



**ANNUAL REPORT FOR THE FINANCIAL YEAR 2021/2022  
(APRIL 2021 TO MARCH 2022)**

**SINGAPORE TAEKWONDO FEDERATION  
(UEN: S74SS0031A)**



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## 1. ABOUT US

### Our Vision

The vision of the Singapore Taekwondo Federation is that the sport makes better persons and enjoys wide participation and the organization has a tradition of helping potential players realize their dreams of being champions and contributing to the community.

### Our Mission

The Mission of the Federation is to inculcate the right values in its members, promote the art and sport widely, provide participants with optimum opportunities to develop their potential by having sound support, development programmes and services and play a role in supporting the Singapore Government's programmes and helping charitable causes.

### Our Core Values

<b>Sportsmanship</b>	We believe that Taekwondo is a moral pursuit requiring rules to be respected and dignity to be maintained under all circumstances
<b>Integrity</b>	We foster high ethical and professional standards.
<b>Growth</b>	We adapt, upgrade and change in pursuit of excellence.
<b>Human-centred</b>	We strive to meet participants' needs and are responsible for their enjoyment and appreciation of the sport.
<b>Teamwork</b>	We value the strength of working together.

### **Our Goals**

The goals of the Federation are to

- expand its membership further;
- achieve more sporting excellence;
- provide its members with better quality activities and services;
- continue supporting the Singapore Government's programmes; and
- play a more active role in helping charitable causes.

## Our Objectives

- a. Promote, develop and increase participation for the sport of Taekwondo in Singapore.
- b. Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through the sport of Taekwondo.
- c. Unify, co-ordinate, sanction and organise Taekwondo activities in Singapore, including national and international Taekwondo tournaments, demonstrations and gradings.
- d. Raise the competitive standards of Taekwondo athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
- e. Provide sport pathways and opportunities for the progression and advancement of Taekwondo practitioners, coaches and technical officials in Singapore.
- f. Raise the technical capability of Taekwondo coaches and technical officials in Singapore.
- g. Do all things complementary or incidental to attain the aforesaid objects

## 2. OVERVIEW OF THE SINGAPORE TAEKWONDO FEDERATION

- STF was registered as a society on 26 July 1974.
- STF was registered as a charity under the Charities Act (Chapter 37) since 12 January 2011.
- STF was accorded IPC (Institution of Public Character) status from 12 March 2021 to 11 March 2022.
- STF has the Constitution and By-laws as its governing instrument.

Unique Registration Number (UEN):  
S74SS0031A

Banker:  
DBS Limited

Registered address:  
35, Joo Chiat Place, Singapore 427 759

Lawyer:  
Templars Law LLC

Auditor:  
KLP LLP

Investment in Fixed Deposits:  
Maybank Singapore Ltd  
Hong Leong Finance Ltd

Book keeping & GST Services:  
Catalyst Business Consultants Pte Ltd

### **3. WELCOME MESSAGE FROM THE ACTING PRESIDENT, MR. DAVID KOH**

I would like to welcome all of you and thank you for making time to attend our 45<sup>th</sup> STF AGM. Regrettably, I am only addressing you once again today because of the passing of our late President, Mr. Edwin Lee. While he was only with us for a short nine months, he made an impact on Singapore Taekwondo as part of his great contribution to sports in Singapore over the last few decades. We mourn the passing of a great leader who had contributed selflessly and generously to Singapore Sports and I would like all of us to take a moment to remember him.

Last year continued to be very challenging for STF due to the COVID-19 pandemic, but together with the support and cooperation of everyone, we made it through yet another year. We continued with our activities in spite of the wax and wane of the COVID-19 virus and even managed to conduct the National Poomsae Taekwondo Championships online.

#### **STF SUSPENSION**

Internally, the Board and the Secretariat continued to work closely with the Interim Management Committee (IMC) and SportSG for our reinstatement. There has been good progress and we hope that IMC can recommend to World Taekwondo (WT) to lift the suspension of STF soon.

#### **OTHER MILESTONES / MATTERS**

The Secretariat had undergo a change of leadership with Mr. Phoi Kwon Eng stepping down as CEO and Mr. Malik Aljunied being seconded by SNOG to STF as Acting CEO in May 2021.

While we ended the year as it started with COVID-19, there were some signs of a recovery. As such, we look forward to resuming more activities in the coming months. I urge all members to continue to stay vigilant and to exercise personal and social responsibilities.

Lastly, the Board would like to place on record its appreciation to everyone for their cooperation and support over the last year and we look forward to a better year ahead.

