

UIA Vision & Strategy Committee

Report to Beirut Council Meeting

Feb 2011

"It is not a matter of predicting the future, but of being prepared for it"
Pericles (500-429 BC) Greek politician and commander

0. Introduction

This report summarises the conclusions and recommendations made by the V & S committee at its last meeting in Tallinn on 10 Sep 10. It also contains additional comments from President's Louise. It gives the final views to Council on the proposed General Policy for 2011-14. This is the edited version with the Beirut Council's comments and views be presented for final review at the Singapore Council meeting prior to the General Assembly. After GA approval the next Council and President may establish its own Action Plan for the 2011-14 period.

- It gives the General Context and the Global Trends of the world we live it.
- It recalls UIA's Role and Mission
- It defines the future Vision
- It suggests a Strategy
- Finally a way forward to Tokyo 2011 for the adoption of these propositions.

This report is to be read with the attached powerpoint presentation which includes the following:

- Elements of Action plan (simple and doable) as proposed by President Louise and approved by Council
- All the clauses and regulations that relate to the implementation of these proposed measures

1. General Context

1.1 *The World : Contrasted territories – Global imbalances*

We are still in an unprecedented crisis, more mobile, older and unequal. More than half of the world's population is urbanised. All cities have the same economic and social contrasts. Globalisation has made the inequalities more visible. New tensions are growing as the future become more and more unsure.

- *World Urbanisation*
- *A mobile world*
- *Rich and Poor-Wealth gap*
- *An aging world*
- *Global illnesses*
- *Knowledge in competition*
- *Digital fractures: Death of distance*

1.2 *World Regionalisation*

Regionalisation alternatives are more and more economic and commercial than political. Emerging nations, civil societies are forcing new alliances. Alliances regroup enterprises, cities and virtual networks instead of political blocks. The western world is challenged with its values, its organisational mode and the other continents especially Asia and Latin America are participating in the creation of a multipolar world.

- *Diversity and Regionalisation*
- *Europe in recovery: committed to use its potential in external relations.*
- *New Asia: Indigenous innovation*
- *African recomposition; Fastest-growing region*
- *Americas: Democracy as a routine*

1.3 *Power and Complexity of Networks*

It seems that nations and states are finding it difficult to adapt to the new context. A whole range of global players control the international scene and give the individual the ability to integrate, communicate directly easily. However this network is fragile and can be the cause of collapse several of the players. We are now in transition to a new kind of economy based on networks, new principles and new ways of creating value.

- *Multinationals*
- *World finance – Mobility, Outsourcing*
- *Civil society*
- *NGOs*

1.4 In search of new partnerships

Constant immersion in flow of information and all kinds of networks, loss of power of nations with increasing social inequalities contribute to loss of values and references. Stronger universal and transversal values and stronger search of minority identities

- *Integrate diversity*
- *Religious politics*
- *Individual and Culture- ageing population, downshifting lifestyle*
- *Technology power – Biotech society*

1.5 Our future: Global governance and civil societies?

Global awareness on global issues such as food crisis and energy dependency is challenging everyone and may need collective answers. Global governance has been weak till now. May be the innovative tools of world regulation are to be adopted and adapted at a global scale.

- *Produce and/or eat*
- *Renewable Energy – Energy Use, Transport dependency*
- *World trade regulation*
- *Environmental degradation*
- *Climatic challenges*
- *World governance*

1.6 Global Trends

The following are identified as global trends that will impact on the profession and on architecture in the very near future, if they have not already done so.

- **Technological Progress:**
The growing capability of humans to achieve their purpose
- **Economic Growth:**
Technological progress promotes economic growth and people are eager to use the know-how to produce goods and services.
- **Improving Health**
Technological progress and economic growth leads to increasing longevity with two consequences: population growth and a rise the average age of the population.
- **Increasing Mobility**
More people, goods and information move faster than ever
- **Environmental Decline**
The continuing high population growth and the economic and urban development produce pollution and other environmental abuse
- **Increasing Deculturation (Globalisation) – Multi polar world.**
Due the high mobility, rapid changes, economic growths and others factors, the loss of culture accelerates loss of traditions and identities

1.7 Specific trends for the profession

- **Asymmetrical market and mobility**
70% of the world market for architectural services is in emerging countries and 70% of the world population of architects are in the developed world. (EU: 1 out of 3 architects – Africa: 60 000 architects for the whole continent. This inevitable mobility has serious impacts on Education and Practice.
- **Sustainability**
Sustainability is opening a whole array of opportunities for the profession.
- **World architects population double in 2017**
The world population of architects will grow from 1,5 to 3 million architects by 2017.
- **Feminisation of the profession**
Today more than 50% of students are women and by 2015 there will be a majority of women architects in the world.

