



IFLA ASIA PACIFIC REGION REPORT

22 July 2020

AGENDA ITEM No:

TITLE OF THE REPORT:

APR Finance and Business Planning Report

OFFICER NAME AND IFLA POSITION:

Damian Tang, Chair of Finance & Business Planning Standing Committee / Immediate Past President

PURPOSE OF THE REPORT.

To update Regional Council on the progress and work done by FBP in 2019/2020

SUMMARY OF THE REPORT (UP TO 100 WORDS).

The Finance and Business Planning (FBP) Standing Committee continues to build financial and business resiliency through its mainstream awards programme to promote the excellent works of members on an international platform. FBP continues to focus its efforts on the set up of IFLA APR as a legal entity and plans for relevant business strategies amidst the pandemic and economic crisis, to ensure the region continues to grow sustainably and bring benefits to the members and the profession.

REPORT.

1. IFLA AAPME 2020 – Global Call for Resilience

The objective of the AAPME award is to serve as an advocacy for the critical responsibility of landscape architects to combat climate change through demonstration of projects in resilience design. IFLA AAPME 2020 – Global Call for Resilience has been renamed from IFLA AAPME 2019 – Resilience for Design, as an effort to advocate and support the Climate Change Emergency and Declaration by IFLA. It aims to be an anchor highlight for the congress alongside the IFLA World Congress Penang Malaysia in 2020. Due to the pandemic situation, the awards programme continued without the congress and received good support from the members and five regions of IFLA with respective member and jury participation. The administration of this award comes under FBP with support from IFLA APR secretariat, the Executive Committee (EXCO), Chair of Communication and External Relations and volunteers.

International Recognition and Awareness

IFLA AAPME 2020 award, in its second iteration, has proven to be a highly recognized international award programme. It received the highest entry rate despite the lockdown many countries faced during the pandemic. Call for entry deadline has to be extended, leading to the extension of judging timeline, as a result of many who had difficulties putting together submissions due to longer period of coordination working from home. Despite these challenges, our awards received a total of 280 submitted entries. And a total of 143 entries have been recognised. APR is appreciative of all the support given by the members and presidents of national associations who are part of the jury panel.



Stage 2 international jury commended the excellent quality of submission from the shortlisted projects and added that the award was professionally well organised. The international guest jury also gained insights and awareness of the breadth and depth of works demonstrated by landscape architects.

Results of the IFLA AAPME 2020 will be announced via newsletter and email notifications in August 2020. IFLA APR will be developing an electronic publication of the winning awards by October 2020. Advertisement and sponsorship opportunities will be offered in the e-publication. Due to the postponement of the congress, there will be no awards ceremony for IFLA AAPME 2020. All certificates will be mailed to the winners.

2. Moving towards Legal Entity Setup

In 2019 Regional Council Meeting in Cebu, under the President report, challenges of the legal entity setup for IFLA APR had been reported and presented with two options. Upon further development and discussion with IFLA President, James Hayter, the Executive Committee and our region Secretariat, Mr Marcel Ewals, Executive Director of MCI, it was decided that registration of IFLA APR under Company by Guarantee is the most viable option. Please refer to Annex 2 for details of Registration as a Public Company Limited by Guarantee.

Under this option, IFLA APR will be governed by a Board with elected members instead of an Executive Committee. The governance structure of IFLA APR will be vested in the APR Board, which retains ultimate legal responsibility for the whole organisation and provides leadership by setting the strategic agenda, budgets, policies and performance targets.

Hon. Secretary Assoc. Prof Mike Barthelmeh and the Executive Committee will make the necessary provision and amendment in the Constitution. (Please refer to the secretariat report and the Constitution updates.)

In brief,

- A Board will comprise of a president, a local director, two foreign directors and one corporate secretary.
- The Board members will be appointed by the Council and/or the President, and serve on voluntary basis.
- Cost of registration is USD 1,500.
- Estimated annual cost of the Registered Secretary USD 700-1,000.
- Official address of the registered public company will be under APR Secretariat (MCI) address at no cost, as long as IFLA APR remains their client.



Actions taken

- Constitution updated for council approval to make provision for the Board and its functions.