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## 4. THE BOARD

4.1 The Board for the Financial Year 2021/2022 comprises of the following office bearers:

S/N	Designation	Name of Board Member	Occupation	Date appointed	Past appointment / Last Designation
1	President	Mr. Edwin Lee (deceased)	Businessman	26 Sep 2020 to 29 May 2021	N.A.
2	Deputy President Acting President	Mr. Koh Choon Seng David	Director	26 Sep 2020 22 Jun 2021	2008* / Deputy President
3	Secretary General	Mr. Lai Han Seng	Director	26 Sep 2020	2011* / Assistant Secretary General
4	Assistant Secretary General	Mr. Ho Kee Khoon Michael	Manager	26 Sep 2020	N.A.
5	Honorary Treasurer	Mr. Lim Peng Siah	Director	26 Sep 2020	N.A.
6	Assistant Honorary Treasurer	Mr. Lee Thiam Poh	Assistant Manager	26 Sep 2020	>20 years* / Treasurer
7	Member	Mr. Sebastian Lee Yew Jin	Events Manager	26 Sep 2020	2015 / Assistant Treasurer
8	Member	Mr. Tan Cheng Hui	Professional	26 Sep 2020	>20 years* / Member
9	Member	Mr. Ng Hwa Ann	Director	26 Sep 2020	Lapse of 3 years / Member
10	Member	Mr. Poh Tze Chap	Cybersecurity Consultant	26 Sep 2020	N.A.
11	Independent Board Member	Mr. Arthur Ooi Yu-Chuean	Banker	27 Jan 2021 to 12 Aug 2021	N.A.
12	Independent Board Member	Ms. Jessie Puah	Businesswoman	16 Mar 2021 to 12 Aug 2021	N.A.
13	Independent Board Member	Ms. Monique Heah Cheng Siew	Managing Director	1 Feb 2022	N.A.
14	Independent Board Member	Mr. Toh Boon Yi	Nil.	1 Feb 2022	N.A.

\* Reason for serving in the STF Board for >10 years: This is to provide Board members with a longer runway to translate and operationalise strategic plans. Counting from the year 2017, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for re-election or re-appointment to the Board after a lapse of at least two (2) years.

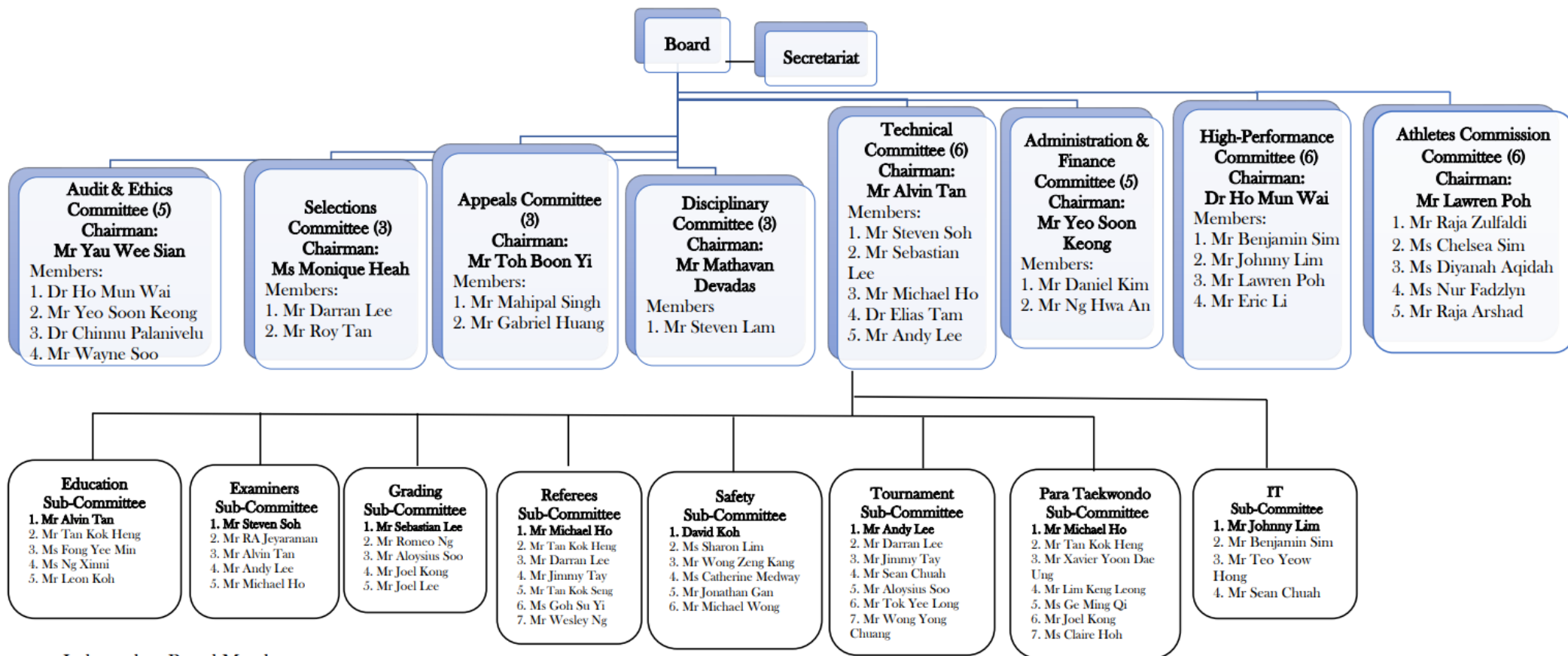
4.2 The following members were appointed during this term:

Ms. Monique Heah Cheng Siew and Mr. Toh Boon Yi as Independent Board Members.

