



**ANNUAL REPORT FOR THE FINANCIAL YEAR 2023/2024
(1 APRIL 2023 TO 31 MARCH 2024)**

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



Content

1. About us
2. Overview of the Singapore Taekwondo Federation
3. Welcome message from the President of Singapore Taekwondo Federation
4. The Board
5. Highlights of the Year
6. Our Work: Programmes & Activities
7. The Year Ahead
8. Governance

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 organisation has a tradition of helping potential players realise 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

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

- 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 has the Constitution and By-laws as its governing instrument.

Unique Registration Number (UEN):
S74SS0031A

Banker:
DBS Bank Limited

Registered address:
7 Bedok North Street 2, Singapore 469646

Lawyer:
Templars Law LLC

Auditor:
Audit Alliance LLP

Investment in Fixed Deposits:
Bank of China
Hong Leong Finance Ltd
Maybank Singapore Ltd

Bookkeeping & GST Services:
Catalyst Business Consultants Pte Ltd

3. WELCOME MESSAGE FROM THE PRESIDENT OF SINGAPORE TAEKWONDO FEDERATION, PROFESSOR TAN CHENG HAN

A warm welcome, and it is a privilege to be here with all of you. Thank you for honouring STF with your presence at the 47th Singapore Taekwondo Federation (STF) Annual General Meeting (AGM) notwithstanding your busy schedules.

OUR WORK IN 2023/2024

National Programmes

Last year continued to be a busy and purposeful year for Singapore Taekwondo Federation (STF) with many ongoing taekwondo programmes and initiatives organised for our affiliates, athletes and the taekwondo fraternity. The STF calendar was packed with centralised gradings, educational courses, national tournaments, selections and initiatives offering opportunities for participation, competing, officiating and volunteering.

The quarterly-held centralised gradings and several educational courses ranging from coach induction to certification courses for coaches and referees have contributed to the sport pathway development for athletes and likewise the technical officials.

The national tournaments such as National Schools Games, GetActive Singapore! Pesta Sukan, National Kyorugi and National Poomsae Championships were well attended. In fact, the debut performance of two local para taekwondo athletes witnessed at the National Poomsae Championships was encouraging. This was indicative of potential inclusion of Para Taekwondo in local taekwondo championships in the near future.

High Performance Achievement

The Federation has continued to improve in the area of high performance. Our national team has performed well regionally. Our athletes clinched one Silver and four Bronzes at the 32nd Cambodia SEA Games last year, which bettered the performance of the 31st Vietnam SEA Games in 2022. In addition, three of our top athletes namely Mr Darren Yap, Ms Diyanah and Ms Nichelle Tan have qualified and competed at the 19th Hangzhou Asian Games last year as well. This is a significant achievement as the last Singapore taekwondo athletes represented at the Asian Games was more than a decade ago. Darren Yap also won the bronze medal at the 2023 Riyadh World Combat Games competing among the top Freestyle Poomsae Athletes in the World.

New Initiative

The inaugural Olympic Esports (Virtual Taekwondo) Finals Selections was organised in April 2023 with Mr Nigel Tan and Ms Natalie Tor eventually winning the first-ever Virtual Taekwondo Champion and First Runner-up positions respectively at the inaugural Olympic Esports Week (OEW) in June 2023 in Singapore.

The success of Virtual Taekwondo at OEW and Singapore being awarded the hosting rights for the first World Virtual Taekwondo Championships by World Taekwondo were the impetus for the acceleration in promoting Virtual Taekwondo, in short VTKD, in Singapore.

In January this year, STF organised the first VTKD Boot Camp and athletes were selected to form the STF VTKD National Development Squad. The inaugural Singapore Open VTKD Championships was held in June, followed by public engagement and VTKD Certified Courses in August. All these activities are gearing towards the preparation for the Singapore 2024 World Taekwondo Virtual Championships to be held on 16 and 17 November this year at Singapore Sports Hub OCBC Arena Hall 1.

International Visibility and Presence

Internationally, last year was a significantly important year for STF as the Federation returned to the global taekwondo family, World Taekwondo. Singapore was also honoured as one of World Taekwondo's 17 Founding Members at the World Taekwondo 50th Anniversary Jubilee Gala Dinner held in Baku, Azerbaijan in May 2023. And, as mentioned, STF has been awarded the organization of the inaugural World Taekwondo Virtual Championships to be held in November 2024.

OTHER MILESTONES / MATTERS

STF 50th Anniversary and Looking Ahead

The Singapore Taekwondo Federation was registered on 26 July 1974. The STF has accomplished much over its 50 years. The Federation started in 1974 with a handful of affiliates and has grown to over 130 affiliates with a healthy ecosystem of coaches, athletes, officials and training centres.

These accomplishments are built on the solid foundation laid by our pioneers. They include our late President, Mr Milan Kwee, and our former General Manager, Mr Lim Tiong Chin. The leadership, strong commitment, and vision of our many pioneers have paved the way for the growth and development of Taekwondo in Singapore.

