

Concept Paper by Past Chairman P. Kasi giving his views and suggestions on the Proposal to explore Investment opportunities and income generation for ARCASIA

1) While we can agree to set up the ARCASIA Foundation, the more important issue is fund raising. I raised this at the last ARCASIA Council Meeting in Colombo. What we were told was that the normal subscription income is about USD 25,000/- and we generate another USD 30,000/- from the awards. What will be useful is : **Correction – Annual Subscription averaged USD\$20K – 22K due to non-payments of some.**

a) to receive the approximate yearly income and expenditure for ARCASIA -**Yes presently each president of the term will balance the budget with his/her term's activities**

b) which expenditures are paid by ARCASIA and which expenditure is supported by the Member Institutes to which the ARCASIA President belongs to i.e. secretarial support. **Presently the main source of income are from the membership fees. Any extra income would come from the net surplus from the respective activities within the current ambit of ARCASIA such as awards and annual events.**

c) who pays for the travel expenses of the President and key Office-Bearers. In my days, we paid for it ourselves. Is ARCASIA currently raising donations from the Building Industry? If yes, for what purpose **Presently all travelling expenses by OB are self-funded or at best supported by wholly or partially by their respective member institutes depending on their institutes own policies.**

d) we need the above to work on a figure that we need at the minimum every year to run ARCASIA. **Yes it would be ideal to work out the respective costs preferably from data extracted over the past years and to derive an average balance sheet accounts.**

2.a) I suggest the Office Bearers and Committee Chairman come up with their own regular set of programs every year to fund their own expenses. I also suggest ARCASIA and its various committees draft their own programs every year to raise funds to meet their operational expenses every year. The thinking should be done upfront to conduct a few programs that would be income generating. These programs must be repetitive and members assigned to do it every year. The Office Bearers could use the income from the ARCASIA Awards, subscription, magazine and any other programs organized by them. **Over the last 6 decades, it had been challenging to get the entire council together for overall planning since the Council only meet once a year but each term's President and OB/CC had been able to raise funds to supplement annual budget. Since 2019-2020 (outbreak of Covid-19) each Council has since then pivoted towards online gatherings & Meetings. Hence, it is now possible to weave in both digital and physical meetings to champion a more succinct and effective meeting of the minds to effect new changes in ARCASIA**

2.b) Let the host member country deal with raising funds to host ACA and the Forums – **Presently this is the current situation. Having observed the differing operational costs and the geo-political influences over the last decade, it is noted that there are vast difference in cost norms among the 3 zones. It will be increasingly harder to maintain objectivity in voting for host venues based on costs of registration & hotels since countries which are more established in their economic development phases will be more expensive and may have limited access to advertisement funds. Therefore, it may be to ARCASIA's interest to "fixed a price range on cost norms" for such events (to be reviewed after a period of time) and any extra advertisement funds less operational costs may be channeled to ARCASIA Foundation.**

2.c) ARCASIA Awards should be self funding and should give ARCASIA surplus funds and generate new funds (funds received under para 6 below channelled to the foundation). [Agreed](#)

2.d) My suggestions are to focus on the longer term financial stability of ARCASIA to achieve 3 objectives.

i) To fund a permanent secretariat centrally located within ARCASIA [We already have ARCASIA as permanent registered office in Singapore, hence for expediency, OB is of the opinion to maintain the same for ARCASIA Foundation.](#)

ii) To meet any emergency funds or operational shortfall in a particular year due to extraordinary circumstances e.g. Covid lockdown. [Similarly agreed](#)

iii) The funds for the foundation should be used to promote ARCASIA over the longer-term i.e. publication of books, other publications, website, etc. [Similarly agreed.](#)

3) I suggest the funds collected be directed into the foundation and be invested in Singapore to make ARCASIA financially stable. A portion of the investment income not capital can be made available for special projects every year. [Agreed. Need to seek further legal/financial advice.](#)