4.3 Executive Management Team

S/N	Name of Staff	Designation
1	Mr. Phoi Kwok Eng	Chief Executive Officer (service ended on 11 May 2021)
2	Mr. Malik Aljunied	Ag. Chief Executive Officer (appointed on 1 May 2021)
3	Mr. Kang Rui Jie	Operations Manager
4	Ms. Jenlene Ong	Finance, Admin & HR Manager

**SINGAPORE TAEKWONDO FEDERATION**  
**BOARD COMMITTEES - ORGANISATION CHART**



Independent Board Members

1. Ms Monique Heah
2. Mr Toh Boon Yi

## 5 HIGHLIGHTS OF THE YEAR

### 5.1 Financial Reserve Policy

5.1.1 The charity has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, the charity has 6 years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

5.1.2 The financial reserves are to provide financial stability and the means for the development of the Federation's numerous activities. The STF financial reserves position are as follows:

	<b>FY2021/2022</b> <b>(‘000)</b>	<b>FY2020/2021</b> <b>(‘000)</b>	<b>% Increase/Decrease</b>
<b>Unrestricted Funds (Reserves)</b>	\$6,707	\$6,579	1.95
Restricted / Designated Funds:	NA	NA	NA
- Building Fund	NA	NA	NA
- Education Fund	NA	NA	NA
- Others	NA	NA	NA
Endowment Funds	NA	NA	NA
Total Funds	\$6,707	\$6,579	1.95
<b>Ratio of Reserves to Annual Operating Expenditure</b>	6.43	10.00	