UIA should have a long term *Holistic Vision*, a vision that will embrace all these issues in a harmonious and open way.

2. UIA today

2.1 Role and Mission

For memory UIA's Vision and Mission since Torino GA 2008 is:

- Vision: Building a better environment for humanity
- Mission: Unite architects to better serve society by enhancing their professional resources and skills

3. Proposed Vision 2011-14

3.1 Continuity - Long Term vision

Keywords

Continuity – GA Directives – Monitoring – Necessity of long term planning – Architects and People's participation – Sustainable approach- Practical solutions – Think tank - Feedback – Council recommendation - GA ratification – Reporting to GA

Useful lessons from global governance of international institutions such as UNESCO and WTO:

- Institutions cannot achieve a goal in the absence of a clearly defined common project. Long-term commitment is required and is often incompatible with short-term mandates.
- Global governance must be rooted with enforceable commitments. They are central to governance structures concerning Global Issues – Climate change, Disasters.
- Subsidiarity: Global governance requires authority which must be organized in a stratified way in order not to infringe upon freedom and to yield effective results.
- Legitimacy: In order to bridge the gap between the global and the national level, the global agenda must be debated with direct communication as far down as the individual and other stakeholders and decision makers.

3.1.1 Council's action plan under President's leadership

Over and above the global vision and strategy the Council, under the elected President's leadership, will develop its own Action Plan which will integrate the President's programme. Ideally the President's programme will propose ways to implement solutions relevant to global issues and trends.

Recommendations R1:

- R1.1 UIA should have a clearly defined long term vision beyond the 3-year mandate, known as General Policy
- R1.2 Continuity is a key element to achieve UIA's long term goals. The next President and Council should define their strategy and policies within this long-term vision
- R1.3 UIA should appoint a body after Tokyo 2011 to plan, adapt and monitor this vision
- R1.4 Council will recommend the nomination of the above body to Assembly for ratification.
- R1.5 The new body if it exists should advise on either specific topics or long term vision, and make policy recommendations to Council.
- R1.6 The Council should be accountable to GA, define General Policy and report on the implementation of the General Policy every 3 years

3.1.2 Core activities : Education/Validation – Practice - CPD

Keywords:

Implementation – Aspirational – Equivalency – Cultural Specificities - Education Global survey – Education and Practice Reconnection.

Education, Practice, CPD as Distant Learning will remain the core activities of UIA continuing through each mandate. They are the basic requirements for the training and work of every architect around the world. The UIA Long Term vision should at all times allow ample space for these components, while improving, promoting these constantly. UIA's role is to set aspirational standards to be adopted internationally and implemented nationally. UIA has a duty to assist countries especially developing countries. It should give policy advice towards empowerment to sections. UIA should facilitate networks and capacity building for the ultimate Mobility goal in fair and equitable conditions. The policies should become guiding principles to all international agreements in the field of education and practice.

Recommendations R2:

- R2.1 The Education and Practice Commissions should improve their coordination and synergies in developing joint activities/projects in line with UIA's global policies namely Sustainability, Heritage, Mobility, Accessibility and ensure that a Global survey of schools is made.
- R2.2 Interdisciplinary and intersectoral activities with other professions need major strengthening
- R2.3 Mobility should be a high priority but should be balanced with fairness in line with UIA main principle "Solidarity".
- R2.4 The MoUs with Regional Bodies need better coordination and synergy

SPECIAL NOTE by L Cox :

It should be more detail like the new ARCASIA Schools survey of region IV, which ARCASIA has agreed to share with UIA at their October 2010 Council Meeting. It should then be directly linked to the "COAC document" and be part of this on the UIA web site.

3.2 Functions

3.2.1 Norms-Standards setting

Since 1999, with the UIA Accord has evolved into the world's premier global norm-setting institution. The erosion of the world organization's coherence and legitimacy appear to be deepening. Is UIA a sunrise or sunset institution as related to its norm setting function? This complex question has been examined in depth to re-empower the organization to facilitate the building of international norms. As an institutional setting for global discourse and practice, UIA is caught in the middle of conflicting conceptions among social actors regarding what the international organization is and what it should be doing. They produce fault lines underlying a clash over the meaningfulness of international norms. At the same time, however, different issue contexts often trigger differing perceptions of identity and interests. There is a strong need to set standards and norms respectful of regional and national specificities both for the profession and also on global issues such as Sustainability and creating meaningful partnerships. Then UIA will be re-empowered as a sunrise organization for facilitating and creating international norms.

