**, each from one of the geographically and culturally related **regions of the world** according to the **UN classification**. This provision would guarantee respect for global diversity, based on a document drawn up by a neutral third party organisation, the UN, to which the UIA shows its alliance. Affiliation with this geographical distribution would avoid endless debates on the issue of the composition of the regions.

In this innovative scheme, **each Council Member would be the facilitator and coordinator** of actions in his or her region. Flexibility and agility are sought. Thus, groupings between two or more regions would occasionally be possible, depending on affinities, current issues and projects, and therefore not necessarily between neighbouring regions (for example, construction issues in tropical environments are of interest to certain regions in Africa, Asia, America or Oceania).

The greater cultural and geographical proximity could facilitate work in the regions, and in any case facilitate travel by reducing distances. Similarly, the smaller number of member sections per region would also increase the frequency of meetings in the regions, in order to involve the member sections more in the life of the union.

It should be noted that the Task Force advocates maintaining the **principle of one member section per country, or per group of countries**, in order to avoid any conflict situation within the General Assembly, constant arbitration between national organisations, etc. Symbolically, it is also good to have **one delegation per country**.

4.5 Work programmes and commissions : Aligned with Council's strategy and vision

The UIA's commissions and work programmes are currently variable in their composition, organisation, production, transparency and objectives (planning, deliverables, etc.).

While the work is often serious, it has little or no impact on the member sections, and even less the architects. It is not always clear what is being done, and if so, how it is useful.

Proposals :

Composition of the work programmes :

The Task Force was not able to conclude whether or not to limit the number of people in each work programme:

- One solution would be not to limit the number of people, which is currently the case (some WPs have more than 60 participants). This seems to allow for regional sub-groups, but the objective of the UIA is to work globally for the whole world. This allows many people to participate in UIA activities, but perhaps makes the work more complex.

- Another solution, for the sake of efficiency and stakeholder engagement, would be to limit the number of participants. With a division into 17 or 19 regions, one could imagine WPs composed of one member from each UN region. This would also mean that in each region, there would be about ten WP members, able to lead the regional network of member sections with the councillor from the region.

In any case, the principle of having a Council member in each WP should be pursued, as this allows the Council to be continuously informed about the activities of the WPs.

On the other hand, for reasons of availability, the Task Force does **not** consider **it desirable for a Council member to be co-director of a work programme.**

Mandates in work programme :

In order to ensure that there is no break in the work of the WPs, it is recommended that **the call for nominations be launched after the elective GA**, so that the composition of the WPs can be finalised before the end of the year, so that the new WPs can start their work at the same time as the new Council takes office. This also allows the **WPs' roadmaps to be aligned with the new Council's objectives**, within a **coordinated framework.**

- In order to promote inclusiveness and to allow more people to get involved in the UIA, it is proposed to **limit the number of mandates of co-directors and directors to two mandates.** The persons concerned will of course be able to continue to work in the WPs, without a limit of mandates, but not as co-directors.
- **There would be no limit to the number of terms of office for members**, who would have to apply every three years for each new term.

Mandates in the Commissions :

- In order to ensure that there is no break in the work of the Commissions, it is recommended that **the call for nominations be launched after the elective GA**, so that the composition of the Commissions can be finalised before the end of the year, so that the new Commissions can start their work at the same time as the new Council takes office.
- In order to avoid or minimise lobbying and for more democracy, it is proposed that the **directors and co-directors** of the Commissions **be elected by the members of their Commission.**

Financial and logistical support :

Logically, the UIA should be able to fund and assist the working bodies. Unfortunately, this is not yet possible.

Also, support from member sections or sponsors is encouraged but **should not be discriminatory as a criterion for eligibility for co-directorships**, especially for reasons of inclusiveness, so as not to create barriers for some candidates from a modest country.

5. Calendar

The UIA will celebrate its 75th anniversary at the Copenhagen Congress in 2023.