### 5.2 Remuneration & Staff Matters

5.2.1 None of the STF staff receives more than \$100,000 in annual remuneration each for FY2021/2022.

5.2.2 None of the STF Board members receive any remuneration for FY2021/2022.

5.2.3 There is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.



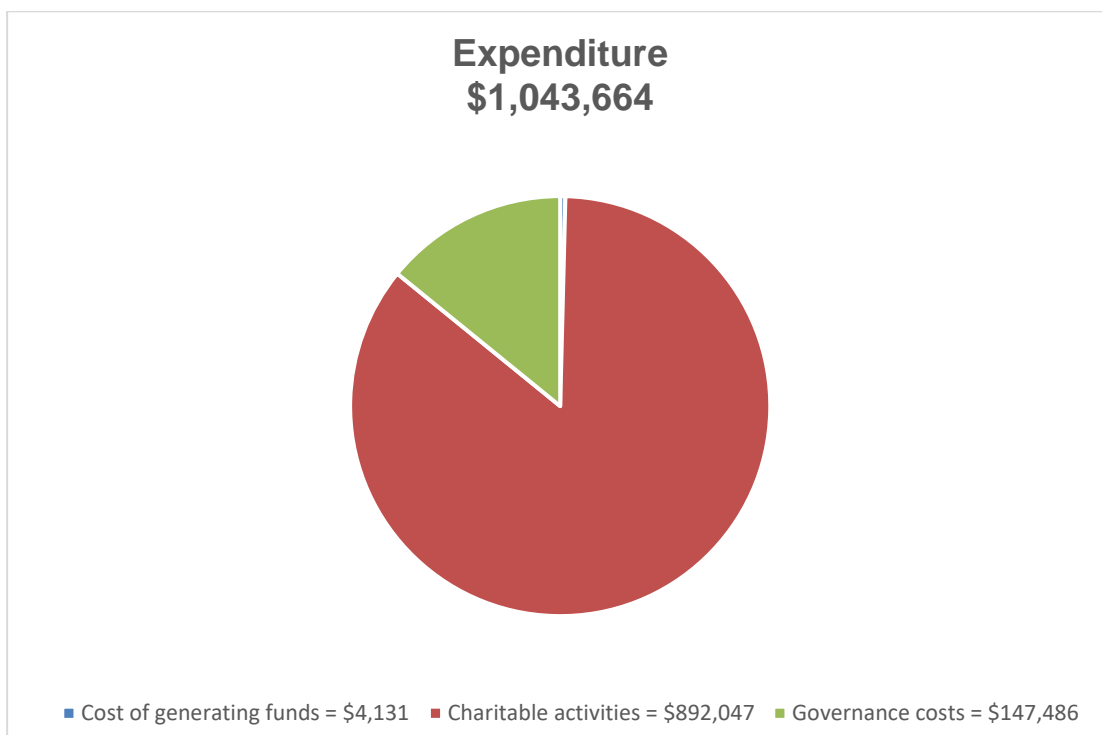
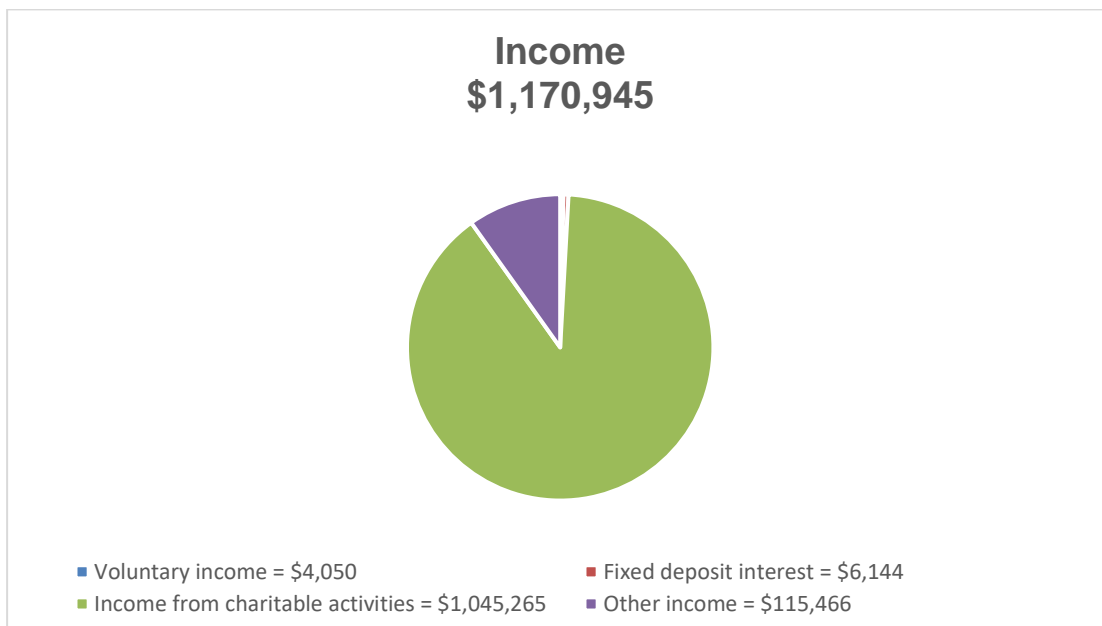
### 5.3 Summary of Financial Performance for the Financial Year ended 31 March 2022

There has been an increase of \$361,095 in this year's income when compared with last year. This is due to the increase in grading fee income as the Covid-19 Safe Distancing Measures have been eased.

In terms of expenditure, there has been an increase of \$385,717 compared to last year due to more events were held during the financial year. Besides, national athletes have been participated in more overseas events.

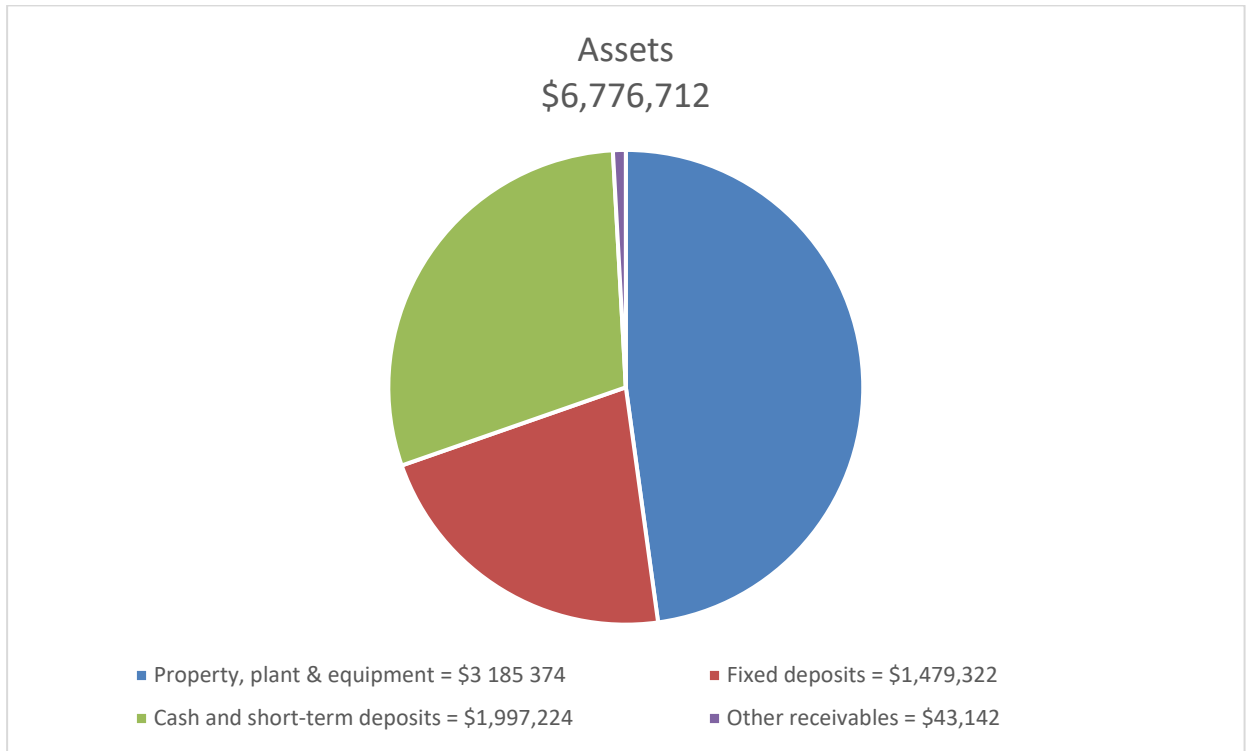
There has been a surplus of \$127,281 for the year.