Improving our high-performance capacity is therefore something we will continue to focus on to inspire Singapore. STF moved recently to Bedok North with improved facilities and proximity to Bedok Sports Hall and Bedok Stadium. We intend to strengthen our coaching staff and provide more opportunities for our athletes to gain experience in international competitions. We will also be working more closely with SportSG to strengthen the support ecosystem for our athletes.

Appreciation

This evening, five board members will step off the board at this Annual General Meeting (AGM), most of them because they have reached their term limit. The board members are Mr David Koh, Mr Sebastian Lee, Mr Lai Han Seng, Mr Andy Lee Thiam Poh and Mr Alvin Tan Cheng Hui. They are all long-serving board members and have contributed much to Singapore Taekwondo. On behalf of our Taekwondo community, I thank them for their dedication and commitment over the many years they have been board members. I also thank them in advance for their continued service to STF as I am sure they will continue to contribute through committees and in other ways.

At this evening's AGM, there will be an election for six (6) Board positions. We would like to thank all who have stepped forward to stand for election and wish each and every one of you all the best.

In closing, the Board would like to place on record its appreciation to everyone for your cooperation and support over the last year. I also want to express my hope that all of us will continue to work together to promote and develop Taekwondo in Singapore as we forge ahead together as ONE Taekwondo community. Thank you.

4. THE BOARD

4.1 The Board for the Financial Year 2023/2024 comprises of the following office bearers:

S/N	Designation	Name of Board Member	Occupation	Date appointed	Past appointment / Last Designation
1	President	Prof. Tan Cheng Han	Professor	7 Jan 2023	Advisor
2	Deputy President	Mr. Koh Choon Seng David	Director	26 Sep 2020	2008* / Deputy President
3	First Vice President	Mr. Lee Yew Jin Sebastian	Event Manager	24 Sep 2022	2015 / Assistant Treasurer
4	Secretary General	Mr. Lai Han Seng	Director	26 Sep 2020	2011* / Assistant Secretary General
5	Assistant Secretary General	Mr. Wong Zhen Kang	Senior Project Engineer	24 Sep 2022	N.A.
6	Treasurer	Mr. Lim Peng Siah	Director	26 Sep 2020	N.A.
7	Assistant Treasurer	Mr. Lee Thiam Poh	Assistant Manager	26 Sep 2020	>20 years* / Treasurer
8	Member	Mr. Lam Kuet Keng Steven John	Director	7 Jan 2023	N.A.
9	Member	Mr. Tan Cheng Hui	Professional	26 Sep 2020	>20 years* / Member
10	Member	Mr. Poh Tze Chap	Cybersecurity Consultant	26 Sep 2020	N.A.
11	Independent Board Member	Mr. Chang Chi Hsung Alan	Managing Director	25 Oct 2022	N.A.
12	Independent Board Member	Mr. Koh Chin Beng	Partner	17 Feb 2023	N.A.
13	Independent Board Member	Mr. Laurence Goh Eng Yau	Lawyer	25 Oct 2022	N.A.
14	Independent Board Member	Ms. Monique Heah Cheng Siew	Managing Director	1 Feb 2022	N.A.
15	Independent Board Member	Mr. S Sinnathurai	Managing Director	17 Feb 2023	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:

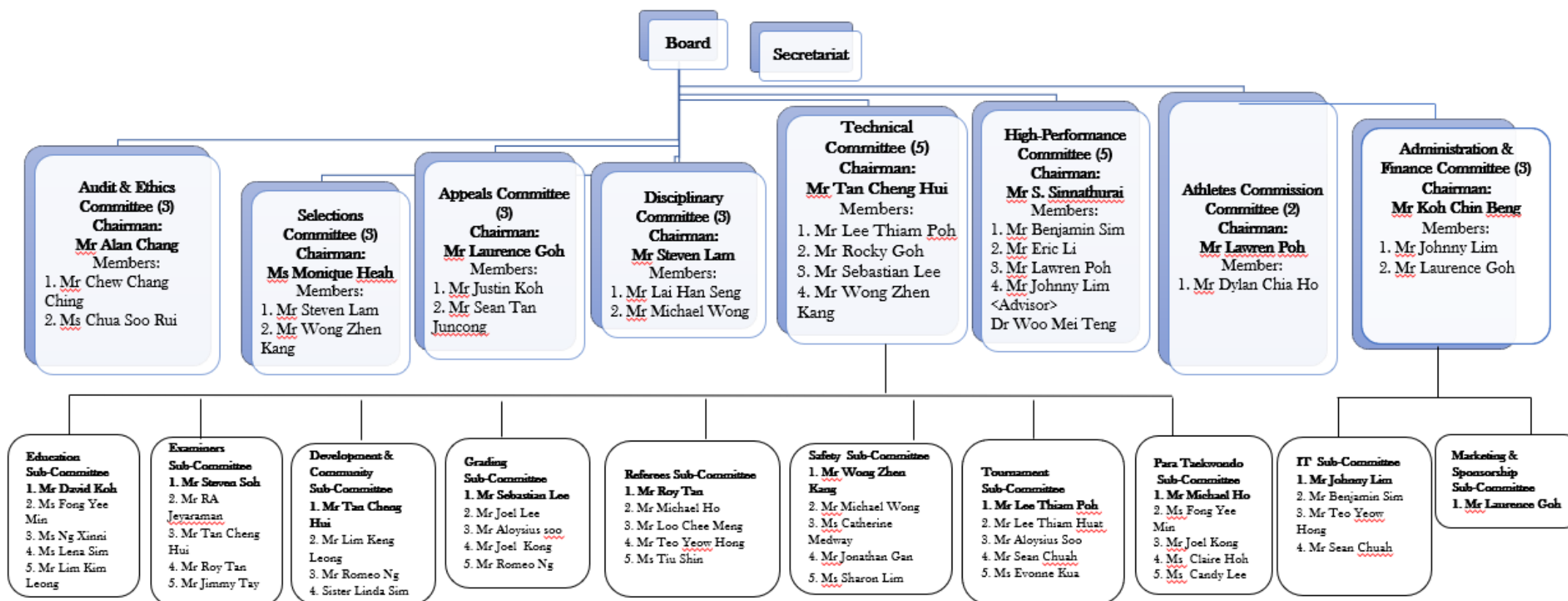
Mr. Chang Chi Hsung Alan, Mr. Koh Chin Beng, Mr. Laurence Goh Eng Yau and Mr. S Sinnathurai as Independent Board Members.