Symbolically, this anniversary should coincide with the implementation of a renewed UIA organisation for the next 75 years

Provisional timetable :

Debate on the founding principles at the Madrid Forum in May 2022

Drafting of new statutes and rules of procedure from 2022 to 2023.

Vote on the new Statutes and Rules of Procedure and the transitional arrangements for the 2023 Copenhagen Congress

6. Summary of proposals

A rejuvenated, more transparent and more democratic structure, strengthened governance for greater efficiency:

1. More frequent general assemblies:

- A General Assembly held in conjunction with the Congress,
- An intermediate General Assembly or Extraordinary General Assembly held in conjunction with the International Forum.

2. Merging the Council and the Bureau:

- A Council of maximum 20 Council Members with 3 International Officers ; the President, the Secretary General and the Treasurer.
- More frequent Council meetings, minimum once in every two months, to improve efficiency and effectiveness.
- A minimum quorum of 2/3 for a valid meeting is required, which will ensure good representation of the members of Council.
- The cancellation of alternates to ensure greater commitment and accountability of Council members
- The cancellation of the posts of vice-presidents with the transfer of the functions of the representation, coordination and interactions in the region to the Council members.
- To maintain the election of the Council Members and the International Officers by the General Assembly at the same time as the Congress
- The Council to take office only on the 1st January of the following year after being elected at the General Assembly to guarantee proper transition and handing over of responsibilities and to allow the new team to develop its vision, strategy and roadmap
- The Immediate Past-President will no longer be part of Council
- The mandatory nomination of candidates by their member section
- The freedom to run for one or two positions, one for International Officer and one for Council Member
- To maintain the mandate of the entire Council to be renewed for a 3-year term
- The maximum cumulative term of office is limited to 12 years, in addition to a maximum of 3 consecutive terms
- Voting rights are according to the amount of the membership fee/number of architects, but subject to a minimum and a maximum allocation of votes.
- Council members do not vote on behalf of their Member Section in the General Assembly to ensure the necessary separation of powers

3. Three special committees within the Council to support President, Secretary General and Treasurer:

- A Finance Committee responsible for drawing up the budget, monitoring its financial standing, making proposals on the financing of the organisation and tracking its expenses; the Treasurer is an ex officio member
- A Communication Committee in charge of the media coverage of the UIA's activities, the management and archiving of resource data and the management of the website and media platforms; the Secretary General is an ex-officio member
- An Ethics Committee responsible for guaranteeing the values of the UIA. Some past presidents may assist this committee.
- The President shall not be part of any committee in order to guarantee the necessary separation of powers.
- A crisis unit to react quickly to any disaster that requires a rapid solidarity response.

4. A reclassification of the regions based on the UN map for Council to reflect the world's cultural and geographical diversity:

- A Council comprising 17 to 19 council members, one from each of the geographically and culturally related world regions according to the UN classification.
- Each council member is the representative, facilitator and coordinator of actions in his/her region
- He represents his region and not his member section

→ To maintain the membership of only one member section per country or group of countries