Next course of actions

- Seeking Council Approval on the Constitutional Updates
- Submission of documents to Singapore Registrar for registration
- Further updates in the Constitution may be required by the Registrar, hence Council further approval.
- Incorporation of the Public Company bearing IFLA APR as company name and have the Board registered and transit from existing Executive Committee.
- Cost estimates and budget will be factored into APR's operational budget for 2021.

3. Business Development Plan for Webinars and Digital future

Arising from the pandemic situation, more and more business meetings and conferences are going virtual. FBP recognized the need for APR to develop its digital capabilities and offer online platforms to engage the members. FBP plans to roll out a series of webinars where members of national associations can attend these webinars for Continuous Professional Development (CPD) and gain CPD points from their respective national associations. It is important for the Council to be aware of the baseline cost for administration and hosting of webinars.

The following is a estimated cost breakdown for a typical webinar.

TECHNOLOGY PLATFORM	USD 2,500 (cost may vary depending on the platform provider)	The package includes the following: -Programme and Speaker Management -Platform Management & Operations -Registration Management -Manpower on the day of event -Post Webinar Reporting
ADMINISTRATION FEE	USD 1,200 per event (max 2 hours in length)	Event Management (Webinars) -Budgeting and Timeline -Project Team Coordination -Speakers' Management and Coordination (Webinars) -Marketing Resource/Cost -Operations & Logistics for webinar production -Topic & Content Development (Research) and Speakers' Acquisition (Research & Selection) will be done by IFLA-APR
MARKETING SERVICES (TOOLS & PAID FOR ADVERTISING)	USD 1,200 per event minimum spending required	Core Marketing: -Divided in marketing COST (external Spending) and Team time. MCI Cost is USD400 for marketing planning and management per event using their in-house tools (Feathr, EB, Google)*



		Spending requires a minimum of USD750 up to USD1,200 per event.
PARTICIPANT REGISTRATION & MANAGEMENT	8% is the current cost of EB for banking fee	Participant Registration & Management Banking fee or credit card fee.

In summary

TOTAL COST OF A WEBINAR –without delegate revenue and sponsorship		
Operating Cost		
Cost of the Webinar Platform	US\$2,500	Basic Platform
Administration Fee (Option A)	US\$1,200	per event
Marketing Services (Tools & Paid for Advertising)	US\$1,200	per event
*Total Estimated Expenses:		US\$4,900

Therefore the estimated cost for a typical webinar of 2 hours without delegate revenue and sponsorship is about USD 5,000. This is based on an attendance of 100-150. If the number of attendees increases, the cost of the webinar platform and management would also increase.

Hence the webinars would need to be carefully priced and offered such that it benefits the members and operating cost can be managed sustainably. Sponsorship is considered for each webinar. Subsidised rates for members would be a key consideration.

FBP aims to do a trial run for the first series of webinar. For those who are interested to volunteer as speakers according to the topics and theme, please kindly inform the secretariat.

4. Hosting (Congress) Guidelines for IFLA APR/AAPME Awards Partnership

Since 2017, IFLA Asia-Pacific Landscape Architecture Awards and IFLA AAPME Awards ceremony awards ceremony have been held in conjunction with the regional and world congress dinner ceremony in Thailand, Singapore and Philippines. This important partnership has benefited both the hosting associations and IFLA APR as it leveraged on increased attendees and income generation for the congress and dinner. It has supported IFLA APR with better financial management of the overall cost for the award organization. This win-win partnership sees the need to have a set of award ceremony hosting guidelines to be drafted and formalized to allow for transparency, awareness and compliance for both parties. The set of guidelines does not deviate from the last three editions of the awards ceremony held and hosted by the three nationals associations mentioned. Hence this is introduced with fairness and transparency, and now officially formalized with the added document and requirement by IFLA APR.

This set of hosting guidelines for IFLA APR/AAPME Awards programme is attached for your information (See Annex 3). It will take immediate effect and form part of the documents and requirement to be complied by hosting associations of IFLA regional or world congress.



ILAM who will be hosting the 2021 World Congress in Malaysia, will take reference from this set of guidelines when hosting the IFLA APR awards ceremony.