4.3 Executive Management Team

S/N	Name of Staff	Designation
1	Ms. Ang Lay Kwang	Chief Executive Officer
2	Ms. Jenlene Ong	Finance, Admin & HR Manager

SINGAPORE TAEKWONDO FEDERATION

BOARD COMMITTEES – ORGANISATION CHART (as at 31.03.2024)



Independent Board Members

1. Ms Monique Heah
2. Mr Alan Chang
3. Mr Koh Chin Beng
4. Mr Laurence Goh
5. Mr S Sinnathurai

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 5.19 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:

	FY2023/2024 (‘000)	FY2022/2023 (‘000)	% Increase/Decrease
Unrestricted Funds (Reserves)	\$7,064	\$6,810	3.73
Restricted / Designated Funds:	\$6	\$2	200
- Building Fund	NA	NA	NA
- Education Fund	NA	NA	NA
- Others	\$6	\$2	200
Endowment Funds	NA	NA	NA
Total Funds	\$7,070	\$6,812	3.79
Ratio of Reserves to Annual Operating Expenditure	5.19	4.88	

5.2 Remuneration & Staff Matters

- 5.2.1 Number of STF staff receives more than \$100,000 in annual remuneration each for FY2023/2024: 2
- 5.2.2 None of the STF Board members receive any remuneration for FY2023/2024.
- 5.2.3 There are 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.

