

2021-2022

VISION

Transforming the lives of persons with disabilities through sport

MISSION

To build a vibrant and inclusive community where persons with disabilities can pursue their sporting aspirations

UNIQUE ENTITY NUMBER (UEN)

S73SS0035B

REGISTERED ADDRESS

3 Stadium Drive, #01-34,
Singapore 397630

AUDITOR

S B Tan & Co

LEGAL ADVISOR

Mr Andy Yeo

PHOTO CREDITS

Sport Singapore
Singapore National Paralympic Council

REIGNITED.

National Women's Goalball Team



ABOUT THE SINGAPORE DISABILITY SPORTS COUNCIL (SDSC)

The Singapore Disability Sports Council (SDSC) is the national sports body for persons with disabilities and national body for para sports in Singapore. SDSC's goal is to transform the lives of persons with disabilities through sport.

Besides providing and promoting community sport opportunities for persons with disabilities to help them live full and independent lives, SDSC develops talents to fulfil their aspirations for excellence through performance sport pathways.

SDSC was registered as a society under the Societies Act on 24 May 1973, with a Constitution as its governing instrument. It was registered as a charity under the Charities Act on 28 November 1984. The SDSC has been accorded IPC (Institution of a Public Character) status from 27/12/2020 To 26/12/2023.

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MESSAGE FROM PRESIDENT, SDSC

Dr. Teo-Koh Sock Miang

After two years, we are finally seeing light at the end of the tunnel. Training has more or less returned to the state of pre-COVID times, while international travel has resumed, allowing athletes to travel overseas, albeit cautiously, for competitions.

However, for the most part of FY2021-2022, programmes were still stunted because of safety measures and restrictions. There was not a lot of room to manoeuvre plans, but learning fast and adapting quickly have always been at the core of our business. Therefore, keeping the safety and wellbeing of our community in mind, we continued to do our best in realising SDSC's vision and our athletes' aspirations.

A highly challenged journey towards major milestones

Barely two months before the Paralympic Games, many still had doubts that the games could continue. Spectatorship was scrapped, and new COVID-variants were fast spreading around the world.

Having already waited another year for Tokyo 2020, our para athletes were no more reassured by these uncertainties. However, they dug in their heels to stay focused on their aspirations and training, while we scoured for ways to keep them ready and safe. Our teamwork was impeccable. Not only did Team Singapore return safely from the Tokyo 2020 Paralympic Games and Bahrain 2021 Asian Youth Para

Games, they did extremely well to bring back podium finishes, new national records and personal bests. Yet again, demonstrating to us how our para athletes "defy the odds".

Indeed, we have consistently witnessed this trait in those who are engaged meaningfully in sport – they put in their best, against all kinds of challenges some of us can only imagine, and achieve what many may think is impossible. Paralympian Yip Pin Xiu is living proof of this. We were more than proud when she was announced as the inaugural recipient of the President's Award for Inspiring Achievement.

Inclusion, inspired by para sport

Against the backdrop of hardships posed to many Singaporeans during the pandemic, these rare achievements become much more meaningful, uniting Singaporeans in celebration, and taught us belief during these dark periods. In learning how para athletes overcome their challenges to achieve greatness, we can also be inspired to overcome our own trials and tribulations.

We are very grateful that many schools, community and sport partners have acknowledged the value that para sports can play in our national inclusion movement, and continued to partner us in the past year to bring para sport to their communities. With more relaxation of safe management measures, we will look forward to more new partners coming onboard this movement in the coming year.

Disability must never disqualify.



It is our hope that this would lead to more opportunities for disabled Singaporeans to play and enjoy sport with their friends, families and others.

Change, inspired by para sport

Forty-nine years since our inception, SDSC can proudly say that much have changed, through the inspiring stories of our para-athletes. Today, we are no longer the only agency that champions disability sport – we are excited and encouraged that other agencies, corporations and individuals have joined us on this journey.

The Singapore government is one partner that we have stepped up collaboration with, and will continue to actively engage, to strengthen the support for para sports and ensure that there is a concerted effort across various stakeholders that brings greater impact, through sport, for persons with disabilities. One such project of importance is the Para Sports Academy, announced by Sport Singapore in March 2022.

Moving forward, SDSC will continue to develop para sport as a beacon, to navigate a better future for persons with disabilities. There will be times where we will look to mainstream sport for guidance; there will be times where we will need to blaze the trail.

With para sport expertise still lacking in Singapore, we will need to look to innovative ways to develop 'more coaches, better coaches' – one of the cornerstones of our 2022-2032 strategic plan. Similarly, with research on para

sport still far lacking internationally, we will need to examine how we can build up knowledge and expertise to match persons with disabilities to sports so they can achieve lifelong enjoyment in sport, and hopefully for some, dreams they never thought were possible before.

Our gratitude

I would like to take this opportunity to thank all our partners for their continuous support. Social change does not take place overnight and it is only with their generous and unwavering faith in us that we are able to continue forging ahead with our vision – to transform the lives of persons with disabilities through sport. In particular, I'd like to thank Haw Par Corporation, Micron Technology, the Japanese Chamber of Commerce and Industry Singapore Foundation, and Mr Jefferson Gaw Cheng, for being the stalwarts of our team.

On behalf of the SDSC Board, I would like to appreciate and thank all our volunteers, SDSC staff, coaches, and the many people behind the scenes who have been working tirelessly to realise SDSC's programmes and initiatives. You have shown us, time and time again, that by standing shoulder-to-shoulder and rooting each other on, we can achieve great things as one Team Singapore.

We welcome everyone to join us in making a difference in the lives of individuals with disabilities through the transformative power of sport.

To exciting times ahead.

