



SAIA TRANSFORMATION POLICY

1. Introduction

The South African Institute of Architects (SAIA), through its representative Board, its members, and its employees, seeks to draw guidance from our nation's *National Development Plan* published on 11 November 2011, and address the elimination of inequality and the reduction of poverty, through the establishment of its own Transformation Policy.

The Foreword of the *National Development Plan* states, "At the core of this plan is a focus on capabilities; the capabilities of people and of our country and of creating the opportunities for both. The capabilities that each person needs to live the life that they desire differs, but must include education and skills, decent accommodation, nutrition, safe communities, social security, transport and job opportunities. The capabilities that the country needs to enable citizens to thrive include a capable state, leadership from all sectors of society, a pact for mutual sacrifice and trust."

Architects, through their education, experience and their critical role in the ongoing creation of the built environment, are strategically placed to lead this drive through a series of development strategies, to assist in achieving these goals.

2. Policy Outline

SAIA's approach to the normalisation of our society is guided by a single important **philosophy**:

That our efforts towards transforming the architectural profession should be employed in such a way that the skill and experience be retained and enhanced towards building a transformed profession which will meet the needs of South African society in the creation of a human(e) built environment in the country.

3. Key Strategic Transformation Objectives

- **Growth** • **Benefit** • **Standards** • **Sustainability** • **Legacy** •

3.1. Increase the number of architects to address built environment demands;

3.2. Improve benefits to practices through beneficiation and development of architectural staff;

3.3. Advocating that architectural values and standards are maintained;

3.4. Advocating for a resilient, sustainable & empowering built environment;

3.5. The adoption of identified UIA Legacy programmes that are aligned to transformation.



4. Strategies for Implementation

4.1. Growth - Increase the number of architects to address built environment demands.

Objective Outline

The South African Government is importing Built Environment professionals to fill voids in Public Works projects, mostly earmarked for engineering services. Driven by the current shortage of architects in South Africa, the erosion of the profession, coupled with socio-economic challenges, and the need to increase the number of Architects, in order to meet many built environment demands, has become imperative. SAIA has a responsibility to identify and provide platforms that offer educational opportunities, mentorship and apprenticeship, to individuals displaying a keen interest in studying Architecture, as well as individuals who may not have the support to further their studies, in their ambition to become registered as Professional Architects.

In this instance, SAIA through partnering with academic institutions and alternative educational mode learning systems, such as Open Architecture, aims to create a system of support which will see future Architects been awarded with affordable tuition, mentorship and opportunities in order to gain the necessary skills to be competent in their craft. This will ultimately lead to the profession gaining Architects that are suitably prepared to enter into the built environment, equipped with the ability to address Built Environment demands.

As a developing country, the demand for development, especially within the built environment, is one of the many key areas that the government must aim to deliver upon. Therefore, through educating our society about the profession and further rendering our architectural skills, by working together with the various organs of state and communities, we are able to contribute to the delivery of these demands.

For Implementation:

A) Bursary Opportunities

SAIA to consider bursary applications and award bursaries to individuals who meet the SAIA set criteria, at approved architecture learning sites (ALS).

B) Mentorship / Internship

Through, and by working with ALSs, regional institutes and practices, SAIA is to further support the awarded bursary candidates with internships, mentorship programmes and final exam preparation support.

4.2. Benefit - Improve benefits to practices through beneficiation and development of architectural staff.

Objective Outline

The Constitution of the Republic of South Africa, Act 108 of 1996, and inter alia (Section 9) on equality (and unfair discrimination) in the Bill of Rights, states the imperative of redressing historical and social inequalities.



Through architecture and our pivotal role as developers of the built environment, we must work towards the normalisation of our society and the upliftment of all of our citizens, for the mutual benefit of all, through the upholding and promotion of the objectives of our Constitution.

Mutual benefit can be achieved through SAIA seeking to gain:

- ◇ An improved access to work (procurement of work);
- ◇ Assistance with practice management skills;
- ◇ Improved marketing of architectural services;
- ◇ Maximisation of benefits through improved BBBEE ratings;
- ◇ Play an advisory role for architects that require advice to deal with issues, such as legal advice, client engagement, dispute resolution, etc.