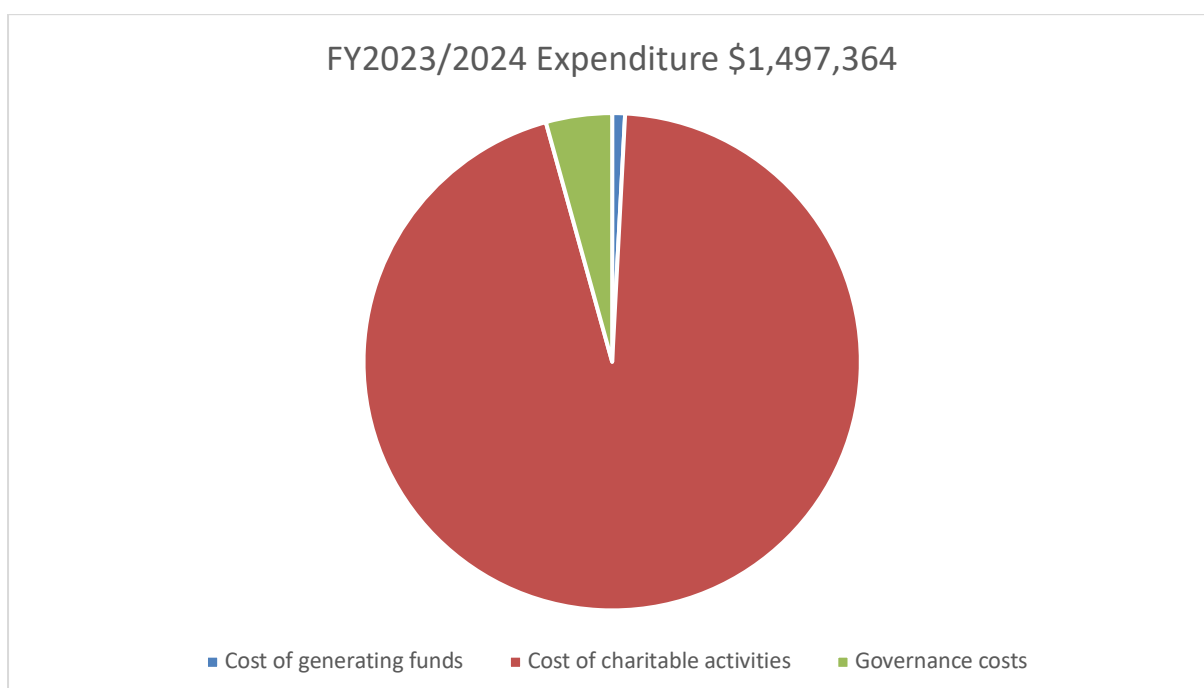
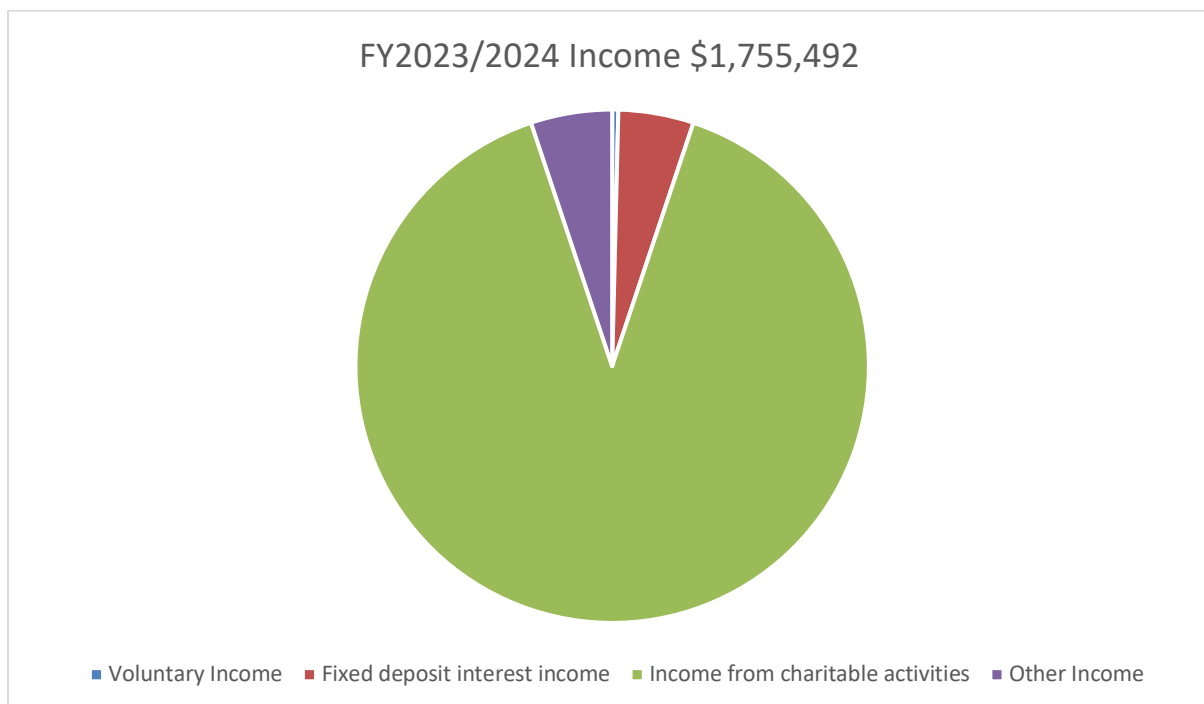
5.3 Summary of Financial Performance for the Financial Year ended 31 March 2024

There has been an increase of \$233,901 in this year's income when compared with last year. The increase of income was mainly contributed from the higher participation in various STF tournaments.

In terms of expenditure, there has been an increase of \$80,812 compared to last year due to more events, courses and seminars being held during the financial year.

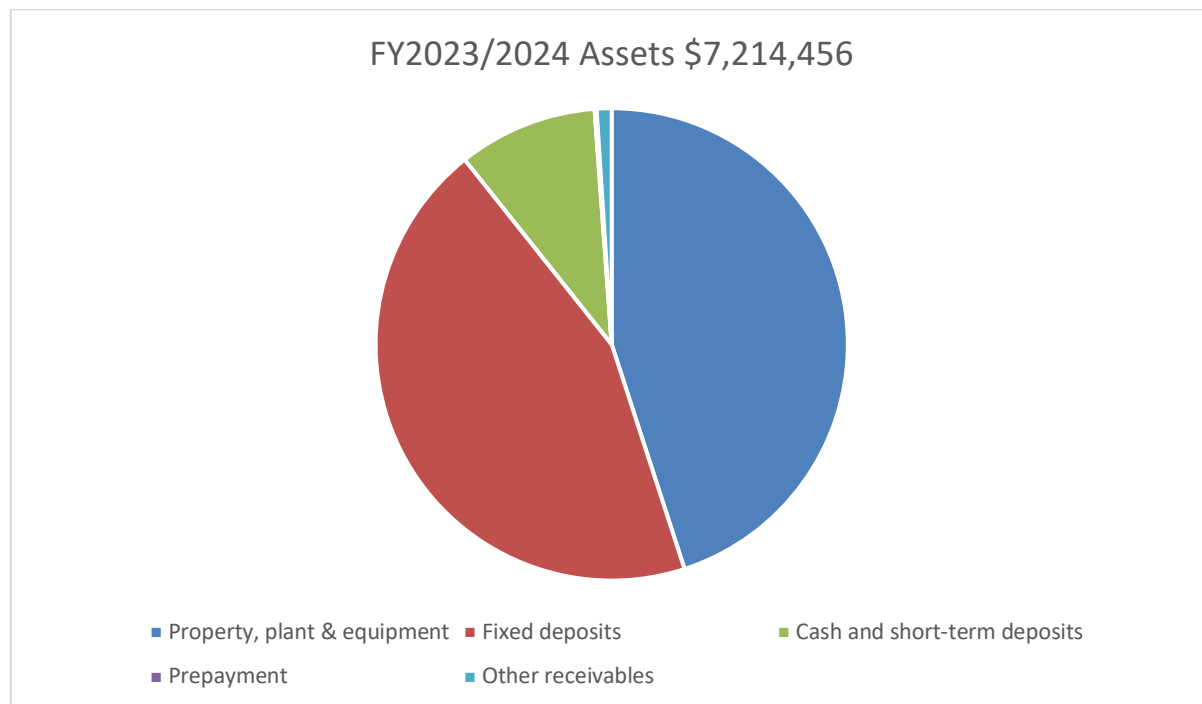
There has been a surplus of \$258,128 for the year.