Yours in service,

Sock Miang



COMMUNITY SPORTS, OUTREACH & EVENTS

SPORT FOR INCLUSION

Inclusion through sport remained one of our highest priorities. We advocated for this through:

PROJECT PARA ABLE

This project was created to raise awareness for para sports in mainstream schools and to equip teachers and students with resources and knowledge on ways to include students with disabilities in school sports.

Students with disabilities were encouraged to participate in

various sports alongside able-bodied students during the event. Such sports included Boccia, Goalball and Wheelchair Basketball. Para athletes were also invited to these schools to share about their personal experiences in sport to inspire students to face challenges in life with positivity.



PROJECT PARA-ABLE
supported by Temasek Foundation Cares

Participating schools included:

CLEMENTI TOWN SECONDARY

28 Oct 2021
Number of participants: 245
9 Mar 2022
Number of participants: 245

NANYANG GIRLS' HIGH

20 Dec 2021
Number of participants: 24

NUS HIGH

5 Jan 2022
Number of participants: 140

PEI TONG PRIMARY

12, 15 Nov 2021
Number of participants: 210

YUAN CHING SECONDARY

16 Aug 2021
Number of participants: 64

YISHUN-INNOVA JUNIOR COLLEGE

From 24 Mar 2022

**TAN TOCK SENG
HOSPITAL
OCCUPATIONAL
THERAPISTS' DAY**

7 Dec 2021, virtual

SDSC conducted a virtual introduction of boccia to staff of the TTSH OT department, to promote understanding of how the sport can benefit hospital patients.



(TOP)

Participants warming up with bocchia balls



(BOTTOM)

Participants returned to their centres to conduct bocchia outreach

(TOP)

Athlete faciliator, Neo Kah Whye, with participants of the WeHeartBocchia workshop



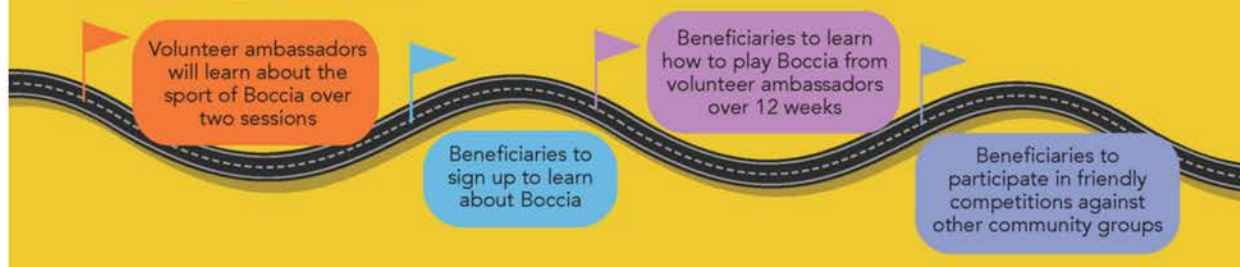
WeHeartBoccia Programme



What is the WeHeartBoccia Programme?

In partnership with Tiger Balm, who has been the adopter of SDSC's Boccia team since 2015, SDSC is proud to introduce the WeHeartBoccia Programme, which will see SDSC bringing the sport of Boccia into the heartlands and introducing the sport to the community. SDSC views Boccia as a sport an important form of rehabilitation and social integration for PWDs. Over the years, SDSC is heartened to have groomed many new Boccia players to hone their skills and represent Singapore at the international level.

How the Programme Works



WEHEARTBOCCIA

The Tiger Balm WeHeartBoccia Programme was introduced in 2021 where SDSC organised training workshops for staff of Early Intervention Centres and Senior Activity Centres to promote boccia as an inclusive sport for the wider community. In March 2022, a small festival was held at Lions' Befrienders (Bendemeer) where 16 participants and staff took part in their first boccia community tournament.





I'MPOSSIBLE PROGRAMME

2021 marked the year of the re-scheduled Paralympic Games, to which 10 Singaporean para athletes qualified. An I'mPOSSIBLE Celebration was held to engage the general public to support our para athletes. Over 4000 students and members of the public participated in the activities, despite the pandemic.

SUPPORTED BY MICRON TECHNOLOGY

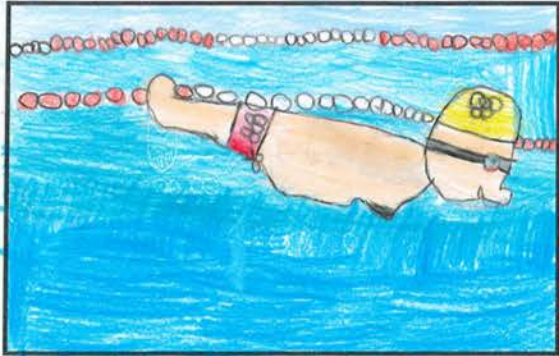
"WE THOUGHT THAT THIS CAMPAIGN WAS VERY MEANINGFUL AND WOULD GIVE CHILDREN THE OPPORTUNITY TO EMBRACE DIVERSITY AND INCULCATE IN CHILDREN VALUES SUCH AS PERSEVERANCE AND DETERMINATION."

- STEFANIE THIA, PRINCIPAL OF THE ESKOL VALLEY @ NORTHSTAR PRE-SCHOOL

I'MPOSSIBLE ART COMPETITION 2021

Name Grace Lim Class 1G
 School Woodlands King Pei Sch Level 1

Draw a picture that represents one of the Paralympic values: Courage, Determination, Inspiration, and/or Equality. Your picture should include para athletes or para sports. Remember to colour it too!



Which value is your drawing about, and why do you draw this?

Courage, I draw this because
it is difficult for a person
without arms to swim.
It takes a lot of courage.



