



XXIX UIA General Assembly  
Copenhagen (Denmark): 6-9 July 2023

Item 11 on the agenda

## **Restructuring of UIA to Improve Governance & Operation Task Force Group – Chronology of Events, Workflow & Consultative Process**

### **PREAMBULE**

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At the UIA General Assembly in July 2021, the following motion proposed by Region 1 was approved:

*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.*

The UIA General Assembly mandates and commits the newly elected Council for the triennium 2021-2023 to respond to the high expectations of the sovereign General Assembly to see our institution reformed, 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, within the founding principles of UIA.

### **Composition of the Task Force Group**

The following is the composition of the Task Force Group appointed by the Council:

<b>Task Force Group Composition:-</b>	
Sara Topelson	Past President (Chair of TFG)
José Luis Cortés	President
Pei Ing Tan	Secretary General
*Teresa Tabaos (Spain)	Region I Council Member
Ruta Letanaite (Baltic States)	Region II Council Member
Rim Safar (Bolivian)	Region III Council Member
Debatosh Sahu (India)	Region IV Council Member
Vity Nsalambi (Angola)	Region V Council Member
Sonia Cela	Secretariat Support

\* Replace Eric Wirth (France) after his demise

## KEY MILESTONES

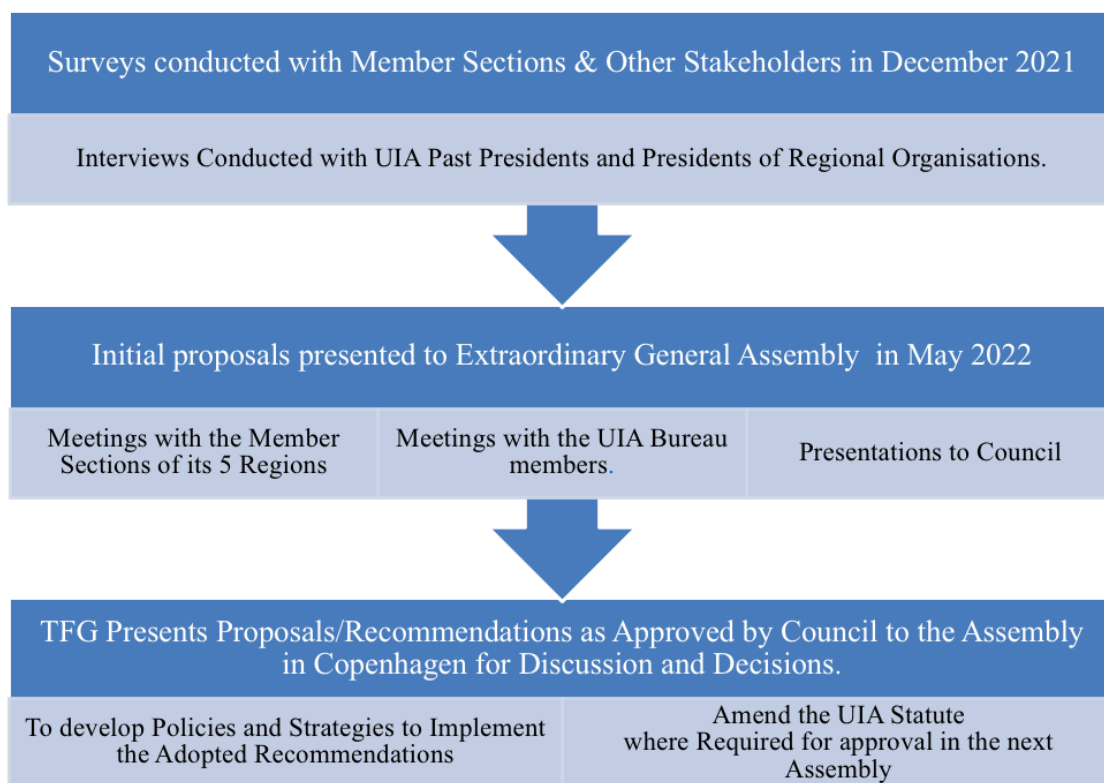
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<b>October 2021</b>	Formation of Task Force Group (TFG)
<b>November 2021</b>	TFG drafted survey questions Pilot Survey conducted with 5 selected Council members from 5 Regions. Final Survey via Google platform sent to all members of the Council
<b>December 2021</b>	Final Survey sent to all the Member Sections and all the other stakeholders. The following were the stakeholders involved: Past Presidents, UIA Elected Officers (Bureau & Council Members), Member Sections, Non-Member Sections, UIA Partners Regional Organisations (ACE, ARCASIA, AUA, etc ...), International Organisations - UNESCO, UN Habitat etc, Interviews were conducted with Past Presidents and Presidents of the Regional organisations by the TFG members.  Results of surveys presented to the Council during 146 <sup>th</sup> Council Meeting.
<b>Feb to March 2022</b>	Analysis of the survey results presented to the Council to seek Council feedback There were 120 responses from 66 countries as follow: <i><b>Region I (9):</b> France, Germany, Ireland, Italy, Portugal, Spain, Sweden, Switzerland, United Kingdom</i> <i><b>Region II (16):</b> Azerbaijan, Bulgaria, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Slovakia, Turkey, Ukraine,</i> <i><b>Region III (12):</b> Bolivia, Brazil, Canada, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, Peru, Puerto Rico, United States, Uruguay</i> <i><b>Region IV (10):</b> Australia, Bangladesh, China, Hong Kong, India, Japan, Macau, Malaysia, Nepal, Pakistan</i> <i><b>Region V (17):</b> Angola, Benin, Botswana, Democratic Republic of Congo, Egypt, Ghana, Kenya, Madagascar, Mauritius, Morocco, Nigeria, Republic of Congo, South Africa, Tunisia, Uganda,</i> <i><b>Non UIA Member Sections (3):</b> Austria, Nicaragua and Mozambique</i>
<b>March to April 2022</b>	TFG prepared proposals taking into consideration of the survey results, interviews with the Past Presidents and Regional organisation and feedback from Council
<b>May 2022</b>	TFG presented the following 5 priorities and proposals: - <i><b>Priorities</b></i> <ol style="list-style-type: none"><li><i>1. Affirm the founding principles of the UIA, in the service of the general interest</i></li><li><i>2. Involve all Member sections in the running of the organisation</i></li><li><i>3. Ensuring equity between all member sections</i></li><li><i>4. Ensure an ethical and more democratic functioning of the UIA ("bottom-up")</i></li><li><i>5. To make the UIA more effective, more useful and more visible worldwide</i></li></ol> <i><b>Proposals</b></i> <ol style="list-style-type: none"><li><i>1. A rejuvenated structure: More frequent general assemblies</i></li><li><i>2. Optimised governance for greater efficiency: The merger of the Bureau and the Council</i></li><li><i>3. Optimised governance for greater efficiency: 3 specialised committees within the Council</i></li><li><i>4. Optimised governance for greater efficiency: A reorganisation of the Regions</i></li><li><i>5. Work programmes and commissions: Aligned with Council's strategy and vision</i></li></ol> The Council was given the opportunity to comment during the meeting and also invited to submit their comments in writing
<b>16&amp;17-05-22</b>	Presentation of the *'Interim Proposal' by the TFG during the <b>Extraordinary General Assembly</b> (EGA) held in Madrid. Delegates were given opportunity to express their views on the proposition <i>*'the 'Proposals' were '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 were for 'Consultation' and for stimulating debates and discussions among all the members of the UIA.</i> Delegates were given opportunity to express their views on the proposition.