4) I would like to propose the following fund-raising initiatives to generate a permanent source of funding so that ARCASIA is not distracted to be constantly looking for new funding: -

a) To introduce a new group of people to support ARCASIA

i) ARCASIA Corporate Affiliates (refer to Attachment 1 & 2)

ii) Friends of ARCASIA (refer to Attachment 1)

iii) Educators in ARCASIA (refer to Attachment 1) [All good ideas to be further deliberated](#)

b) To target USD 3 M/year income to be invested. Part of the investment returns to be used for secretarial expenses, archives, website and special projects. [For a start, perhaps a simple sum of USD \\$3000 per member institute; 22 x \\$3000 = \\$66,000 may help to kickstart the Foundation](#)

5) I suggest that the ARCASIA Foundation be run by a group of people separate from the Office Bearers of ARCASIA to have a better accountability and a separate approval process for funding. This is to ensure that the Office Bearers in any one year do not have the power to spend all the money in the foundation without restraint. [Agreed that the Foundation should be run independently by a separate management team, similar structure to the ARCASIA as registered in Singapore. That being so, the ARCASIA Foundation will need to be subjected the Singapore Governance.](#)

6) ARCASIA Awards

a) The awards program has now been around for more than 30 years. We have grown in stature and prestige and the number of entries has increased every year. [Indeed. It has garnered increasing reputation and about time to look at monetizing the awards as an income generator. This will be separately discussed.](#)

b) We agree we should institutionalize the awards program with the creation of a single entity to undertake the hosting and assessment. This would ensure that the new team need not go on the learning curve every year. The team entrusted with this work can be reviewed every 3 or 5 years. [Presently, the incumbent secretariat had made a call for proposal to run the AAA](#)

independently. Details on its financial structure will be further deliberated. The original intent to have a percentage of the net profit channeled to ARCASIA or ARCASIA Foundation can be discussed.

c) There are many opportunities to commercialize the honour of receiving the ARCASIA Awards particularly in respect of the contractors and specialist sub-contractors, and suppliers involved with the award-winning projects. A fee can be charged for the building owner to display a plaque on the building saying the building received the ARCASIA Award. It can be held as a separate ceremony hosted by the owner/building team at their expense. A standard plaque can be fixed. Similarly, the contractor and building material suppliers can receive the right to publicize their materials that are used in the building that received the award. The quantum of charges should vary on the size of the project so that large commercial projects pay more and a house pays a much lower amount. Details can be worked out if the concept is acceptable. [Yes, we need to establish an ethical framework for respectful advertising befitting our profession.](#)

7) This paper is being submitted for consideration, comments and approval if deemed acceptable. [Thank you for the thoughtful recommendations.](#)

P. Kasi

Past Chairman ARCASIA 1999-2000

Member of ARCASIA Task Force on Income Generation for ARCASIA. [Comments in blue by Advisor Ar. Rita Soh](#)

Attachment 1

ARCASIA Corporate Affiliates – Big Architectural Consultants Firms within ARCASIA

	Estimated Annual Income	e.g. of Benefits
No more than 10 Corporate Affiliates per Institute	100 x USD10,000 each per year = 1M USD/year	<ul style="list-style-type: none"> • Publish book yearly on them and their projects etc. • 2 pages x 100 = 200 page • Publicity • Firms be permitted to publish that they are a corporate of ARCASIA

Friends of ARCASIA

	Estimated Annual Income	e.g. of Benefits
Comprising the firms in the Building Industry in the various ARCASIA Member Countries	USD10K x 100 friends = USD 1M/year	To have special networking events at ARCASIA events for them to meet with Architects and member of the local host country and network for new business opportunities

Educators in ARCASIA

		e.g. of Benefits
Open only to colleges within ARCASIA which are recognized by the local Institute of Architects or Registration Boards in the respective countries	USD 1K x 1,000 colleges in ARCASIA = USD 1M/year	<ul style="list-style-type: none"> • To collect a database of colleges and courses and publicize entry requirements. Useful to ACAE and potential students of Architecture. • Structured Academic Staff and Student Exchange Programs • Curriculum assistance • Organise a major education conference with ARCASIA support together with ACA or forum events