3.2.2 Knowledge sharing

Knowledge sharing is the activity through which knowledge (i.e. information, skills, or expertise) is exchanged among architects, sections, other professionals, industries or an organization. Knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages. It is essential that sharing activities are supported by knowledge management systems. One prominent obstacle is the notion that knowledge is property and ownership thus very important. In order to counteract this, sections must be reassured that they will receive some type of incentive for what they create. If knowledge is not shared, negative consequences such as isolation and resistance to ideas occur. Shared knowledge offers different viewpoints and possible solutions to problems. To promote knowledge sharing and remove knowledge sharing obstacles, the organizational culture will encourage discovery and innovation. This will result in the creation of organizational culture and generate revenue. Today power lies in the hands of the knowledge distributor rather than the knowledge owner.

3.2.3 Implementation

New policies, guidelines and standards in Education, Practice, Heritage and Sustainability. Implementation refers to the carrying out of these international norms set up by UIA by sections at national level. Factors impacting implementation include the legislative intent, the administrative capacity of the implementing bureaucracy, interest group activity and opposition, and presidential

or executive support. The reality of these norms varies extremely from regions to regions. The emerging world needs support and lobby from UIA to translate them into reality. By investing in emerging sections we can help create a future in which more sections solve their own problems and contribute to solving shared problems.

3.3 Global Issues Policies

Keywords

Implementation – Synergy – Identification of decision makers including people – Lack of structure for proper follow-up – Need of policies on the Global Issues – Necessity of Sense of Community and Identity

The need for Global Policies are dictated by the General Context as explained in 1 and is one of the main UIA functions (see 3.2.1). These will concern mainly

- Sustainability – Climate Change
- Heritage – Identity – Globalisation
- Disasters
- Mobility
- Accessibility

UIA need to champion these Global Policies. But we will only be able to do so unless more sections are capable of supporting them. UIA leadership is at its best when it rallies all around common challenges and shared aspirations.

Recommendations R3:

- **R3.1 UIA develop Policies for each of the listed Global Issues – Sustainability (done), Heritage (done in Turin 2008), Disasters (by the work programme), Cities and Poverty and Equity (by the work programme Actions Without Borders), Mobility (Policy by Education/Validation and Practice Commissions respectively)**

SPECIAL NOTE by L Cox:

Work Programmes should present policies for consideration of Council and they should prepare documents on specific topics related to their subject for UIA to sell, use as a resource, as an aid to the President when talking on a particular topic which is part of the subject matter of the work program. Brackets are notes by President Louise.

- **R3.2 UIA should appoint an Implementation Team that will assist the V President responsible for the Capacity Building Portfolio**
- **R3.3 UIA should develop better synergies with the Regional Architects' Organisations as written in the signed MoUs**
- **R3.4 UIA should identify the real decision makers and join forces with them to lobby or to advocate the UIA Policies.**
- **R3.5 UIA should develop these policies in close consultation with the architects to bridge the gap between the organization and level of decision and to create a sense of community and identity. (See R4 Communication General Policy.**

3.4 Governance

Global Governance is a system assisting UIA to achieve common objectives in sustainable (i.e. fair and just) manner. It is the condition for a truly sustainable approach in economic, social and environmental terms.

We note 3 levels of Governance

- The International Level (*Leadership*) which is essentially horizontal with a decentralized accountability mechanism ex WTO , UNESCO – UIA could be inspired by these models
- The Regional level (*Effectiveness*) - Ex European Union, APEC - integrates members who have agreed to relinquish sovereignty in order to strengthen coherence and effectiveness. Regional bodies –ACE, ARCASIA, FPAA, AUA are comparable in a way.
- The National Level (*Legitimacy*) which is the state to translate and implement the international policies into the hard realities. UIA sections are at this level. This is where UIA's assistance is most needed.

The challenges for UIA today are

- to identify Leadership and to adapt its political ability to deliver policies and proposals to bring together coherent majorities.
- Its inherent distance from the recipients (sections and indirectly to the individual architects) which causes Democratic Deficit – Lack of Accountability

The distance from power and the multiple levels of governance are a challenge in terms of efficiency.

Globalisation is a major challenge and our system must address this constant change with adaptability and flexibility.