The accumulated funds are reported at \$7,069,884 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 generates 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 summarised in the table:

S/N	Event Categories	No. of Events
1	Courses, Seminars and Workshops	11
2	Centralised Grading Sessions	4
3	Tournaments – Local	6
4	Tournaments - International	7
5	Others – Overseas Engagement	11
	Total	39

6.2 Courses, Seminars and Workshops

S/N	Date	Event	Venue	No. of Participants
1	1 & 2 Apr 2023	Kyorugi Referee Course	STF National Training Centre (NTC)	56
2	8 & 9 Apr 2023	Poomsae Referee Course	STF NTC	66
3	30 Apr 2023	Grading Assessor Accreditation Course	Sport Singapore Auditorium	81
4	20 to 28 May 2023	Singapore Coach Excellence (SG-Coach) Taekwondo Level 1 (Full Integration Course)	STF NTC	24
5	25 Jun 2023	Kyorugi Referee Seminar 2023	NTUC Downtown East	262
6	17 to 21 Nov 2023 27 & 28 Jan 2024	Singapore Coach Excellence (SG-Coach) Taekwondo Level 2 (Full Integration Course)	STF NTC	13
7	6 & 7 Jan 2024	Poomsae Level 1 Coach Course	STF NTC	45
8	20 & 27 Jan 2024	Poomsae Referee Course	STF NTC	81
9	27 Jan 2024	Coach Induction Course	STF NTC	78
10	27 & 28 Jan 2024	Virtual Taekwondo Boot Camp	STF NTC	28
11	4 Feb 2024	Poomsae Level 2 & Level 3 Coach Course	STF NTC	60
Total number of participants				794

6.3 Centralised Grading Sessions

S/N	Date/ Period	Event	Venue	No. of Participants
1	15 Aprl 2023	188 th Centralised Grading*	Toa Payoh Sports Hall	13055
2	2 Jul 2023	189 th Centralised Grading	Toa Payoh Sports Hall	11746
3	15 Oct 2023	190 th Centralised Grading*	Chu Kang Sports Hall	13630
4	14 Jan 2024	191 st Centralised Grading	Chu Kang Sports Hall	11424

* Senior Dan grading was conducted at STF National Training Centre during 188th and 190th Centralised Grading.

6.4 Local Tournaments

S/N	Date	Event	Organiser	Venue
1	17 to 28 Apr 2023	2023 National School Games Taekwondo Championships	MOE & STF	MOE HQ Mount Sinai
2	15 & 16 Jul 2023	16 th National Taekwondo Poomsae Championships 2023 – Ambassador Cup	STF	Toa Payoh Sports Hall
3	27 to 30 Jul 2023	GetActive! Singapore 2023 Pesta Sukan Taekwondo	SportSG & STF	Toa Payoh Sports Hall
4	9,10 & 16, 17 Sept 2023	48 th National Taekwondo Kyorugi Championships (Ambassador Cup)	STF	Toa Payoh Sports Hall
5	1 to 3 Dec 2023	9 th Daedo Taekwondo Open Championships 2023	JH Kim Taekwondo Institute (Bukit Timah) – Han Academy Pte. Ltd.	Our Tampines Hub I
6	12 to 14 Jan 2024	Waein Cup Open Championship	d Taekwondo Team Waein	Our Tampines Hub I

6.5 International Tournaments

S/N	Date	Event	Location	TeamSG Members
1	12 to 15 May 2023	32 nd Southeast Asian Games	Cambodia	10
2	2 to 6 Aug 2023	2023 Kimunyoung Cup International Open Taekwondo Championships	Republic of Korea	2
3	8 to 12 Aug 2023	2023 Chuncheon Korea Open International Taekwondo Championships	Republic of Korea	3
4	18 to 20 Aug 2023	Gangwon-Chuncheon 2023 World Taekwondo Beach Championships	Republic of Korea	2
5	24 to 28 Sept 2024	19 th Asian Games	China	3
6	28 to 30 Oct 2023	Riyadh 2023 World Combat Games	Saudi Arabia	1
7	23 to 24 Nov 2023	2023 Taipei City Cup Taekwondo Invitational	Taipei	7