HIGHLIGHTS 21-22

CELEBRATIONS

(APR 2021 TO OCT 2021, VARIOUS)

Age-appropriate competitions were held across schools to encourage young children and youth to get to know para athletes and the Paralympic values of courage, determination, equality and inspiration. Preschoolers took part in a colouring competition, while primary school children participated in art and writing competitions. Both competitions encouraged reflective learning and sharing that evidenced the impact of the campaign.

A cheer competition was introduced for students across all levels from preschool to tertiary levels, where they put their creative juices together to wish Team Singapore well for their mission to the Tokyo 2020 Paralympics.

The I'mPOSSIBLE Buddy Run gave many their first para sport experience, as they tried a Paralympic event - guided run - in their schools and parks. The task emphasised how persons with and without disabilities can work together, and highlighted how para athletes lived out courage and perseverance when they competed.

Using the story of Nur Syahidah Alim, Singapore's top para archer, SDSC produced storybooks for teachers to relate determination, equality, inspiration and courage to young pupils

Our sincere thanks to: Admiralty Primary, Clementi Town Secondary, Creative Thinkers Preschool, Eshkol Valley @ Northstar Preschool, Eunoia Junior College, Global Mindz Preschool, Hwa Chong International, Marymount Convent Primary, North Vista Secondary, PCF Sparkletots @ Bukit Timah, Pei Tong Primary, Punggol Primary and St James' Church Kindergarten.



(TOP AND LEFT)

Pre-schoolers participating in I'mPOSSIBLE buddy run

LITTLE SYAHIDAH'S STORY
WORLD'S NO.1 PARA-ARCHER



(BOTTOM)

Children's book based on Syahidah's story

(BOTTOM)

Pre-schoolers showing off their caps and certificates from their participation in the I'mPOSSIBLE Cheer Competition



TEACHER TRAINING WORKSHOPS

17 AND 18 NOV 2021. VIRTUAL
NUMBER OF PARTICIPANTS: 37 EDUCATORS



The I'mPOSSIBLE programme, aimed at challenging the perceptions of how young people perceive persons with disabilities, is a collaboration between SDSC, Agitos Foundation, Nippon Foundation Paralympic Support Centre, Global Sport Development Foundation and the Japanese Paralympic Committee.

Completing its 4th year in Singapore, the programme has trained more than 330 educators through its annual workshops since 2018.

The I'mPOSSIBLE curriculum introduces lesson materials that provide educators ease of use to kickstart their engagement with students aged 5 and above.

Our para athletes facilitated these workshops with us, pairing up with educators to help them explore potential situations in PE with students with disabilities. 100% of the participants surveyed said they would recommend this workshop to others.

Drawing from their positive experiences, Paralympian Theresa Goh, together with Tan Ban Sun, a teacher who has been actively using the I'mPOSSIBLE toolkit, underwent training in November 2021 and were certified by the IPC as I'mPOSSIBLE educators.

17 educators also convened in February and March 2022, under the invitation of SDSC, to steer a new taskforce to promote inclusive PE.



COMMUNITY SPORTS PROGRAMMES

SPORT FOR LIFE

Short-to-long-term programmes were conducted to help persons with disabilities stay active and learn about sports.

“ I am so touched and humbled by the coach and all the assistant coaches, who gave all their time, strength and knowledge to teach us their skills about sailing! They give me courage to face the difficult challenge when caring for our own special needs child.

-Parent, Dennis Tan



ARCHERY (SHORT-TERM PROGRAMME)

From 28 Mar 2022 @ Salt & Light Archery
Number of beneficiaries: 4

BOCCIA (SHORT-TERM PROGRAMME)

Jan 2022 to Mar 2022 @ Rainbow Centre Margaret Drive
Number of beneficiaries: 19

SAILING (REGULAR PROGRAMME)

Weekly at Changi Sailing Club
Number of beneficiaries: 8

SAILING (SHORT-TERM PROGRAMME)

Apr to Jul 2021 @ Changi Sailing Club
Number of beneficiaries: 14

From 27 Mar 2022 @ Changi Sailing Club
Number of beneficiaries: 12

NATIONAL PARA SPORTS MATCH & TALENT IDENTIFICATION

On 23 February 2022, SDSC announced the "Dare to Dream" partnership with Certis to encourage more persons with disabilities to lead active and healthy lives and realise their sporting ambitions.

The Certis Superheroes Challenge would be a new skill identification toolkit that will be developed to help SDSC to scout, identify new talent and the next generation of para athletes. The first stage of the project shall be to determine the test protocols in partnership with National Youth Sport Institute. Subsequently, data will be collected to understand talent-related norms of persons with disabilities in Singapore. Last but not least, the toolkit and norms data shall allow SDSC to better match a participant with disabilities to sports where he or she may enjoy better forms of success.



CAPABILITY DEVELOPMENT



COACHES, TECHNICAL OFFICERS, CLASSIFIERS,
PHYSIOTHERAPISTS, VOLUNTEERS

PARA SPORT COACHES

SGCOACH LEVEL 1 TECHNICAL CURRICULUM DEVELOPMENT

To increase the number of para sport coaches and provide them a clear pathway into para sport, SDSC has been developing structured technical curriculums to educate and certify new para sport coaches. In FY21, SDSC completed three SGCoach Level 1 technical curriculums for the sport of goalball, sailing and lawn bowls, and started curriculum development for para tenpin bowling. The first run of the SGCoach Level 1 Goalball course was held from 10 to 12 September 2021.

PARA SPORT CLASSIFIERS

CPISRA CONFERENCE

2 classifiers were supported by SDSC to attend this virtual conference to exchange knowledge with other researchers, healthcare professionals, sporting experts, individuals and families

VISTA CONFERENCE

VISTA provided a platform for sport scientists and researchers to gain insight from and have dialogues with experts in the field of sport for athletes with impairments. The annual event was held from 18 November to 16 December 2021, and addressed: Ethics and Integrity, Socio-Cultural Legacy, Health and Medicine, Evidence-Based Classification, Technology in Paralympic Sport, and Paralympic Performance. 4 classifiers received support by SDSC to attend the conference.