The accumulated funds is reported at \$6,706,717 and not in deficit.



### 5.3.1 Purpose of Charitable Assets

The STF assets (current and non-current) are currently managed by the Board with a strict risk-assessment and control approach. The Board's main strategy and purpose is to keep in possession its current property at 35 Joo Chiat Place, Singapore 427759 as its most valuable fixed asset and generate interest revenue from its liquid assets in cash.



## 6. OUR WORK: PROGRAMMES & ACTIVITIES

### 6.1 Events

6.1.1 The notable events for the period under review are summarized in the table:

S/N	Event Categories	No. of Events
1	Courses, Seminars and Workshops	5
2	Centralized Grading Sessions	4
3	Tournaments – Local	6
4	Others – Overseas Engagement	1
	Total	16

### 6.2 Courses, Seminars and Workshops

S/N	Date	Event	Organiser	No. of Participants
1	3 to 4 Apr 2021	Poomsae Referee Course	STF National Training Centre	24
2	17 Apr 2021	Poomsae Coach Course Level 2	STF National Training Centre	24
3	19 to 20 Feb 2022, 26 to 27 Feb 2022	Poomsae Coach Course Level 1	STF National Training Centre	49
4	12 to 13 Mar 2022	Poomsae Referee Course	STF National Training Centre	26
5	18 to 20 Mar 2022	Kyorugi Referee Course	STF National Training Centre	25
Total number of participants				148

### 6.3 Centralised Grading Sessions

S/N	Date	Event	Venue
1	April 2021	180 <sup>th</sup> Centralized Grading*	Online Grading
2	July 2021	181 <sup>st</sup> Centralized Grading	Online Grading
3	October 2021	182 <sup>nd</sup> Centralized Grading*	Online Grading
4	January 2022	183 <sup>rd</sup> Centralized Grading	Online Grading

\* Senior Dan grading was conducted at STF National Training Centre during 180<sup>th</sup> and 182<sup>nd</sup> Centralized Grading.

#### 6.4 Local Tournaments

S/N	Date	Event	Organiser	Venue
1	10 to 11 Apr 2021	Taekwondo Resilience Online Poomsae Championships 2021	Han Academy Pte Ltd	Online
2	Apr to Jul 2021	National School Games - Taekwondo	MOE / STF	Online
3	14 to 15 Aug 2021	GetActive! Singapore PESTA Sukan Games 2021: Taekwondo Poomsae Competition	ActiveSG	Online
	28 to 29 Aug 2021	GetActive! Singapore PESTA Sukan Games 2021: Taekwondo Kyorugi Competition	ActiveSG	Toa Payoh Sport Hall
4	11 to 12 Sep 2021	Online 14th National Taekwondo Poomsae Championships - Ambassador Cup 2021	STF	Online
5	6 to 7 Nov 2021	Taekwondo Fortitude Online Championships 2021	Han Academy Pte Ltd	Online
6	22 Feb 2022	SEA Poomsae Qualifiers 2022	STF	Online

#### 6.5 International Tournament

S/N	Date	Event	Location	TeamSG Members
1	30 Mar to 4 Apr 2022	15th ATF Taekwondo Championships	Vietnam	31
Total TeamSG Members Represented:				31