5. YLAA engagement and the way forward

Young Landscape Architects Alliance (YLAA) was initiated with the support of the Council in Regional Council Meeting in Cebu, 2019. YLAA serves to be a global network with free and voluntary sign-ups of students, graduates and young professionals from around the world. Initiated and founded by Immediate-Past President, Damian Tang, who now chairs the Finance and Business Planning Committee, was also appointed by EXCO to chair the YLAA. As Chair of YLAA, he will be responsible for the leadership and planning development of the alliance network.

The inaugural event for the YLAA is meant to be the KOMPAN PLAY CHALLENGE which unfortunately due to COVID19 and escalation of the pandemic situation, was forced to be cancelled as a result of poor response and other unforeseen circumstances.

Structure of YLAA

YLAA is organized into 5 core areas with up to 2 team leaders in each area. The team leaders (from the Pioneer group) can identify their own working members to help them develop their respective areas. These core areas are:

1. **Communications** – This group is responsible for effective and engaging communication within YLAA. It should also generate new content and topics to raise the awareness and interest of young people outside of this profession who might be interested in landscape architecture. It supports across the 5 core areas.
2. **Network** – This group is responsible for growing the network of YLAA and identify suitable and varied platforms to harness productivity and effectiveness. It leverages on the success of the 5 core areas
3. **Programme** – This group is responsible to introduce/ identify/ run programme to engage and benefit YLAA. It enables and supports the success of the 5 core areas.
4. **Development** – This group focuses on developing students, graduates, young professionals in any areas of the landscape architecture, including areas of leadership, inter-personal skills, job-search techniques, etc. It should be areas of development that continues to engage YLAA and develop their capabilities to be better professionals and individuals.
5. **Opportunities** – This group is responsible for creating opportunities for YLAA in terms of jobs, internship, exchange or learning programme. It should work closely with other core areas team to leverage on the success of each other.



Depending on the objectives and outcomes of the proposed activities in any of the core areas, budget will be allocated to the projects, if approved by Treasurer and EXCO.

Young Pioneers of YLAA

The first batch of young and promising individuals is identified to support with the formation and activities of YLAA in the core areas. Please see **Annex 4** for **List of YLAA young pioneers**. This group of individuals is considered to be young pioneers of YLAA, closely led and guided by the Chair. The selection of the first batch of young pioneers are based on existing and ongoing contributions to IFLA APR and committees, where they had volunteered in IFLA APR activities, monthly newsletter articles, awards programme administration and other areas of tasks assigned by FBP. They can choose to either take up a leadership role leading YLAA projects or a supporting role contributing to the projects. These young pioneers have also proven to be reliable, resourceful and responsive when it comes to volunteering and contributing to IFLA and to their respective associations and profession.

Voluntary leadership and supporting role

- Any new volunteer who is confident and committed in developing leadership skills can volunteer themselves or be nominated by any member associations and EXCO into leadership or supporting role.
- Team leader and team members can further bring in their own network of friends and colleagues who might be interested in YLAA and want to contribute to the profession under YLAA.
- YLAA structure is set up to be a safe place for experimenting and developing of young talents.
- It is also meant to be an interactive group where interesting and valuable activities can be organized to benefit the younger generation of the profession.
- Registration of any interested individual into YLAA is compulsory via <https://www.iflaapr.org/join-our-young-la-alliance>
- The objective of this alliance allows young professionals to contribute, network and share with each other in varied ways. It is the first step into succession planning for our region and for the future of landscape architecture.

To-date, YLAA has a total of 170 members. IFLA APR aims to grow this network quickly to few thousands over the next two years with an ambitious target of 10,000 over five years. This network will form the foundation network for internship and exchange programme led by IFLA APR President, Mr Takano Fumiaki.