PARA SPORT PHYSIOTHERAPISTS

ASIAN YOUTH PARA GAMES - VOLUNTEER PHYSIO TRAINING

Three volunteer physiotherapists were recruited by the SDSC to support the Asian Youth Para Games 2021. They were mentored by Ms Ni Ni Swe, an international boccia classifier, and veteran physiotherapist, Ms Yeo Hwee Koon, to prepare for their first minor game.

PARA SPORT VOLUNTEERS

TRAIN-THE-TRAINER WORKSHOP

11 volunteers signed up to be trained as future facilitators for SDSC's Para-ABLE programme. Training was held on 22 and 28 January 2022 to introduce the Paralympic movement and para sports to them

VOLUNTEER ATTACHMENT

Volunteers were attached to powerlifting, boccia and powerchair football trainings to support regular participation by the beneficiaries.

PARA SPORT TECHNICAL OFFICIALS

WORLD PARA POWERLIFTING TECHNICAL OFFICIAL LEVEL 3 COURSE

Two technical officials - Kalai Vanen and Shazwan Rafsanjani - were recertified.

CONGRATULATIONS TO:



MS NI NI SWE
PHYSIOTHERAPIST, CPAS

for her appointment to the Classification Committee of the International Federation of Cerebral Palsy Football.



MR KANG TZE WEI
PATHWAY AND PERFORMANCE, SDSC

for his appointment to the World Para Swimming's Competition Pathway Working Group.



PATHWAY & PERFORMANCE

FUELING SPORT ASPIRATIONS

Meets and trials were conducted within COVID-19 restrictions, to support aspiring and selected national para athletes to stay in their best possible form. Never had such opportunities been as significant for some, especially those who were headed to Tokyo 2020 to compete against the world's best, after five long years.

SWIMMING TIME TRIALS

27 Jul 2021, Our Tampines Hub
Participants: 4 Tokyo 2020 contenders

23 Nov 2021, Our Tampines Hub
Participants: 19 para swimmers
(Supported by SPH Foundation)

8 Mar 2022, Our Tampines Hub
Participants: 18 para swimmers



Tiger Balm Boccia Invitational Youth Trials

19 JUN & 3 JUL 2021, CEREBRAL PALSY ALLIANCE SINGAPORE SCHOOL

The event served as a platform for five promising youth boccia athletes to vie for qualification to the Asian Youth Para Games (AYPG) 2021.

PACER MEET

25 SEP 2021

CHOA CHU KANG STADIUM

NUMBER OF PARTICIPANTS: 32

Organised by SDSC member, Para Athletics Singapore, and supported by SDSC, the PACER Meet was the first-known inclusive athletics meet in Singapore where athletes with and without disabilities were given the opportunity to compete alongside one another simultaneously. The event also served as trials for the ASEAN Para Games (APG) 2021 and the Asian Youth Para Games (AYPG) 2021.

LAWN BOWLS ASSOCIATION FOR THE DISABLED (SINGAPORE) ANNUAL CHALLENGE

SEP TO DEC 2021 &

JAN TO MAR 2022, KALLANG GREEN

Organised by SDSC member, LBADS, and supported by SDSC, this event was an opportunity for athletes to play in a competitive environment and stand to be selected into the Development Programme. 31 participants competed in over the two days.

HAW PAR JUNIOR & YOUTH ATHLETICS MEET

12 MAR 2022

CHOA CHU KANG STADIUM

NUMBER OF PARTICIPANTS: 47

Organised by SDSC member, Para Athletics Singapore, and supported by SDSC, the meet welcomed back 47 young students and youth to their first competition after two years, from: Cerebral Palsy Alliance Singapore, iC2 Prehouse, Mayflower Primary, ACS (Barker) and APSN Delta Senior School.

SDSC SEASON 2021 SERIES 2 LIFT TRIAL

23 DEC 2021, TOA PAYOH GYM

NUMBER OF PARTICIPANTS: 3



Meets & Trials

TWO YEARS into the pandemic, 'competing' was slowly becoming an unfamiliar concept, as competition opportunities were slashed viciously. Fear and worry crept in, especially for athletes hoping to get selected or do well on the international circuit, when the opportunity finally arrives.

HIGHLIGHTS 21-22

**NOTHING FEELS
MORE
SATISFYING
THAN THE
TOUGH WINS.**





Majulah, Singapura.

MAJOR GAME



5 years from Rio, the Tokyo 2020 Paralympic Games finally took place from 24 August to 5 September 2021. Up till the last two months before departure, our athletes were still unsure if the games could really take place. It was surreal - the wait, and finally, the wins.

The Olympic and Paralympic Games have always been touted as opportunities to elevate a country's global standing and economy, through the high level of worldwide broadcasts and tourism it attracts. Japan had itself expected to welcome over 40 million foreign visitors for the 2020 Games.

About 9 months before the much-anticipated events, COVID-19 began to make its rounds globally, and by March 2020, the situation had made a 360-degree turn, from one of optimistic hope to frightening uncertainty. The postponement of the 2020 Games was a relief - that it was not cancelled - but also an unprecedented test for many athletes and officials, who now needed to persist for a fifth year, before they could see the fruits of their hard work.

And persevere we did. In August 2021, Team Singapore reported to Tokyo with a 10-strong contingent, ready to fight in 6 sports and 18 events. This equaled the highest number of sports that Singapore has contested in the Paralympics, the last being Rio 2016.