Attachment 2

1.0. The concept of Corporate Affiliates

a) To adopt a policy of promoting corporate affiliates. Once there is general agreement to permit this then details can be worked out on what would be their role and benefits assigned to them. While more work needs to be done to define the benefits and rights, a decision needs to be made to proceed with this to enable the details to be worked out. To assist this decision, the following matters are to be taken into account :

b) It is estimated from the Industry statistics generally that 80% of the Professional fee income is earned by only 20% of professionals or large professional corporations. The 80/20 rule dominates. While they benefit from the work of Architectural organisations like ARCASIA, they don't have a platform to be affiliated and contribute to progress of Architecture within ARCASIA.

c) The above raises two important matters. The current structure of ARCASIA member institutes are that they represent the bulk of the Architects in the country whether they are in practice or not. ARCASIA has an agenda of promoting Architects and Architecture in member countries for which it requires much resources including money. One of the major beneficiaries of the work done by ARCASIA is the 20% of the professionals or professional corporates who do not have a structure to contribute to ARCASIA in terms of resources including money. Therefore the idea of corporate affiliation is to provide such a structure.

d) The recommendation is that corporate affiliates do not have any voting rights and it is seen to be an honour as not everybody can apply to become one. Ideally they should be invited one found eligible. There should be more compulsion to accept.

e) To give affiliates some visual benefit, they could be allowed to use the logo and the words 'corporate affiliate of ARCASIA'.

2.0. Who can be Corporate Affiliates

a) It is proposed that Corporate Affiliates be limited to professional firms, body corporates or organisations which are in the business of providing Architectural services and belonging to Architects .

b) It is also recommended that Corporate Affiliation be not a right of the applicant but be considered an honour to be given by ARCASIA.

c) In this regard, member institutions of ARCASIA are to be asked to support or recommend suitable firms or organisations in their country or member region to be given the Corporate Affiliate status. No Corporate Affiliate status should be conferred on anybody without the support of the relevant member institution of ARCASIA.

d) It is recommended that about 100 Corporate Affiliates be given initially. Later only 10 new corporate affiliates be admitted every year. In 10 years time, ARCASIA would thus have about 200 Corporate Affiliates. It is estimated that this would even then only be about less than a few percent of the number of professional Architectural firms or organisations in the country.

e) To give more prestige to the conferment, it is recommended that the certificate be presented to new Corporate Affiliates at a formal function like a major ARCASIA Award function

f) A Corporate Affiliate is to be selected based on the experience and track record of the firm including in upholding professionalism, in their area of expertise. It is recommended that the Corporate Affiliation status be withdrawn on the recommendation of the member institution who supported or recommended them in the first place if the professional firm's registration is struck off after they are found guilty in any disciplinary proceedings or wrongdoing.

3.0. What are the benefits to Corporate Affiliates

a) It is first an honour for the recipient to be chosen.

b) The recipient has the right to use the designation 'Corporate Affiliate' of ARCASIA. This could be seen to be an indirect recognition of the fact that the recipient is an acknowledged professional firm or organisation in the ARCASIA Region.

c) They have an opportunity to participate in ARCASIA activities and committees and benefit from the information and networking. They also have the opportunity to contribute their resources to ARCASIA through their involvement, to focus on upholding and promoting Architecture and Professionalism in the country. Higher regard for Architects in the country would indirectly also help the Corporate Affiliates in their practices.

d) Corporate Affiliates could be given the opportunity to also raise professional or practice issues which are important to them so that ARCASIA could help to address them.

They should have the right to receive certain pertinent information from ARCASIA.

4.0. What are the benefits to ARCASIA

Have another source of income from the annual fees of about USD 10,000/= per year payable by these Corporate Affiliates.

5.0. Conclusion

By making it an honour and restricting it to professional firms with no voting rights, there should not be much to fear to introduce this category of affiliates.

In order to attract recipients, it has to be seen as being prestigious and therefore there must be a rigorous selection process and the honour presented formally in a dignified manner.