3.4.1 Communication

Keywords

Finance/communication link – Other languages – Communication Policy – Transversality – Inter-bodies single message - User friendly Tools development – Sponsors – Human Resources - Distance bridging -Identify – Communicate - Manage

Communication does not just happen. It must be organized, developed, and built. The first step in the process is to define a communications strategy. UIA needs a clear strategic plan with messages and targets identified. All UIA representatives should speak and defend the same message.

A good communications strategy will allow UIA to exercise better control over our action and to frame the issues in a global perspective. It will also remove doubt, emphasize planning, and involve all the sections in raising the visibility of UIA's policies and objectives. It will enhance the global image and create a sense of identity and community around shared values and beliefs.

Recommendations 4:

- R4.1: The policies on Sustainability, Heritage, Disasters, Mobility, Education and Practice should be clearly communicated to all target groups.
- R4.2: The partners in this communication exercise should be identified and should also raise money
- R4.3: The digital tools and time frame should be set up within the 3-year mandate but with elements of continuity
- R4.4: The financial and human resources should be made available and linked up with R5.2
- R4.5: Interrelationship between UIA and its working bodies should be improved (between work programmes and commissions)
- R4.6: Local languages should be included in this strategy as far as possible.

3.4.2 Finance – Human Resources

Keywords

Treasurer's new role – Promotion of UIA's assets – UIA Paris overload – Outsourcing – New partnership ideas - Enlarging resources-raising (in addition to funds.) – Crowd sourcing – Entrepreneurial role – Leadership and Implementation – New ventures selling UIA products – Regional Task sharing - Distance bridging -Identify – Communicate – Manage

UIA main Assets are known:

- Knowledge/Information,
- Global Expertise
- Global Network and Partnerships
- International Image

Our main goal is to preserve and enhance the real value of these assets over time. There is a need to review our investment strategy, to hire external professional services to achieve and manage these objectives. Our assets are intangible and the way we do fund raising only looking at financial aspects.

Recommendations R5:

- R5.1: Statutes and Bylaws committee needs to review the Treasurer's role.
- R5.2: Outsourcing should be a priority in new activities.
- R5.3: Fund raising strategy should include resources-raising together with finances.

- R5.4: Crowd sourcing should be tested
- R5.5: New ventures selling UIA products are to be tested with new sections and/or partners.
- R5.6: Regional task-sharing should be seriously encouraged developing new centres to decentralise UIA activities

3.4.3 Representation

Keywords

Administrative and Entrepreneurial tasks – Multi-centre – Outsourcing – Calendar management – Meaningful UIA presence – Technical Secretariat – Control and efficiency – Conflict of interest – Global and regional Management

President and Bureau Members

Representation at international events are to be planned, hierarchized, prioritized and presence meaningful. Representation is intended to be both internal and external to the profession, the external being the most important. The President should attend the most important ones delegating representation of lesser importance to other Bureau members. The most important innovation is to promote representation without the physical presence of UIA President or Bureau.

Technical Secretariats

We will need to think both regionally and globally. The aim of creating Regional Centres (Technical Secretariats) is to collect and disseminate relevant information regarding the profession and architecture, in order to facilitate the transfer of knowledge, build up local expertise and stimulate the development of debate and analysis nationally and regionally. The Centre collaborates with UIA HQ in providing support and materials in the regional/local languages. It will also be monitoring centres for existing and future agreements/partnerships. Working with the Regions will build a global architecture of alliances, institutions and regional organisations to solve shared problems.

Russia is a first volunteer for a Russian language secretariat serving 22 countries.

Ex: UNESCO – Regional Centre (Centre for Documentation and Information) -Debate & Research – Training

Recommendations 6:

- R6.1: Calendars should be planned, hierarchical, prioritized and presence meaningful
- R6.2: Representation should favour events external to the profession and having highest international coverage.
- R6.3: Technical Secretariats should be planned and set up with specific terms of reference avoiding duplication and conflict of interest with the Regional organisations

3.4.4 Network and Partnerships – UIA Expansion

Keywords

Sections partnerships – Representativeness and legitimacy – New types of events partnership – New ways of doing Forums/Congresses – New Business partnerships – Monitoring difficulties – New rules to redirect commercial events to serve UIA objectives.

Networking and partnerships play a key role in innovation and knowledge transfer. They are conducted via bilateral or multilateral contracts, cooperation within projects in consortiums or competitiveness clusters, or through different agencies and programs. Partnerships are to be organized around real projects, grants, innovation prizes, project incubation, chairs, incentive projects or financing of dedicated projects and are to be monitored/managed after to ensure deliveries.