6. Challenges and Mindsets for the next 3-years

World Economic Outlook forecast that the global growth is projected at -4.9 percent in 2020. The COVID-19 pandemic has had a negative impact on activity in the first half of 2020 than anticipated, and the recovery is projected to be more gradual than previously forecast. With global economic impact and unprecedented challenges, IFLA APR needs to brave itself for the tough times ahead and rethink some of its financial strategies and business plans for



the members. 2020 is the year where we take stock of what are the areas we have done well, and what are the other areas we can do better. FBP is aware of the need to balance on the fine line between financial sustainability as a region and financial affordability of the members in the developing economies when it comes to event offerings with a fee. Therefore, FBP will adopt the following mindset for financial and business planning for members in the region in the next three years:

- Keeping cost low at subsidized rates (free if possible) for members
- Providing cost-effective programme/ activities that meet objectives and achieve outcomes
- Leverage on council members participation, volunteers and sponsorship
- Activities/ Programme that would boost profile of members, national associations and any business opportunities

Business Strategies

IFLA APR daily operations and sustainable functions rely on sound financial prudence and strategic business planning. FBP outlines 5 broad strategies as an overarching framework for the region in the next 3 years.

- Leverage and strengthen APR signature awards
- Extend outreach into non-member territories
- Develop digital capabilities and offerings
- Establish network and outreach through YLAA
- Establish partnership programme with national associations and associated industry

These strategies will further be developed into action plans by respective committees and working groups. As the workload and responsibilities continue to increase for FBP, Chair of FBP will expand its committee and working groups by invitation or nomination of members from the national associations.

7. RECOMMENDATIONS (MOTIONS TO VOTE):

This report has no motion to vote. It recommends for the Council to adopt and approve the report.

8. APPENDIXES (ATTACHED):

Annex 1 – IFLA AAPME 2020 details

Annex 2 - Registration as a Public Company Limited by Guarantee



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Annex 3 - IFLA-APR Compliance of Standards/Guidelines for IFLA-APR AAPME/IFLA-APR
LA Awards Host

Annex 4 – List of YLAA Young Pioneers

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ANNEX 1

IFLA AAPME 2020 details

The following is the factsheet of the award breakdown.

	CATEGORY	NO. OF QUALIFIED ENTRIES	OUTSTANDING	EXCELLENCE	HONORABLE MENTION
1	Analysis & Master planning	91	3	7	31
2	Culture & Traditions	50	2	6	17
3	Economic Viability	43	2	3	19
4	Energy Supply and Transmissions	1	0	0	0
5	Flood and Water Management	19	2	4	6
6	Food Security and Production Systems	2	1	1	0
7	Heat Islands and Fire Resistance	5	0	1	2
8	Natural Disasters and Weather Extremes		0	1	1
9	Resilience to Terrorism	1	0	0	0
10	Social and Community Health	40	1	2	17
11	Wildlife, Biodiversity, Habitat Enhancement or Creation	22	1	2	11
	Total	274	11	28	104

*6 projects were disqualified as it failed to meet the specified requirements.

This year the award saw a tougher and more stringent assessment as the awards aim to raise the bar for landscape architecture.

Out of the awards levels,

- 5% of the total entries received Outstanding Awards
- 10% of the total entries received Awards of Excellence
- 38% of the total entries received Honourable Mention

Stage 1 Jury Panel

- **Armin Parhizi Rad**, Vice President, Iranian Society of Landscape Professionals (ISLAP)
- **Brad Coombs**, President, New Zealand Institute of Landscape Architects (NZILA)
- **Damian Tang**, Immediate Past President, Chair of Finance and Business Planning Committee, IFLA APR
- **Li Xiong**, Vice President, Chinese Society of Landscape Architecture (CHSLA), Professor, Beijing Forestry University



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- **Mike Barthelmeh**, Honorary Secretary, IFLA APR, Associate Professor, Lincoln University
- **Mistao Uehara**, Chair of Climate Change Working Group (JLAU), Associate Professor, Shinshu University
- **Namchai Saensupha**, President, Thailand Association of Landscape Architects (TALA)
Director, SHMA Company
- **Sang-Seok Lee**, President, Korean Institute of Landscape Architecture (KILA), Professor,
University of Seoul
- **Ronnie Tan**, President, Singapore Institute of Landscape Architects (SILA)
- **Shaun Walsh**, President, Australian Institute of Landscape Architects (AILA)
- **Wang Kuang-Yu**, Honorary Treasurer, IFLA APR, Associate Professor, Landscape Architecture
Dept, Chung Yuan Christian University