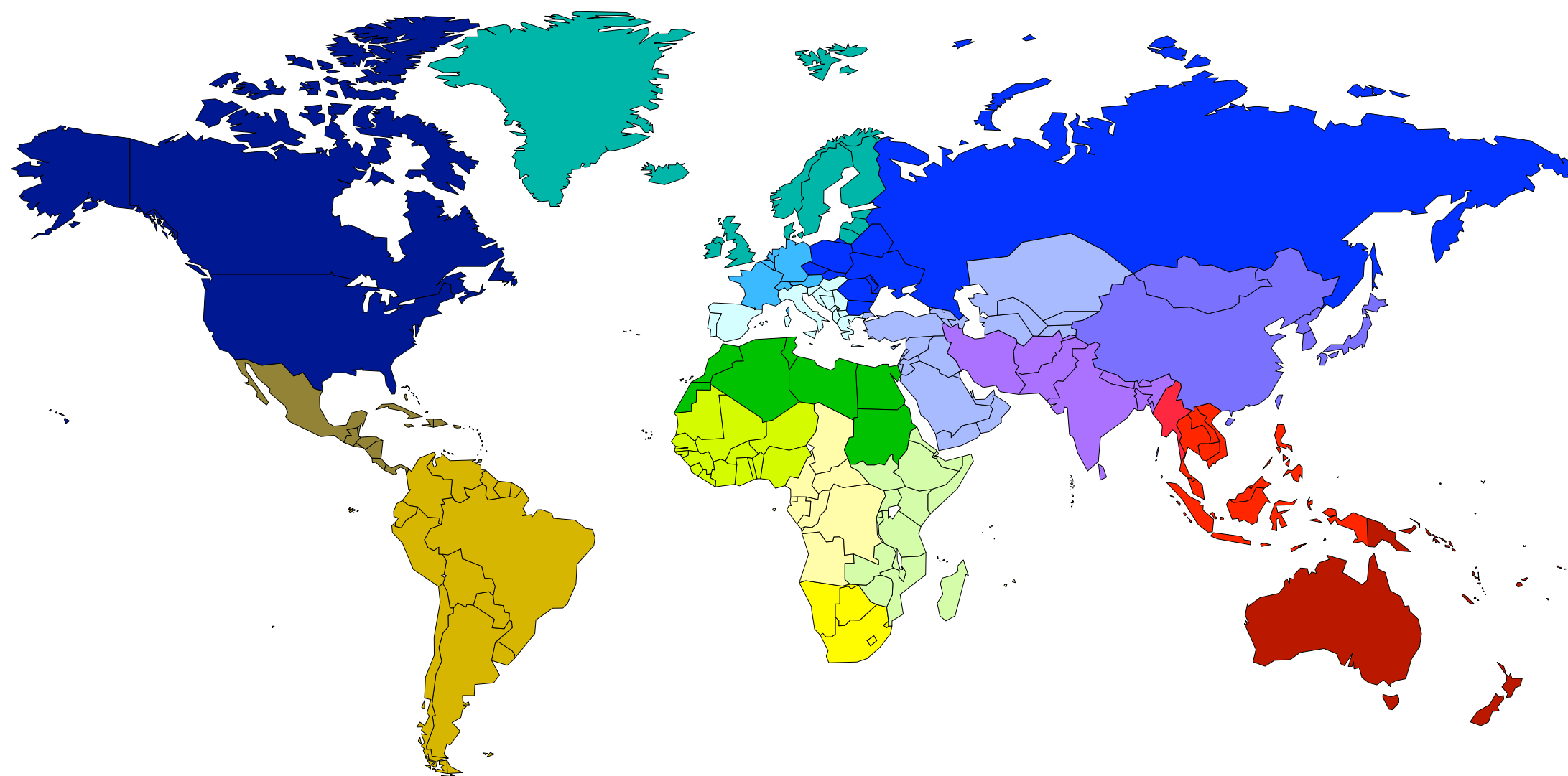
5. Working bodies to be aligned with the Council's strategy and vision:

- One option to not to limit the number of members
- A second option to designate only one member per UN region in each working body, i.e. limit the number of members to 17 or 19 for efficient work
- One Council member in each work programme (excluding the post of co-director) so that the Council is always kept informed on the initiatives to ensure they are coordinated and aligned with the Council's strategies and vision.
- A call for nomination after the GA to finalise the composition before the Council takes office, to ensure continuity and smooth transition without a break in the activity and also to harmonise the roadmap of the WPs with Council's strategy and vision.
- Limit the term of the co-directors of the work programme to two mandates, with no limit for the other members
- The election of the co-directors of the Commissions by its members