The South African Institute of Architects participated in the drafting of, and is a signatory to, the Construction Transformation Charter, developed by the Construction Sector Charter Council (CSCC) which was adopted in 2005. The construction sector believes *inter alia* that positive and proactive response through the implementation of a Construction Code of Good Practice would address inequalities in the sector, unlock the sector's potential and enhance its growth.

Whereas the 'generic' Broad-Based Black Economic Empowerment (B-BBEE) Act, as amended by Act No. 46 of 2013, states that the revised B-BBEE Codes of Good Practice which came into operation on 1 May 2015 requires focus on five elements, namely ownership, management control, skills development, new enterprise and supplier development and socio-economic development initiatives.

SAIA is a voluntary association of architects who choose to become members of the institute and as such, there is no ownership of the institute. SAIA is measured under the Exempted Micro-Enterprise (EME) category and is therefore deemed to be a Level 4 B-BBEE.

The *Specialised* Generic B-BBEE Scorecard Element Weightings for the Built Environment Professionals (BEPs) within the Construction Sector are:

Element	Weighting (BEP)	Code Series Reference
Management Control	20	200
Skills Development	25	300
Enterprise and Supplier Development	50	400
Socio-Economic Development Initiatives	5	500

For Implementation:

C) B-BBEE Strategy

In executing its B-BBEE strategy, SAIA must maintain and improve its operations to deliver services of the highest order to its membership. Whilst exercising good corporate governance, the development of the institute as an organisation to support its membership and the wellbeing of communities through the design of appropriate and humane buildings and precincts within the South African context remains the highest priority.

The following elements are to be implemented, where possible:

i) Management Control

For the purposes of measuring Management Control, the members of the Board, Management Committee, Portfolio Committees and the Executive Officer /CEO are taken into consideration. While the Board and the Management Committee members serve as volunteers and are nominated by their regional committees, it is essential that due consideration of their nomination is considered in terms of representivity of that regions' demographics, however reflecting a ratio at least close to 50/50 gender and racial transformation.



Likewise, while the Executive Officer/CEO must first be considered appropriate for the role due to their qualifications and expertise, their appointment should, where possible, again be based on national demographic representivity.

Portfolio Committees members to also consider a balanced gender and racial representivity.

ii) Skills Development

The SAIA team comprises of a small group of individuals, each responsible for a specific task within the organisation. As the operational needs evolve, priority is given to task-orientated training to ensure that standards of service are maintained and continuously improved.

iii) Enterprise and Supplier Development

Within the constraints of its constitutional status and that of its eleven affiliated Regional Institutes, SAIA is unable to undertake enterprise development as contemplated in the Codes, however its role will be to advocate and promote. SAIA does however facilitate and coordinate the proper management of membership, subscription and related matters with the management structures of the Regional Institutes.

SAIA will not procure goods or services from entities who cannot produce a valid B-BEE Scorecard. Preference will be given to previously disadvantaged suppliers where practically possible, and SAIA furthermore aims to procure only from companies who are certified as level 4 contributors or better.

iv) Corporate Social Investment

Through its Transformation strategy SAIA is implementing a number of nationally facilitated projects, where participation by the Regional Institutes and the members are being coordinated to enhance access to the progression of the profession and to improve academic preparation of learners to encourage them to study architecture.

4.3. Standards - Advocating that architectural values and standards are maintained

Objective Outline

There are concerns that the processes involved in Transformation result in a lowering of standards and the increased risk of non-compliance (fronting) to procure work from government institutions.

While the ambit of gatekeeping rests with accrediting bodies such as the South African Council for the Architectural Profession (SACAP) and the various architectural learning sites (ALS), SAIA must strive to nominate suitable candidates from its membership, to assist these bodies in ensuring adherence to the standards.

For Implementation:

D) SACAP and ALS Liaison

SAIA is to set up on-going dialogue with SACAP and Schools of Architecture to ensure representation on accrediting panels and feed-back regarding accreditation visits.

E) Involvement in the Built Environment Forum (BEF)

SAIA is to be actively involved in the engagement and decision – makings taken at the Built Environment Forums. To use the BEF as a platform to promote the professions values & standards as well as to collectively find solutions for built environment challenges.