#### 6.6 Others – Overseas Engagements

S/N	Date	Event Brief Description
1	5 to 7 May 2021	Mr. Lee Thiam Huat attended International Referee Exchange Program, European Qualification Tournament for Tokyo 2020 Olympic Games, Sofia, Bulgaria.
2	22 Feb 2022	Mr. Lee Thiam Huat, Mr. Lee Thiam Poh, Mr. Michael Ho, Ms. Ng Soek Wah and Mr. Tan Kok Heng appointed as Referee for SEA Poomsae Qualifiers 2022.
3	30 Mar 2022 to 4 Apr 2022	Mr. Lai Han Seng, Mr. Lee Thiam Poh and Mr. Tan Kok Seng appointed as International Referee for 15th ATF Taekwondo Championships.

## 6.7 Membership

6.7.1 The Federation's membership composition is as follows:

Membership Type	March 2022	March 2021
Full Member	82	78
Associate Member	46	42
Total	128	120

6.7.2 The new affiliations and de-registrations are listed below:

Affiliation

b. De-affiliation

<u>Full Member</u> Annyeong Taekwondo (AY TKD LLP) Bravery (Taekwondo Academy) Pte Ltd Doubled Taekwondo Pte Ltd STKDA	<u>Full Member</u> Nil
<u>Associate Member</u> Johan TKD Institute Katong Swiss Club, Singapore Taekwon Singapore Taistella Sports Pte Ltd	<u>Associate Member</u> Nil

## 7 THE YEAR AHEAD

### STF's future plans

These are being developed by the Board, its committees and Secretariat in consultation with other stakeholders through the STF's Multi-Year Sports Plan (MYSP) 2023 to 2026. The current proposed strategies and outcomes are as follows:

Singapore Taekwondo Federation MYSP 2023-2026			
<b>Strategies &amp; Outcomes</b>	<b>Objective 1</b> IPC status with measurable improvements in governance standards	<b>Strategy 1.1:</b> Re-organize & professionalise STF management <b>Strategy 1.2:</b> Review & improve by-laws governance policies & regulations <b>Strategy 1.3:</b> Periodic internal audits to promptly address any lapses	<b>Desired Outcome:</b> IPC Enhanced Tier NSA vying for Charity Transparency / Governance Award
	<b>Objective 2</b> New sources of revenue through better branding & monetisation of STF properties & assets	<b>Strategy 2.1:</b> Modernise STF image & online presence <b>Strategy 2.2:</b> Improve quality of product offering to potential sponsors <b>Strategy 2.3:</b> Identify & continually engage potential sponsors & donors	<b>Desired Outcome:</b> Diversified revenue stream with significant increase in cash sponsorships and donations
	<b>Objective 3</b> Cogent Elite Athlete & Coaching Development Pathways	<b>Strategy 3.1:</b> Develop & implement effective Athlete Dev't Pathway (ADP) & Programs <b>Strategy 3.2:</b> Develop & implement effective Coaching Dev't Pathway (CDP) & Programs to complement ADP <b>Strategy 3.3:</b> Ensure proper talent identification & retention	<b>Desired Outcome:</b> Optimal number of athletes & coaches who are well prepared/qualified within each level of the ADP & CDP
	<b>Objective 4</b> Achieve a total of 7 medals including 2 golds at 2027 SEA Games	<b>Strategy 4.1:</b> Optimal daily training environment & periodised training & competitions program for elite athletes <b>Strategy 4.2:</b> High performance coaching & SMSS support of the highest standards <b>Strategy 4.3:</b> Establish clear & transparent selection policies for nat'l team selections, overseas competitions & major games <b>Strategy 4.4:</b> Overseas training attachments & camps for medal potential athletes	<b>Desired Outcome:</b> Increasing number of elite athletes vying for national team places & achieving SEA Games medal targets
			Annual Plan including Operational Tactics and KPIs Reviewed and Updated Annually

### STF's commitments

STF has been committed to resuming its events, courses and competitions when COVID-19 Safe Management Measures have been relaxed.

### STF's fund-raising plans for the following year

STF would be raising funds through its activities, including courses, competitions and gradings. The STF would also continue to look for donors and sponsors to support its vision and mission.