6.6 Others – Overseas Engagements

S/N	Date	Event Brief Description
1	2 & 3 Apr 2023	Mr Lee Thiam Huat was appointed as the International Referee (IR) for Wuxi 2022 World Taekwondo Gland Slam, Wuxi, China
2	12 to 15 May 2023	Mr Lee Thiam Huat, Mr Michael Ho Kee Khon and Mr Tan Kok Heng were appointed as IR for 32 nd Southeast Asian Games 2023, Cambodia
3	7 to 9 Jul 2023	Mr Michael Ho Khe Khon was appointed as IR for Oceania Open Poomsae Championships, WT President's Cup (Oceania) and Australia Open Poomsae Championships, Australia
4	7 to 10 Jul 2023	Mr Chong Chih Chung and Mr Ng Keng Boon attended the 124 th WT Kyorugi IR Seminar, Bangkok, Thailand Mr Lee Thiam Poh attended the 139 th WT Kyorugi IR Refresher Course, Bangkok, Thailand
5	7 to 14 Jul 2023	Mr Alvin Tan Cheng Hui attended the Kukkiwon Master Course and Examiner Course, Kukkiwon, Korea
6	14 to 17 July 2023	Mr Tan Kok Seng was appointed as IR for 19 th ICTO Championships 2023, Da Nang, Vietnam
7	14 to 16 Sept 2023	Mr Lee Thiam Huat was appointed as IR for Yogyakarta International Open Taekwondo Open 2023, Cultural & Sport Tourism Week, Yogyakarta, Indonesia
8	4 to 6 Dec 2023	Mr Michael Ho Khe Khon attended 49 th Poomsae IR Refresher Course, Muju Taekwondowon, Korea Ms Ng Lee Ngoi and Mr Tan Kok Seng attended to 52 nd Poomsae IR Seminar Course, Muju Taekwondowon, Korea
10	7 to 10 Dec 2023	Mr Michael Ho Khe Khon and Mr Tan Kok Seng attended 141 st Kyorugi IR Refresher Course, Muju Taekwondowon, Korea
11	27 Feb to 3 Mar 2024	Mr Alvin Tan Cheng Hui, Mr Michael Ho Khe Khon and Mr Tan Kok Heng attended Kukkiwon Master and Examiner Course, Tianjin, China

6.7 Membership

6.7.1 The Federation's membership composition is as follows:

Membership Type	March 2024	March 2023
Full Member	82	83
Associate Member	55	53
Total	137	136

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

a. Affiliation

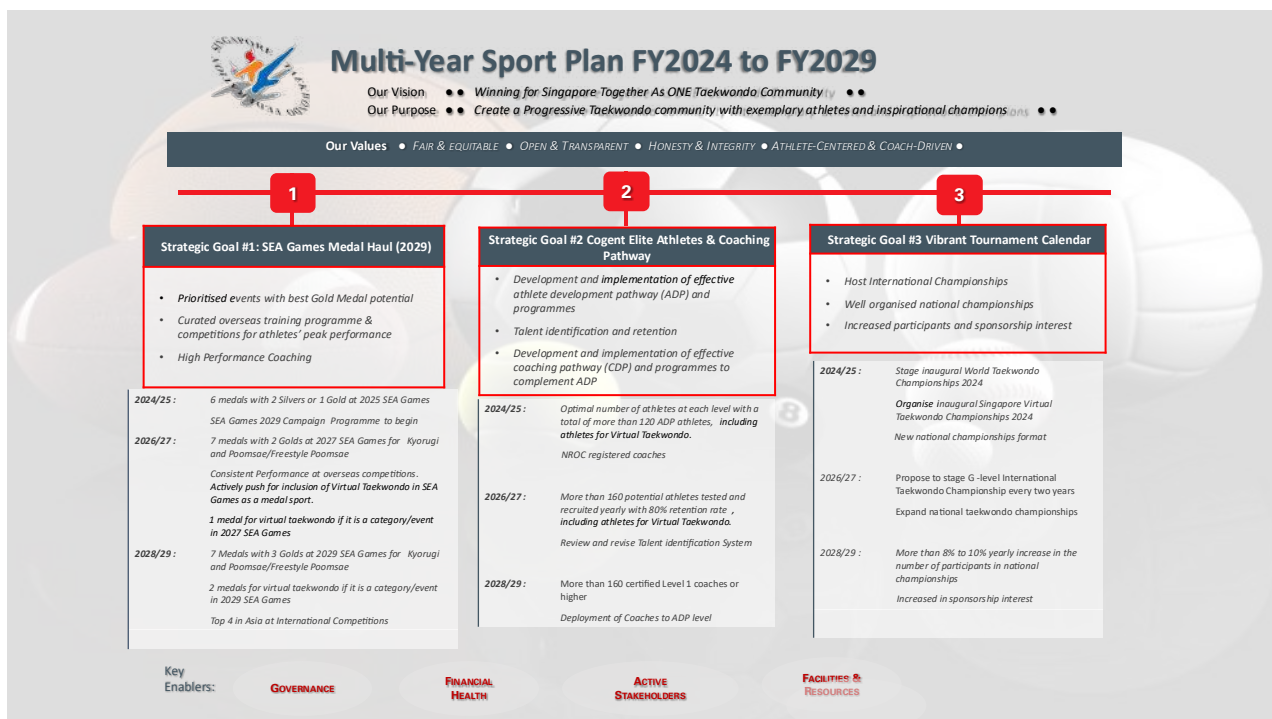
b. De-affiliation

<u>Full Member</u>	<u>Full Member</u>
	Axiom Taekwondo
<u>Associate Member</u>	<u>Associate Member</u>
J H Kim Taekwondo Institute (Holland)	Nil
Swift Kicks	