Stage 2 Jury Panel and International Guest Jurors

- **Dr. Limin Hee**
Centre for Liveable Cities
Director of Research
- **Ms Carey Duncan**
President of IFLA Africas region
- **Mr Takano Fumiaki**
President of IFLA Asia Pacific region
- **Mr Saurabh Gaidhani**
Asia Pacific Global Resilient Cities Network (previously known as 100 Resilient Cities)
Associate Director
- **Professor Gareth Doherty**
Harvard University, Graduate School of Design
Associate Professor of Landscape Architecture,
Director of Master in Landscape Architecture Program
- **Professor Daniel Aldrich**
Northeastern University
Political Science Co-Director, Security and Resilience Program
- **Professor Dr. Renate Schubert**
Institute for Environmental Decisions IED
Associate Vice President ETH-Zurich

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Registration as a Public Company Limited by Guarantee

Forming a company limited by guarantee for setting up a **non-profit organisation** has the distinct advantages of incorporating a separate legal entity with limited liability for its members. Out of the various choices available, this form of entity is the most advanced and the most desirable type of structure. Companies limited by guarantee are typically engaged in non-trading charitable, religious, scientific, or artistic activities.

What is a Company Limited by Guarantee?

- A public company limited by guarantee is one which carries out non-profit making activities that have some basis of national or public interest, such as for promoting art, charity etc.
- The company has no share capital.
- **A company limited by guarantee has members**, rather than shareholders, the members of the company guarantee/undertake to contribute a predetermined sum to the liabilities of the company which becomes due in the event of the company being wound up. **The sum set aside as guarantee may be as low as SGD 1.**
- A Singapore company setup as a public company limited by guarantee **must include the suffix “Limited” in its name**. However after incorporation, the company may apply to Singapore authorities for the removal of the word “Limited” from its name. One condition of this exclusion is that the company does not distribute profits.
- A company limited by guarantee is a legal entity which exists in its own right in the eyes of the law, separate and distinct from the individuals who are involved in it. A company is like a person in law. It can sue, or to be sued, in its own name; it can enter into contracts, and can own property all in its own name.

Benefits and Drawbacks

- Enjoys an independent legal personality
- Members’ liability is restricted
- Subject to ongoing public disclosure obligations and statutory control
- Professional assistance required for incorporation and ongoing statutory compliance
- More complex annual reporting requirements that are not always suitable for small groups

Tax exemptions

Associations registered as company limited by guarantee in Singapore are exempt from income tax if surplus funds are from members’ contributions; or if over 50% of gross



revenue receipts are from members and are not tax-deductible for members. For full tax exemption, the company must apply for Charity status after its registration.

Key facts at a glance

- Requires at least 2 directors, 2 members, and qualified Company Secretary. **One director and secretary must be ordinarily resident in Singapore** i.e. a Singaporean Citizen, a Singaporean Permanent Resident. A foreigner who wishes to act as a local director of a company has to be a person who has been issued a Employment Pass or a Dependant Pass.
- Must draft a Memorandum & Articles of Association setting out the objects and by-laws of the organisation.
- **Must audit accounts annually.**
- Must hold Annual General Meetings.
- **Must file its Annual Returns with ACRA.**

Public companies limited by guarantee are registered with Accounting and Corporate Regulatory Authority (ACRA) and are governed by the Singapore Companies Act.

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ANNEX 3

IFLA-APR Compliance of Standards/Guidelines for IFLA-APR AAPME/IFLA-APR LA Awards Host - <name of hosting association>

This outlines the expectations and requirements of IFLA-APR for <name of hosting association> hosting the IFLA APR AAPME/IFLA-APR LA Awards and the service levels required.

As the host organisation you agree to uphold the standards of IFLA-APR, and there is a required consistency needed to ensure that the event maintains a similar feel, prestige and expected engagement for participants each year. Please do let us know where you require help, or where you cannot meet the requirements.