## 7.1 Planned Events from April 2022 to March 2023

S/N	Event	Date
<b>Competitions</b>		
1	31 <sup>st</sup> SEA Games, Vietnam	14 to 20 May 2022
2	GetActive! Singapore PESTA Sukan Games 2022: Taekwondo Poomsae Competition	5 to 6 Aug 2022
	GetActive! Singapore PESTA Sukan Games 2022: Taekwondo Kyorugi Competition	6 to 7 Aug 2022
3	National School Games – Taekwondo	Apr to Jul 2022
4	15 <sup>th</sup> National Poomsae Championship – Ambassador Cup 2022	23 to 24 Jul 2022
5	47 <sup>th</sup> National Taekwondo Kyorugi Championship – Ambassador Cup 2022	3 to 4 Sep 2022, 10 to 11 Sep 2022
6	Taekwondo Resilience Online Poomsae Championships 2022	15 to 17 Apr 2022
7	Taekwondo Fortitude Online Championships 2022	17 to 23 Oct 2022
8	8 <sup>th</sup> Daedo Taekwondo Open Championships 2022	9 to 11 Dec 2022
<b>Courses</b>		
5	Coach Induction Course at STF National Training Centre	2 Apr 2022
6	Poomsae Coach Course Level 2 at STF National Training Centre	3 Apr 2022
7	Referee Seminar 2022 at Bishan Clubhouse	31 Jul 2022
8	Sparring Workshop 2022 at Bishan Clubhouse	31 Jul 2022
9	Kyorugi Referee Course at STF National Training Centre	26 to 28 Aug 2022

## **8 GOVERNANCE**

### **8.1 Conflict Of Interest**

#### **8.1.1 IPC – Conflict of Interest Policy**

All Board members and staff are required to comply with STF's conflict of interest policy. The Board has put in place procedures to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

The following "Conflict of Interest" policy is practised by the Board.

"Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have personal interest in business transactions or contracts that the Federation may enter into, or have vested interest in other organizations that the Federation have dealings with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of the Board member and whether it is appropriate for the Board member to continue to remain in the Board."

All members have declared, as best as they know and believe, that under no circumstances are they are aware of what may be construed as a direct or indirect conflict of interest.

#### **8.1.2 List of Entities related to Board Members**

1. A J Kwon Pte Ltd
2. ACME Aptos Sports Pte Ltd
3. ACME Taekwondo
4. AkiraX Taekwondo
5. Bukit Purmei Taekwondo
6. Dynamic Taekwondo Sports Management Pte Ltd
7. Han Academy Pte Ltd
8. J H Kim Taekwondo Institute (Bukit Timah)
9. J H Kim Taekwondo Institute (North)
10. J H Kim Taekwondo Institute (Toh Tuck)
11. J H Kim Taekwondo Institute (Woodlands)
12. K & G Marketing Pte Ltd
13. Pro Taekwondo
14. Summit Sports Pte Ltd

### **8.2 Term Limit of Board**

8.2.1 The Elected Board members shall serve 4 years. However, for the 1<sup>st</sup> year of the new constitutional change, 5 Elected Board Members will serve a 4-year term and 4 with the lowest votes will serve a 2-year term. The Independent Board Members shall serve 2 years.

Board Members may serve a maximum of 8 consecutive years (from 2017), after which, shall only be eligible for re-election after a 2-year lapse. The Treasurer can only serve 4 years and may only be considered for re-appointment as a Treasurer after a lapse of at least 2 years.

The 4-year term was discussed and passed as a resolution to be included in the Constitution during the STF Extra-Ordinary General Meeting held on 11 June 2022 and subsequently, also approved by the Registry of Societies (ROS). This is to provide Board members with a longer runway to translate and operationalise strategic plans.



### 8.3 Board Meetings and Attendance

8.3.1 10 Board meetings were held during FY2021/2022 and the attendance were as follows:

SN	Name of Member	Designation	% of attendance
1	Mr. David Koh	Ag President	100%
2	Mr. Lai Han Seng	Sec General	90%
3	Mr. Johnny Lim	Treasurer	100%
4	Mr. Michael Ho	Asst Sec Gen	90%
5	Mr. Lee Thiam Poh	Asst Treasurer	90%
6	Mr. Poh Tze Chap	AC Chairman	100%
7	Mr. Ng Hwa Ann	Member	100%
8	Mr. Sebastian Lee	Member	100%
9	Mr. Tan Cheng Hui	Member	90%
10	Ms. Monique Heah	Independent Board Member (w.e.f. 1 February 2022)	100% (2 out of 2 Board meetings)
11	Mr. Toh Boon Yi	Independent Board Member (w.e.f. 1 February 2022)	50% (1 out of 2 Board meetings)

### 8.4 Review And Commentary

The COVID-19 pandemic continued to make a great impact on the past year. While physical activities like Taekwondo classes have been allowed to resume, restrictions were tightened and relaxed according to how the pandemic was evolving. Our affiliates continued to do their best to keep things safe, while doing their best for their students.

STF continued to organise activities within the constraints of COVID-19 safe management measures during the year. Several courses like poomsae coach, kyorugi referee and poomsae referee were held throughout the year to give our members opportunities to upgrade their knowledge and also in anticipation of the full resumption of physical competitions.