Tokyo
2020

Out of 10 athletes qualified and selected for the Games, four were debutants. This was a good sign that our pathway and performance strategies had been successful, ensuring a healthy pipeline of high performing athletes who could take on the global stage.

Our youngest debutant, 22-year-old Toh Wei Soong, came within a hair of a podium finish during the Men's 50m Butterfly S7 final, missing bronze by 0.16 seconds.

Powerlifting debutant Nur Aini Binte Mohd Yasli set a new milestone for Singapore para sports, as her qualification also marked the debut of Singapore in the sport at the Paralympic Games.

Swimming continued to be our best performing sport, having the highest number of individual qualifications and being the only sport that medalled. The double-double golds in both Rio 2016 and Tokyo 2020 by four-time Paralympian Yip Pin Xiu was no mean feat, who defended her titles in the 50m and 100m Backstroke S2 events. Altogether, she has clinched 5 gold medals and 1 silver from Beijing 2008 to Tokyo 2020.

ARCHERY: Nur Syahidah Bte Alim

ATHLETICS: Muhammad Diroy Bin Noordin

CYCLING: Steve Tee (Competition Partner - Ang Kee Meng)

EQUESTRIAN: Gemma Foo, Laurentia Tan, Maximilian Tan

POWERLIFTING: Nur Aini Bte Mohd Yasli

SWIMMING: Sophie Soon, Toh Wei Soong, Yip Pin Xiu

10 athletes.

1st-time qualification in powerlifting.

40% debutants.

2 golds defended.

4th Paralympic Games in a row that Singapore has medaled in since 2008.





Taekwondo enthusiast Marius was 14 when an accident left him paralysed from the waist down. He did not give in, and traded his signature kicks for a bow and arrow.

Do the things that
make you want to
perfect them.

MARIUS MADSEN, PARA ARCHER

Building up our Pathway and Performance support



MICK MASSEY, PERFORMANCE DIRECTOR (PARA SWIMMING)

Previously coach of the Great Britain Paralympic Swimming Team, Mick can also be credited with helping Yip Pin Xiu and Theresa Goh achieve their career bests.

By expertly weaving sports science and sports medicine into his coaching strategies, Mick helped Pin Xiu to break the Women's S2 50m and 100m Back world records at Rio 2016 - which still stand today - and Theresa to win her first Paralympic medal, after 17 years.

As part of SDSC's strategic plan to deliver a strong performance training programme for para swimming, with a longer goal of establishing a national para swimming centre and framework, Mick was appointed as SDSC's first performance director (para swimming) in November 2019. He has been instrumental in mentoring new para swimming coaches such as Mark Chay, Ronald Tan and Lionel Leong, enabling Yip Pin Xiu to continue defending her titles in 2021, and young para swimmers, such as Sophie Soon, Colin Soon and Darren Chan, to make immense progress with their clubs.



TIM NEWENHAM, PATHWAY AND PERFORMANCE DIRECTOR, SDSC

Tim has more than 25 years of experience in the sports industry, contributing to diverse areas including coaching, athlete development, performance analysis, sports science and medicine, system designs, coach development, and inclusive sport programming. His last position was with the Oman Olympic Committee as its Technical Director and Advisor, and prior to that, the Podium Director and High Performance Sport Director for Malaysia.

In June 2021, Tim was appointed as SDSC's first Pathway and Performance Director, to drive the evolution and sustainability of our high performance system for para sports. He developed a performance vision that formed part of SDSC's strategic plan 2020-2032, and helped to shape our performance investment strategy. He also worked closely with the Singapore Sports Institute to ensure the success of our athletes at major games. Tim has also been representing SDSC to provide advice to the newly formed Para Sports Academy run by SportSG.



THERESA GOH RUI SI, PATHWAY AND PERFORMANCE EXECUTIVE, SDSC

After more than 17 years of training in para swimming, Paralympic medalist Theresa Goh retired from professional sport in 2019. In February 2022, Theresa joined our Pathway and Performance team, to contribute her skills and expertise in para sport back to our community.

Since then, Theresa has dived right into supporting identified potential and pathway athletes, across a number of sports, on their performance journeys. Another key role she plays is to help coaches of non-disabled athletes transit to coaching athletes with disabilities.

Asian Youth

Soon after Tokyo 2020, it was time for our youth para athletes to step up to bear our flag at the Asian Youth Para Games 2022, held from 2 to 6 December 2021 at Manama, Bahrain.

Team Singapore's 13 athletes secured Singapore's second-best showing at the AYPG 2021, winning five gold, three silver and two bronze at the fourth edition of the Games. Singapore's total medal haul of 10 medals is the second-most number of medals any Team Singapore contingent has won at the AYPG.

"I feel happy to be appreciated and to be rewarded for my performances at the Bahrain 2021 AYPG. This is just the start of what I have set out to achieve and I am focused on achieving my goal of qualifying for the Paris 2024 Paralympic Games. I dedicate the award to my family, friends,

loved ones, coach and everyone who has supported me. I hope that more persons with disabilities are encouraged to give sports a try and to lead an active, healthy lifestyle," said Colin Soon.

**13 athletes.
10 medals.
One Team Singapore.**



Para Games 2021

ATHLETICS

Siti Nurhayati Binte Ali Aksar Khan

- Achieved silver in Women's U20 T20 400m.

BOCCIA

Aloysius Gan Kai Hong

- Champion of the Boccia BC3 Men's Individual Event.