7. Annexes

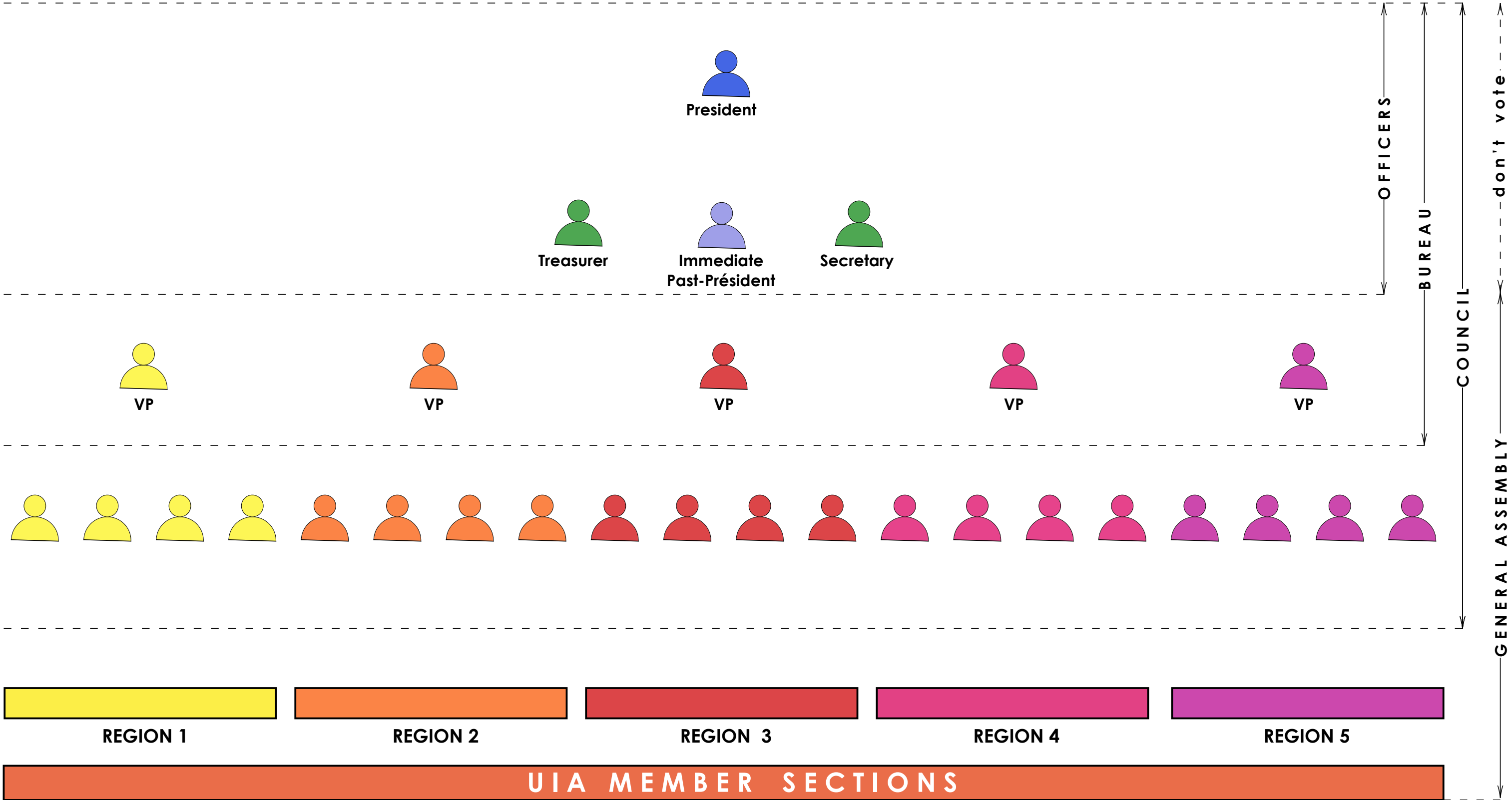
- 6.1** Electoral map according to UN classification
- 6.2** Existing governance organization
- 6.3** Proposed governance organization

UIA : UNITED NATIONS SUB-REGIONS



UIA MEMBER SECTIONS

UIA : EXISTING ORGANIZATION



UIA : NEW GOVERNANCE IN A CHANGING WORLD