<b>July 2022</b>	Engagement with all the Member Sections from the 5 Regions to solicit feedbacks:
08-07-2022	Region III
12-07-2022	Region I
19-07-2022	Region II
22-07-2022	Region IV
26-07-2022	Region V
<b>September 2022</b>	TFG presented the update of the progress of the TFG and the analysis of the meetings with all the 5 Regions to Council.
<b>October 2022</b>	TFG met up with the Finance Committee and Bureau as follow: -
25-10-2022	Finance Committee
17-10-2022	Bureau members
08-11-2022	Finance Committee
	All the comments and feedbacks were compiled and analysed by the TFG
<b>November 2022</b>	TFG presented the revised proposals and the key points, taking into consideration of the feedbacks from the meetings with the Vice-Presidents, Finance Committee members and engagement with Member Sections
<b>April &amp; May 2023</b>	The final recommendations were presented by TFG to the Council and approved for presentation to the Assembly
<b>July 2023</b>	Presentation of ' <b>Recommendations</b> ' for deliberation and decisions by Assembly

## Restructuring UIA to Improve Governance & Operation

### Consultative Process



## **RECOMMENDATIONS BY TASK FORCE GROUP FOR ASSEMBLY'S DELIBERATION & APPROVAL**

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### **Recommendation 1**

Create a Strategy Committee to prioritize the formulation of a vision and goals for the reorganization of UIA

### **Recommendation 2**

Propose to hold more frequent assemblies, including one with the Congress and one with the International Forum around every 18 months, and consider online engagement with Member Sections in between as needed

### **Recommendation 3**

Keep the current structure of the UIA with 5 Regions. It is not the right time for changing the geopolitical map of UIA. However, this question must be not forgotten and to be addressed in the future.

### **Recommendation 4**

The proposal to keep the Vice-presidents, with redefinition of their roles and power.

### **Recommendation 5**

Revise the UIA Statute by eliminating the Bureau level and merging the 3 International Officers, President, Secretary General, Treasurer, and 5 Vice-Presidents with the Council members, creating a more horizontal structure with the council at all decision-making levels.

### **Recommendation 6**

Strengthen UIA offices by expanding staff to support the UIA's aims. Establish a clear structure and process for appointing a UIA Director (CEO) with defined functions.

### **Recommendation 7**

To establish 3 special committees on Ethics, Finance, Communication.

### **Recommendation 8**

To review the current structure to encourage and stimulate the participation of the younger generation of architects in UIA activities at all levels of the organization

### **Recommendation 9**

To establish provision in the articles and bylaws for disciplinary action against elected members in cases of serious transgressions

### **Recommendation 10**

To reflect on future of Congresses and Forums

### **Recommendation 11**

To reflect on the role of UIA Immediate Past President and Past Presidents

### **Recommendation 12**

Propose to have at least two TFG current members be included in the composition of the UIA TFG for the period 2023-2026 to ensure continuity and to build on the progress achieved by the TFG during 2021-2023