Aloysius Gan Kai Hong & Yan Jia Yi

- Silver for BC3 Mixed pair Event

TABLE TENNIS

Caleb Lee Jia Xuan

- Achieved silver in Men's Mixed Team T6-8

SWIMMING

Colin Soon Jin Guang

- Golds for all 4 events, 3 Personal Bests (PB) and 2 National Records (NR).
- Gold in Men's 12-16 400m Freestyle S11-13. New Personal Best (PB) and National Record (NR).
- Gold in Men's 12-16 100m Breaststroke SB11-13
- Gold in Men's 12-16 200m Individual Medley SM11-13. New PB and NR.
- Gold in Men's 12-16 100m Freestyle S11-13. New PB and NR.

Darren Chan Wei Siang

- Bronze in Men's 16-18 200m Freestyle S-14. New PB.
- Bronze in Men's 17-18 200m Individual Medley SM14. New PB.

ATHLETICS: Ahmad Nor Imran Bin Nor Azhar, Muhammad Nur Ariq Bin Yaakub, Maveric Lee Dong En, Siti Nurhayati Binte Ali Aksar Khan

BOCCIA: Aloysius Gan, Yan Jia Yi

SWIMMING: Jeremiah Liauw, Robby Yeo Zhi Yah, Kate Tan Jing Wen, Janelle Tong Jing Xuan, Colin Soon Jin Guang, Darren Chan Wei Siang

TABLE TENNIS: Caleb Lee Jia Xuan





(LEFT-RIGHT) DARREN CHAN, COLIN SOON
Darren Chan and Colin Soon feeling satisfied after good swims.



VOLUNTEER PHYSIOS
Our three volunteer physios who took care of the sores and injuries of the team.



CHEF DE MISSION
Theresa Goh embarks on her first Chef de Mission duty.





"I have been training very hard and my family has made a lot of sacrifices for me to chase this dream. I am hoping to have the opportunity to travel overseas for training, classification and competitions. This would not be possible without the bursary and I am thankful to be a recipient. I hope to represent Singapore at the Paralympic Games one day."
- Alina Seow, Majulah Para Sports Bursary Recipient (top right)



HIGHLIGHTS 21-22

beyond sport, for sport

Besides directly support for athletes' pathway and performance journeys, we also examined how we could pilot other forms of support that could provide additional help to those who wished to play sport but faced difficulties to.

MAJULAH SPORTS BURSARY

Introduced by SDSC in November 2021 in partnership with the Japanese Chamber of Commerce and Industry (JCCI) Singapore Foundation, the Majulah Para Sports Bursary awarded a total of \$30,000 to five deserving persons with disabilities, to help them engage meaningfully and successfully in sport. These needs included coaching, classification, competitions, transportation, nutrition and equipment.

The bursary recipients were:
 Alina Seow Gek Ting (Para Equestrian)
 Edmund Tan Wei Lun (Powerchair Football)
 Neo Kah Whye (Boccia)
 Robby Yeo Zhi Yah (Swimming)
 Toh Sze Ning (Boccia)

FOCUS ON ABILITIES

Focus on Abilities is a pilot programme to provide training and upskilling opportunities for athletes to pursue a career in the sports industry, so as to enhance their empowerment from sport while simultaneously facilitating their give-back to sports. The programme started in July 2019 and is set to be completed by June 2022.

Programme participants included Joan Hung (Goalball), Jovin Tan (Para Sailing), Theresa Goh (Para Swimming), Tay Wei Ming (Para Badminton), Amanda Lim (Para Cycling), Fong Wei Cheng (Para Table Tennis), and Kalai Vanen (Para Powerlifting).

SPORTS BOY OF THE YEAR 2021

Aloysius Gan Kai Hong (Boccia)



**COACH OF THE YEAR 2021
(DEVELOPMENT)**

Hansen Bay (Goalball)



VOLUNTEER OF THE YEAR 2021

Nigel Goh (Powerlifting)



AWARDS & RECOGNITION

COACH OF THE YEAR 2021

Mark Chay



SPORTSWOMAN OF THE YEAR 2021

Yip Pin Xiu (Swimming)



SINGAPORE DISABILITY SPORTS AWARDS

The Singapore Disability Sports Awards (SDSA), presented by Haw Par Corporation, aimed to recognise the achievements and contributions made by individuals or groups in the disability sports community.

Given the lack of local and international competitions amidst the health pandemic, SDSA 2021 was dubbed a special 'Resilience' edition, with the event celebrating members of the disability sports community for display of Paralympic values such as courage, determination, inspiration and equality.

SDSA 2021 was held virtually with the event being streamed live on SDSC's YouTube page.

WHAT OUR WINNERS SAY

"I am very happy to win the Sportswoman of the Year title, in what has been a challenging year for everyone. Apart from performing to the best of my abilities in the pool, I want to also contribute to disability sports and create an environment for others to follow in my footsteps. I am excited for the Tokyo 2020 Paralympic Games and I know all Team Singapore athletes will make our nation proud," said Ms Yip Pin Xiu.

List of Winners

Sportsman of the Year: Steve Tee (Para Cycling)

Sportswoman of the Year: Yip Pin Xiu (Para Swimming)

Sportsboy of the Year: Aloysius Gan Kai Hong (Boccia)

Sportsgirl of the Year: Lim Yu Fei Faye (Boccia)

Team of the Year: Women's Goalball Team

Coach (High Performance) of the Year: Mark Chay Jung Jun (Para Swimming)

Coach (Developmental) of the Year: Hansen Bay (Goalball)

Community Impact

(Volunteering): Goh Nigel Mark Jian Huang (Para Powerlifting)

Community Impact (Events & Initiatives): Goalball Singapore



(Top) Sportsgirl of the Year: Lim Yu Fei Faye

"This journey has taught me the need to trust the process and to stay focused on what I can do to improve. The situation is mostly out of our hands but the onus is on my pilot and I to continue training hard and improving our craft. I am honoured to be named the Sportsman of the Year alongside my pilot Kee Meng. I want to dedicate the award to everyone who has supported us on our journey to the Tokyo 2020 Paralympic Games," said Mr Steve Tee.