Partnerships are made to achieve the following objectives:

- Raise funds and/or resources
- Advocate and lobby better in favour of our policies
- Develop synergies with bodies sharing same views and goals – optimizing resources
- Influence decision making while being part of the decision process

Recommendations 7:

- R7.1: Networking and Partnerships should be opened to:

- Academic partners: Schools organizations, Universities, etc
- Institutional partners: UN agencies, WTO, IOC, etc
- Financial Institutions partners: World Bank, Development banks, etc
- Industrial partners: Linking the industry and specific work programmes
- Commercial partners: Cityscape, Reed, etc
- Real Estate partners: MIPIM, linking UIA to early inception of major projects
- Cultural/Thematic partners: Aga Khan Foundation, Rockefeller, Pritzker Foundations
- Regional organizations of architects for synergies and non-duplication.
- Other professions: FIDIC, RICS, ISOCARP, IFLA, etc
- R7.2: Set up a Monitoring Resource Centre to manage and implement the agreements.
- R7.3: Membership expansions should be planned to reach the membership numbers of WTO and UNESCO.
- R7.4: Rules must be adapted or created to allow new commercial partnerships in line with UIA's new objectives

4. Strategy

"Nothing can stop an idea whose time has come." Victor Hugo.

A strategy is vital for growth.

4.1 Dare to say the Truth

UIA has strong weaknesses which should not be concealed:

- Growing presence of other architects bodies.
- Distance from sections
- Euro-centric perception
- Centralised system in a world of network connections.
- Hierarchised structure instead of peer cooperation

We need to confront reality and face the inevitable choices.

4.2 Show Ambition

Our weaknesses should not decrease our ambition. We should be proud of our strengths and the values they represent. UIA needs to show ambition at all levels.

- Fix high objectives of fairness and inclusivity
- Give a real and sincere meaning to our 2 principles: Transparency and solidarity.

4.3 Innovate

UIA needs to innovate with a new model in terms of vision taking benefit of technology and the opportunities and benefits of the next context. We need a renewed UIA where trust, based on transparency, solidarity and sustainability creates a culture of constant innovation. This will add to our capacity to cope with and anticipate the unexpected.

A model based

- On connecting mobilities, networks, affinities instead of geographical liaisons
- On the acceptance of diverse efficient existing structures
- On fraternity of the new mobility (resources and knowledge) sharing

4.4 Be Global

UIA must and will continue to lead. UIA needs to develop its presence so as to ensure strong presence everywhere and every time it counts. Networks need to go beyond geo-political borders and connect architects through the selected medium. New networks need to be developed. It has to combine Scale with agility (flexibility) to a fast-changing world. Scale is vital to emerging countries and agility is essential to move to 'market' niches.(Ex: IBM and Lenovo – 100th year anniversary)

- Language
Work with eth 4 UIA languages to cover a maximum number of countries and architects
- Institutional
Consolidate and develop partnerships with global public and private institutions.
- Cultural
Use natural cultural affinities to develop partnerships through new cultural avenues, *ex Ibero-Latin American biennales.*
- Thematic
Promote and encourage network around global themes – Sustainability (World Green

Building Council, etc)

- Commercial

These partnerships are essential to connect UIA to the hard realities of industry and real Estate and also to fuel the change we require.

4.5 Be Sustainable

UIA should profess what we defend. This should be a transversal principle applied to every aspect of

- Long Term Vision preferred to immediate results
- Policies, Guidelines, norms defended in every theme and through all UIA bodies
- Fairness to architects and to society
- Governance (optimised use of resources)

Recommendations 8:

- **R8.1: In addition to Transparency and Solidarity, UIA adopts Sustainability as a transversal principle.**

5. Priorities

5.1 The V & S committee recommends unanimously that the Action plan needs to place in priority order the following:

- Communication
- Implementation and Initiatives
- Finance and Resources
- Expansion and Partnership Consolidation

6. Way Forward

6.1 Jan 11: Review and Comments of Beirut Council Meeting included in this report

6.2 Feb-Mar 11: Final V&S Committee views requested from members for final Singapore Council's comments

6.3 Jun 11: Final review and confirmation of the Singapore Council meeting.

6.4 Jun 11: Circulation to sections for GA ratification as UIA's 2011-14 General Policy.

6.5 Sep11: Review – Comments and approval by Tokyo GA .

Gaetan Siew

V&S – Committee Chairman