Requirements

Status

**A Must Provide
(cost to be borne by hosting association)**

Can Achieve

**Require Support/
Cannot achieve**

1. Dress Semi-formal to formal dress Code	<input type="checkbox"/>	<input type="checkbox"/>
2. Venue to match semi- formal to formal Dress requirements	<input type="checkbox"/>	<input type="checkbox"/>
3. Well ventilated venue, aircon preferred	<input type="checkbox"/>	<input type="checkbox"/>
4. Alcohol and soft drinks with Table service (Either free or payable)	<input type="checkbox"/>	<input type="checkbox"/>
5. Seated Dinner Service preferred. Buffet to be avoided. 3 to 4 courses preferred.	<input type="checkbox"/>	<input type="checkbox"/>
6. Registration of attendees	<input type="checkbox"/>	<input type="checkbox"/>
7. Entertainment i.e. music/live band		
a. Including AV support	<input type="checkbox"/>	<input type="checkbox"/>
8. Provided ushers to guide people to function room and seat people, provide 3 ushers for the award ceremony	<input type="checkbox"/>	<input type="checkbox"/>
9. Stage Backdrop with lighting/signage, design to be approved by IFLA APR. This must provide the correct IFLA APR logo and awards logo.	<input type="checkbox"/>	<input type="checkbox"/>
10. Table on side of podium for awards.	<input type="checkbox"/>	<input type="checkbox"/>
11. Stage with stairs, properly installed and meeting all safety standards.	<input type="checkbox"/>	<input type="checkbox"/>
12. AV Requirement		
a. Suitable large Screen w projector	<input type="checkbox"/>	<input type="checkbox"/>
b. Additional screens for selected corners preferred	<input type="checkbox"/>	<input type="checkbox"/>
c. Technicians/AV company	<input type="checkbox"/>	<input type="checkbox"/>
13. Sufficient lighting throughout venue.	<input type="checkbox"/>	<input type="checkbox"/>
14. Area for exhibition/Awards submission boards in the pre-function area.	<input type="checkbox"/>	<input type="checkbox"/>
15. Sufficient Transportation available from Conference venue/ Hosted hotels to Awards ceremony.	<input type="checkbox"/>	<input type="checkbox"/>



- 16. Free Admission and Dinner as well as Airport transfers for Luminaries.
 - 17. Access to Venue at least 24 hours before the event.
 - 18. Safety standards:
 - a. (refer to MCI checklist)
 - 19. Master of Ceremony/Emcee for the evening.
 - 20. Printed signage for event.
 - 21. Decoration of venue.
- (Decoration should reflect local culture and customs)

B Nice to Have

- 1. Some Chinese speaking staff.
- 2. Host to arrange own registration portal/payment gateway. IFLA-APR can also advise on a preferred supplier for this. Please ask.
- 3. Photographer.
- 4. Local Contacts for Awards boards creation.
- 5. Local Contacts for printing Awards certificates and providing frames.
- 6. Local Contacts for thumb drives to put Awards submissions on.
- 7. Speaker Management (usher to stage)
- 8. Management of any Guest of Honour by the host.

Comments/Further points to raise from Host Association:

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ANNEX 4

List of YLAA Young Pioneers

Amarizni Mosyaftiani, Indonesia

Responsible area: Development

- Assisted KOMPAN Play Challenge poster design and communication
- Assisted IFLA APR 2019 award entries consolidation and administration
- Assisted IFLA AAPME 2020 certification administration

Anna Yap, Singapore

Responsible area: Network

- Chair of LA Future SILA
- Assisted dissemination and promotion of KOMPAN Play Challenge
- Contributed to cross borders settlement programme
- Contributed to IFLA APR newsletter

Crystal Cheng, Hong Kong

Responsible area: Communication

- Contributed to several newsletter write-up under “How landscape architecture influence...”
- Assisted IFLA APR 2019 award entries consolidation and administration
- Assisted IFLA AAPME 2020 citation entry

Hebert Julius, Philippines

Responsible area: Communication

- Assisted KOMPAN Play Challenge competition brief
- Assisted IFLA APR 2019 award entries consolidation and administration
- Assisted IFLA AAPME 2020 citation entry

Kenya Ando, Japan

Responsible area: Network

- Contributed to IFLA APR newsletter
- Contributed to several articles in IFLA

Jasper Yin, China

Responsible area: Opportunities

- Assisted KOMPAN Play Challenge competition launch and dissemination
- Assisted promotion and compatibility on Chinese platforms

Wang LanBao, China

Responsible area: Development

- Assisted KOMPAN Play Challenge competition launch and dissemination
- Assisted promotion and compatibility on Chinese platforms

*This list is subjected to changes and expansion.