Team of the Year: Women's Goalball Team



GOH CHOK TONG ENABLE AWARDS 2021

3 December 2021

The GCT Enable Awards is an initiative of the Mediacorp Enable Fund (MEF), a community fund administered by SG Enable, with Mediacorp as the official media partner. Tote Board is the Founding Sponsor and UBS is the Principal Sponsor for supporting the Awards. SDSC nominated Joan Hung.

A few of the GCT Enable Awards (UBS Promise) 2021 Awardees were from our community. They included:

Chong Qi Ping Kishon (para powerlifting)
Joan Hung Hui Xin (goalball)
Steve Tee Wee Leong (para cycling)
Tan Whee Boon (wheelchair rugby)

Photos:

(Top) Tan Whee Boon

(Middle) Joan Hung

(Bottom left) Steve Tee

(Bottom right) Kishong Chong



BUILDING OUR NATION WITH PARA SPORT

PRESIDENT'S AWARD FOR INSPIRING ACHIEVEMENT



"To be able to successfully defend my titles has been my dream for the last five years. I am ecstatic and I am honoured to bring glory to Singapore. This has been a long and challenging journey, but hearing Majulah Singapura and seeing our flag flying high at the Tokyo Aquatic Centre, made it all worth it. Thank you to all Singaporeans for showing your support for Team Singapore." - Yip Pin Xiu

On 5 October 2021, Mr Edwin Tong, Minister for Culture, Community and Youth, moved a Parliamentary Motion to honour Team Singapore Olympians and Paralympians. We witnessed our Paralympians sitting afore the elected Members of Parliament, being high-fived as the Members of Parliament filed in to the session.

When Minister Tong took the podium and began his speech, time and time again were the achievements of our Paralympians mentioned. Finally, he announced that Pin Xiu would be feted with an inaugural President's Award for Inspiring Achievement. The new award will honour and celebrate Singaporeans who have demonstrated courage and persistence to overcome personal adversity, excelled in their respective fields on the global stage and whose contributions have made a significant impact on society.

"With Pin Xiu's stellar achievements, extensive contributions to society and tenacity to overcome all odds, it is only fitting that she is the

first recipient of the President's Award for Inspiring Achievement," Mdm Halimah Yaacob, President of Singapore, had said.

While such President's Awards are nothing new - there have been other awards presented by the President for outstanding accomplishments, such as social causes, innovation and creativity, contributions to society, and youth talent and volunteerism, this one was special to us. It was the first President's Award - one of the highest in our country - inspired by an athlete. A para athlete no less.

To see our Paralympians being recognised equally for their hard work and achievements; to see our Paralympian inspire change in our nation - to know the effort by our para athletes, their predecessors, and everyone behind them that has made this possible, our 49th year has been one of the most extraordinary, and meaningful.

Kelly KELLY FAN
EXECUTIVE DIRECTOR 33

FUNDRAISING & DONATIONS



SDSC continues to rely on the generosity of individuals and groups to sustain our programmes and services. No commercial fundraisers were used for the fundraisers carried out in this financial year. The total fund-raising expenses did not exceed 30% of the total receipts from fund-raising and sponsorships for FY 21/22.

FUNDRAISING ACTIVITIES

'CLOCKING STEPS FOR SDSC' 22 MARCH TO 4 APRIL 2021

The Singapore National Employers Federation (SNEF) chose SDSC as the beneficiary of 'The Vertical Challenge', where teams of two put their fitness to the test as they clock elevation gains through 'The Vertical Challenge'. In total, \$2,082 was raised for SDSC's para swimming team.

THE TECH TREK - CYCLING FOR A CAUSE JULY 2021

Michael Page organised a round-island cycling event in July 2021, helping to raise funds to support para cycling. Paralympian Steve Tee shared about his sports journey and engaged more than 90 staff from Michael Page. In total, Michael Page employees raised \$2,725.

SDSA DIGITAL RAFFLE 2021 AUGUST 2021

A digital raffle was held in conjunction with the Singapore Disability Sports Awards 2021 presented by Haw Par Corporation. Members of the public purchased donation draw tickets to stand a chance to win attractive experiences across different categories as part of this donation draw. Through this initiative, SDSC raised \$1,840.

F45 - SWEAT FOR A GOOD CAUSE 13 NOVEMBER 2021

32 F45 Singapore studios came together on 13 November 2021 to workout for a good cause. In total, \$11,431 was raised to support cerebral palsy football.

CORNING WELLNESS CHALLENGE NOVEMBER 2021

As part of an annual CSR collaboration with Corning Singapore, Corning Singapore staff raised funds for SDSC through a series of wellness activities and programmes. As part of staff bonding, a bowling activity with Bowling Association for the Disabled Singapore (BADS) was also mooted. There are plans to hold the event in 2022. \$12,000 was raised to support para tenpin bowling.

KIZTOPIA 3 DECEMBER 2021

To celebrate the International Day of Persons with Disabilities on 3 December, SDSC collaborated with Kiztopia @ Marina Square to organise a special day of activities. Apart from Boccia tryouts, Paralympian Syahidah Alim also made a special appearance to read her storybook, Little Syahidah's Story: World's No. 1 Archer, to Little Kizzos as part of a meet and greet. A total of \$2,000 was raised for SDSC.

KAEDEN SEOW DECEMBER 2021

Kaeden Seow is a competitive table tennis player who currently trains with the Singapore Table Tennis Junior Development Squad. Due to COVID-19 restrictions, Kaeden's school and the Singapore Table Tennis Association conducted online table tennis training via Zoom. This experience led Kaeden to ponder about how children with disabilities or special needs kept themselves active, and if they also have stay-at-home sports activities. Kaeden produced a video about para table tennis in Singapore and spearheaded a fundraising campaign that raised \$7,321 for SDSC.