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) 2024 to 2029. The three strategic goals and the outputs, which are published on STF website, are as follows:



STF's commitments

STF has been committed to continue with organising of events, courses and competitions to promote and develop taekwondo for the benefits of its affiliates.

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 2024 to March 2025

S/N	Event	Date
Competitions		
1	STF Para-Taekwondo Poomsae Championships 2024	20 Apr 2024
2	National School Games (Taekwondo) 2024	6 to 10 May 2024 13 to 17 May 2024
3	8 th Asian Taekwondo Poomsae Championships	14 & 15 May 2024
4	Inaugural Singapore Open 2024 Virtual Taekwondo Championships	8 & 9 Jun 2024
5	National Kyorugi Championships 2024	15 & 16 Jun 2024
6	National Poomsae Championships 2024	6 & 7 Jul 2024
7	GetActive! Singapore 2024 Pesta Sukan Taekwondo	31 Jul to 4 Aug 2024
8	Singapore Open Poomsae Championships 2024	10 Aug 2024
9	2024 WT President's Cup – Oceania	19 to 20 Sept 2024
10	2024 Australia Open	21 to 22 Sept 2024
11	Singapore Open Kyorugi Championships 2024	21 to 22 Sept 2024
12	6 th Asian Taekwondo Open Championships	15 to 20 Oct 2024
13	Inaugural Singapore 2024 World Taekwondo Virtual Championships	16 to 17 Nov 2024
14	Hong Kong 2024 World Taekwondo Poomsae Championships	30 Nov to 5 Dec 2024
Courses		
15	SG-Coach Level 2 Taekwondo Course	13, 14 & 21 Apr 8 & 9 Jun 2024
16	Kyorugi Referee Seminar	5 May 2024
17	SG-Coach Level 1 Taekwondo Course	11 to 14 May, 17 to 19 May 2024
18	Virtual Taekwondo Referees, Game Master and Technical Support Specialist Certified Courses	23 & 24 Aug 2024
19	Grading Preparation Workshop	27 Oct 2024

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. Dynamic Taekwondo Sports Management Pte Ltd
6. Han Academy Pte Ltd
7. Han Foundation Ltd
8. Jeoljeong Training Centre
9. J H Kim Taekwondo Institute (Bukit Timah)
10. J H Kim Taekwondo Institute (North)
11. J H Kim Taekwondo Institute (Toh Tuck)
12. J H Kim Taekwondo Institute (Woodlands)
13. J H Kim Taekwondo Institute (Holland)
14. Mideok Taekwondo
15. Pro Taekwondo

8.2 Term Limit of Board

- 8.2.1. The Elected Board members shall serve 4 years. However, for the 1st 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 A total of eight Board Meetings were held during FY2023/2024. The attendance were as follows:

S/N	Name of Member	Designation	% of attendance
1	Prof. Tan Cheng Han	President (w.e.f. 7 Jan 2023)	100 % (8 out of 8 meetings)
2	Mr. David Koh Choon Seng	Deputy President	75% (6 out of 8 meetings)
3	Mr. Sebastian Lee	First Vice President	87.5% (7 out of 8 meetings)
4	Mr. Lai Han Seng	Secretary General	100%
5	Mr. Johnny Lim Peng Siah	Treasurer	87.5%
6	Mr. Lee Thiam Poh	Asst Treasurer	100%
7	Mr. Wong Zhen Kang	Asst Secretary General (w.e.f. 22 Sept 2022)	87.5%
8	Mr. Lam Kuet Keng Steven	Member (w.e.f. 7 Jan 2023)	100%
9	Mr. Tan Cheng Hui	Member	87.5%
10	Mr. Poh Tze Chap	AC Chairman	87.5%
11	Ms. Monique Heah Cheng Siew	Independent Board Member (w.e.f. 1 Feb 2022)	62.5% (5 out of 8 meetings)
12	Mr. Chang Chi Hsung Alan	Independent Board Member (w.e.f. 25 Oct 2022)	50% (4 out of 8 meetings)
13	Mr. Laurence Goh Eng Yau	Independent Board Member (w.e.f. 25 Oct 2022)	100%
14	Mr. Koh Chin Beng	Independent Board Member (w.e.f.20 Feb 2023)	62.5%
15	Mr S Sinnthurai	Independent Board Member (w.e.f.20 Feb 2023)	75%

8.4 Review And Commentary

Considering what has happened in the last few years, this year has passed relatively uneventfully. STF's activities have generally resumed with little fanfare.