4.4. Sustainability - Advocating for a resilient, sustainable and empowering built environment.

Objective Outline

In South Africa, the current affairs show architecture as a profession which is under represented and therefore a scarce and critical skill. By aligning to the South African Constitution and various Acts of the Built Environment that promote sustainable built and natural environments, our aim is to highlight architecture as a profession that is a vital contributor within the built environment.

Through aligning ourselves with strong affiliations and partnerships that promote a need for a resilient and sustainable built environment, we better position ourselves, regional institutes and the members we serve to be more socio-economically empowered.

By using transformation as a tool to create awareness around the need for a socio-economic built environment, we not only educate, but we transform the mind-set of many on the importance of architecture and the socio-economic role it plays in South Africa.

For Implementation:

F) Engagement with Local Government and National Government

Meet with department heads to establish an understanding of the roles that Architects can play in assisting their work;

G) Day of Talks – Dialogue Forums

Arrange a series of discussion groups addressing issues of transformation within the built environment, urbanisation and rural degradation, to name a few. This is to be coordinated by all regional institutes and to become an on-going dialogue that allows members and stakeholders the opportunity to be involved in the transformation process.

H) Otherwhere Social Media Platforms – Virtual Dialogue

Through social media platforms such as Facebook & Twitter, SAIA to take architectural dialogue online, create local and international communities in order to create empowering debates and views centred on the profession and influencers.

4.5. Legacy - Adoption of identified UIA Legacy programmes that are aligned to transformation.

Objective Outline

In addition to the anticipated lasting impact that the Congress debates and discussions will have on the thinking and perceptions of those who attended, there are a number of tangible direct outcomes from the event that are being recorded on the UIA2014 website under [LEGACY](#).

The legacy components broadly fall under:

- ◇ Education Legacy
- ◇ Spatial Legacy
- ◇ Declaration Legacy enhancing themes of Resilience Ecology and Value
 - UIA2014 Congress Declaration
 - UIA2014 Student Charter
 - 2050 Imperative on carbon emissions: adopted by the UIA on 8 August 2014
- ◇ Promotion of the Profession



So far these include:

The [Spatial Legacy](#) projects initiated by eThekweni's City Architects' Department, are by now, a well-known feature of both the Congress and the City. The intention was to institute mechanisms that re-invigorate and re-purpose assets in the inner city, and these projects also helped to expand the Congress reach into the public realm through activations in the lead up to, during, and after the event.

Step One of the partial pedestrianisation of Dr Pixley KaSeme Street was implemented in time for the Congress; as were the refurbishment of the Beer Hall and activation of John Milne Street in Rivertown; and the pilot Pocket Parks Project, including a student competition for a mobile pocket park.

An essential aspect of the Congress was the contribution that it made towards [Education](#) and Transformation of the profession. [Open Architecture](#) was launched by SAIA as the first of its transformation projects aligned to Skills Development. This initiative seeks to facilitate the training of architectural graduates who are seeking to become Professional Architects through a blended distance-learning agreement between an accredited learning site, the professional Architectural mentor in practice, and the student.

Educational events held as part of the Congress included the [Schools Outreach Project](#), undertaken by the Student Steering Committee, which was held in Walnut Street, and aimed to create a space for the introduction of the profession to school learners; "*Be an Architect for a Day*", in which school learners experienced the work of an architect for a day through model-building; and the Student Debate on Architectural Education, a platform for students from around the world to voice their opinions on the dynamics of their architectural education.

Promotion of the Profession through [Documenting](#) Durban's architecture and capturing the city as an "*Otherwhere*" destination were also important Legacy components. This was achieved through the City Architects' brochure series, the Congress-dedicated issue of the KZNIA Journal, the "*Otherwhere Guide*", and the 7 films that were produced in the lead up to the event, which document the city and its spirit through the engagement with 7 different characters.

For Implementation:

I) Education:

- ◇ Open Architecture
- ◇ University Department of Architecture – School Outreach Projects
- ◇ Be an Architect for A Day

J) Spatial:

- ◇ Accessibility Through Design

5. Conclusion

As an organisation that strives to lead with integrity and set values, our view on transformation is that it is not a means of taking away from one to give to another. Our strong focus on education and transformation, will hopefully in time address previous inequalities which will ultimately normalise the playing field for all to be afforded equal opportunities.