In the meantime, besides working with MOE to organise the National Schools Games in a new hybrid format, STF also worked with ActiveSG to organise the GetActive! Singapore Pesta Sukan 2021: Taekwondo Virtual Poomsae Competition and the GetActive! Singapore Pesta Sukan 2021 – Taekwondo (Kyorugi).

In addition, STF worked with Embassy of the Republic of Korea in Singapore to organise the 14<sup>th</sup> National Poomsae Championships / Ambassador Cup 2021 in an online format. Athletes were then selected to represent Singapore in the 2021 Ambassador's Cup / Taekwondo World Championships during which Ms. Germaine Loi Jia Min (Gold Medal), Mr. Nicholas Adam Khaw (Silver Medal) and Mr. Lee Doneho (Bronze Medal) put up stellar performances to keep the Singapore flag flying high on the global stage.

Our national athletes also did us proud in the WT Online Poomsae Open Challenge held in

2021. Three of our athletes made it to the Grand Finals with Sister Linda Sim achieving 1<sup>st</sup> place in the Over 65, Female, Recognised Poomsae category; Mr. Darren Yap achieving 3<sup>rd</sup> place in the Junior, Male, Freestyle category; and Mr. Nicholas Adam Khaw achieving 6<sup>th</sup> place in the Junior, Male, Recognised Poomsae category. The STF would like to congratulate them for their excellent accomplishments and also, all national athletes (both Kyorugi and Poomsae) who continued to train despite the challenges of the COVID-19 pandemic, who took part in the 15th ATF Taekwondo Championships. With the SEA Games scheduled in May 2022, we also wish our SEA Games-bound athletes all the best. Special thanks to our National Coaches Mr. Henry Tan (Kyorugi), Mr. Ko Jae Pil, Ms. Lee Na Lee and Mr. Lee Jun Seong for their efforts.

The Secretariat had a change of leadership when Mr. Phoi Kwon Eng stepped down as CEO and Mr. Malik Aljunied was seconded by SNOC to STF as Acting CEO in May 2021. Ms. Jenlene Ong also joined the team as Finance, Admin and Human Resource Manager in early 2022.

While the year ended as it started with COVID-19, there were some signs of recovery and so, we hope to resume more activities in the coming months. Finally, the Board extends its thanks to all for their support as we look forward to the next year.

## **8.5 Whistle-Blowing Policy**

Singapore Taekwondo Federation's (STF) whistleblowing line provides stakeholders and anyone with information, an avenue to whilst blow, in confidence and without fear of reprisal, occurrences of wrongdoing/s by STF and /or any STF stakeholders (Board, Affiliates, Staff, Coaches, Volunteers or athletes) for appropriate investigation and action.

The whistleblowing line is independently managed by the Audit & Ethics Committee. Reports of wrongdoing will be escalated to the appropriate authorities. Whistle-blowers will be informed of the outcome of the investigation.

All disclosures should be made in good faith, when the whistle-blower has reasonable grounds for suspecting that an incident of wrongful conduct has occurred. STF will not tolerate discrimination, retaliation or harassment of any kind against a whistle-blower who submits a report in good faith.

### Reporting channel/procedures

Concerns may be raised with or information provided to:

Private & Confidential

For the Attention of Chairman, Audit & Ethics Committee  
Singapore Taekwondo Federation  
35 Joo Chiat Place, Singapore 427 759

Email Address: ceo@stf.org.sg

Such reports are preferably made in writing, either in the form of a letter or email, and in detail, setting out the background and chronology of events as well as the reason(s) of concern.

## 8.6 Governance Evaluation Checklist 2021/22

Applicable to large charities with gross annual receipts or total expenditure of **\$10 million or more**;  
and IPCs with gross annual receipts or total expenditure **from \$500,000 to less than \$10 million**.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>			
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Not Complied	STF's Board tenure is currently 2 or 4 years. This is to provide Board members with a longer runway to translate and operationalise strategic plans.
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Not Complied	The new Terms of Reference for the Committees were just complied. The Board will assess its performance based on this.
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip</b>			

	<b>item 7 if “No”)</b>			
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	The Board will review Multi-Year Sports Plan periodically and that they are in line with STF goals and objectives.
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity? (skip item 15 if “No”)</b>			
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented</b>	6.1.2	Complied	

	<b>procedures.</b>			
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</b>			
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Not Complied	The investment of Fixed Deposits will be discussed monthly or bi-monthly at the board meeting and it will be documented.
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")</b>			
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if "No")</b>			
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")</b>			
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		

26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</b>			
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report - (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity;  (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Not Complied	STF is reviewing its communication channels and will use social media platforms to share information to its members.

**Notes:**

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

<sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependent of the Executive Head or governing board member.

(d) the dependent of the Executive Head's or governing board member's spouse.

<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

**Declaration**



I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.

Prepared by:

Mr. Lai Han Seng

Secretary General

End of Report