Centralised gradings continued to be held every quarter but with different numbers as STF now allows STF-certified assessors to grade their own students up till red belt. Higher Dan (4th dans and higher), held bi-annually are now a regular fixtures on the yearly calendar. We take this opportunity to thank the examiners and the grading committee for their hard work.

Competitions also continued to be well-participated which includes the debut performances of two local para taekwondo athletes witnessed at the National Poomsae Championships. We will like to thank the efforts of the tournament committee, volunteers and referees for their invaluable contributions across many weekends to ensure that our local athletes have a fair and transparent competitive experience. The two National Championships (aka Ambassador Cup) also continued to be supported by the Embassy of the Republic of Korea and we take this opportunity to also recognise and thank their unwavering support for Singapore Taekwondo.

Our national team has performed well regionally. Our athletes clinched one Silver and four Bronzes at the 32nd Cambodia SEA Games last year, which bettered the performance of the 31st Vietnam SEA Games in 2022. In addition, three of our top athletes namely Mr Darren Yap, Ms Diyanah and Ms Nichelle Tan have qualified and competed at the 19th Hangzhou Asian Games last year as well. This is a significant achievement as the last Singapore taekwondo athletes represented at the Asian Games was more than a decade ago. Darren Yap also won the bronze medal at the 2023 Riyadh World Combat Games competing among the top Freestyle Poomsae Athletes in the World. We will like to thank the High Performance committee, the National Coaches and our national athletes for continuing to give their best and flying the Singapore flag high.

STF will also venture into Virtual Taekwondo this year with the hosting of the Inaugural World Virtual Taekwondo Championships in Singapore. But the highlight was in June 2023 where Mr Nigel Tan and Ms Natalie Tor won the first-ever Virtual Taekwondo Champion and First Runner-up positions respectively at the inaugural Olympic Esports Week (OEW). Besides congratulating the two of them, we will like to thank the athletes from the OEW Taekwondo team as well as Mr Lai Han Seng who took on the mantle of Team Manager. We look forward to our team's performance in the World Virtual Taekwondo Championships in November 2024 which is chaired by Mr Johnny Lim Peng Siah and co-chaired by Mr Alvin Tan Cheng Hui.

STF educational courses continued to be well-subscribed (sometimes over-subscribed) and the success has to be attributed to the hard work of the Education committee and STF's appointed course conductors. Thank you for your hard work as well.

In May 2023, Singapore was honoured as one of World Taekwondo's 17 Founding Members at the World Taekwondo 50th Anniversary Jubilee Gala Dinner held in Baku, Azerbaijan in May 2023. This year, as STF celebrates our own 50th Anniversary, we continue to see a growth in terms of our membership. Taekwondo continues to be a popular martial art and sport and credit must be given to the hard work of the affiliates and coaches. All the above can only happen with the efforts of our full-time staff and credit must be given to our CEO, Ms Ang Lay Kwang and the rest of the Secretariat team. Once again, the Board extends its thanks to all for your support as we look forward to 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
7 Bedok North Street 2, Singapore 469646

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 Safe Sport Policy

Singapore Taekwondo Federation (STF) is committed to ensuring that all participants in its community play, practise, compete, officiate, work, volunteer and interact in a positive environment, free from harassment and abuse.

This Safe Sport Policy seeks to ensure that all participants are aware of their rights, responsibilities and the standards of behaviour expected of those participating in taekwondo.

This Policy also sets out procedures to report any abuse and harassment (including protection from any retaliation or repercussions for such reporting). In promoting the safety and well-being of its participants, STF is a member organisation under the national framework for safeguarding in sport, the Safe Sport Programme.

Should any participants requiring more information about the safe sport policy, it may be downloaded at www.STF.sg. A safe sport related concern may also be reported to STF, which will be handled by STF's appointed safeguarding officer, or to Sport Singapore's Safe Sport Commission Singapore.

8.7 Governance Evaluation Checklist 2023/24

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

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	

7	<p>Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</p>	2.3	Yes	
8	<p>Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.</p>	2.4	Yes	
9	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.</p>	2.5	Yes	
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes	

11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	

14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes	
----	--	------	-----	--

Principle 3: The charity acts responsibly, fairly and with integrity.

15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	

Principle 4: The charity is well-managed and plans for the future.

21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	<p>Set internal policies for the charity on the following areas and regularly review them:</p> <p>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</p> <p>b. Board strategies, functions, and responsibilities;</p> <p>c. Employment practices;</p> <p>d. Volunteer management;</p> <p>e. Finances;</p> <p>f. Information Technology (IT) including data privacy management and cyber-security;</p> <p>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</p> <p>h. Service or quality standards; and</p>	4.4	Partial Compliance	Yet to develop a policy on "Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT)"

	i. Other key areas such as fund-raising and data protection.			
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Charity reviews its activities, conduct annual budget planning and monitoring for financial sustainability while finding ways to diversify its sources of incomes

Principle 5: The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of	5.4	Yes	

	the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.			
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Partial Compliance	STF is a membership base organisation. It communicates and networks with its affiliates and stakeholders however not

				directly with the public
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance	An event-base enggaement with the media which introduced "Virtual Taekwondo" with the aim to build good relationships

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