FUNDRAISING PLANS

Fundraising Plans

SDSC has planned to continue to engage corporations, organisations and individuals to ensure sustainability of its programmes in the long-run.

- Charity golf event
- Online fundraising campaigns, such as the Defy Limits Fund that focuses on working with corporations, community groups and schools to support our sports teams to provide opportunities for Persons with Disabilities to participate in training, to purchase equipment for disability sports and to participate in competitions.
- School and corporate partnerships
- Grant applications

GOVERNANCE



NSA GOVERNANCE PRINCIPLES

The SDSC, as a National Sport Association (NSA), is required by SportSG to comply with NSA Governance Principles (NGP) issued in 2021.

There are five guiding principles under the NGP:

- NSAs should continue to strive for stakeholder and public recognition as the governing authority for their sport in Singapore, and by virtue of their affiliations, endeavours and conduct that befits their status as NSAs.
- NSA membership should reflect the diverse needs and contributions of the various stakeholder groups within the sport, and decision making powers should be vested in members who participate in the sport and activities of the NSA.
- Election of NSA Board members should be conducted in a democratic manner and based on clearly stated rules, processes and criteria that are fair, open and transparent. Board members should be suitably qualified and be individuals of good standing in the community.
- NSAs should be headed by an effective Board with clear role and responsibilities. Board members should objectively discharge their duties and responsibilities as fiduciaries in the interests of the NSA and the sport in Singapore, and hold themselves to high ethical standards at all times.
- The Board is collectively responsible to ensure compliance with the NSA's governing instrument and all relevant laws and regulations. The Board should ensure that the NSA is run well and operates responsibly, and continues to be effective, credible and sustainable.

Between November 2021 to February 2022, SDSC conducted consultations to arrive at a final draft of the revised Constitution. Key changes included:

- new requirements on voting members to be active in para sport organisation or participation
- a one-time privilege provided to Founder Members of SDSC to sustain their voting rights as Ordinary Members, in recognition of their role in the formation and progress of SDSC
- cessation of Founder Members' automatic rights to Board membership
- extension of tenure from 2 years per term to 4 years per term

SINGAPORE NATIONAL PARALYMPIC COUNCIL

Since 2019, SDSC, together with SportSG, had been working closely with Singapore National Paralympic Council (SNPC) to revise its Constitution, due to requirements from the International Paralympic Committee (IPC) for National Paralympic Committees and SportSG.

In September 2021, SDSC, as the sole member of the SNPC since its inception in 2008, agreed to replace the Constitution and elect a pro-tem board to oversee the transition over a period of one year.

The key changes in the new SNPC Constitution were:

1. SDSC would no longer be the sole member of SNPC as National Sport Associations (NSAs) who are recognised by the respective International Federations (IF) for para sports will be eligible to join. SDSC as the Founding Member shall have the right to appoint one of the VPs and to nominate others for election as Board members/office bearers.
2. The Board will have a 4-year term instead of 2 years. This follows the 4-year cycle of the Paralympic Games.
3. At least 50% of the SNPC Board shall be Singapore Citizens. This must include the President and the two Vice-Presidents.

TWO significant governance projects were undertaken by the SDSC this year - (1) the revision of the Constitution of the Singapore National Paralympic Council to fulfil compliance requirements of the International Paralympic Committee, and (2) the revision of SDSC's own Constitution to adhere to the newly launched National Sport Association (NSA) Governance Principles.

FUTURE PLANS

In Nov 2021, SDSC completed the development of its new strategic plan, in consultation with internal and external stakeholders. The strategic plan seeks to provides a blueprint of SDSC's vision for the next 10 years for Singapore para sports - instead of the usual 4 - to ensure that efforts and investments made by SDSC and its partners could achieve cumulative impact and progress.

The blueprint was guided by four objectives that SDSC aims to achieve as the national sports body for persons with disabilities and national association for para sport:

- To establish / Influence national initiatives and policies to promote sports for persons with disabilities across a spectrum of Private and Public Sectors including Health, Education, Social and Family Development, besides Sports
- To provide oversight and guidance for national sports associations to become inclusive to persons with disabilities and ensure that organisations, clubs and groups are coordinated for athletes with disabilities to access sports
- To be an agent that represents athletes with disabilities and organisations serving persons with disabilities to champion sports issues
- To maintain oversight over high performance and development concerning para athletes in national sport and disability sport associations, and host national events and programmes to support talent identification and public education





FUTURE PLANS

With the four objectives in mind, SDSC identified six functional areas for its Strategic Plan 2022-2032 with the following aspirations:

Leadership and Governance

To be a credible agency empowered by expertise, diversity and drive for para sports

Community Development

To be the Community Architect: the go-to agency and lead champion for disability sports

Pathway

To be acknowledged as an Expert Para Athlete Developer

Performance

To be a beacon for high performance para sport

Financial Sustainability

To be a resilient leader.

Events and Communications

To be an Asian leader for para sports events, leader for disability sports and lead champion for para athletes.

THE YEAR AHEAD

MANY ROADS TO SUCCESS THROUGH PARA SPORT

Representing SG Well at High Performance Levels

Major multi-disability multi-sport games (Paralympic Games, Asian Para Games), World Para Sports World Championships

Winning for SG at Performance Competitions

Disability-Group Multi-Sport Games or World Championships (e.g. IWAS Games, Deaflympics, IBSA Games, Virtus Games)

Contributing to a Strong SG Community

ASEAN Para Games, Special Olympics

Participating Well

National Championships, Community Leagues, Regular Programmes

Engaging Actively

Adhoc events, diverse sports

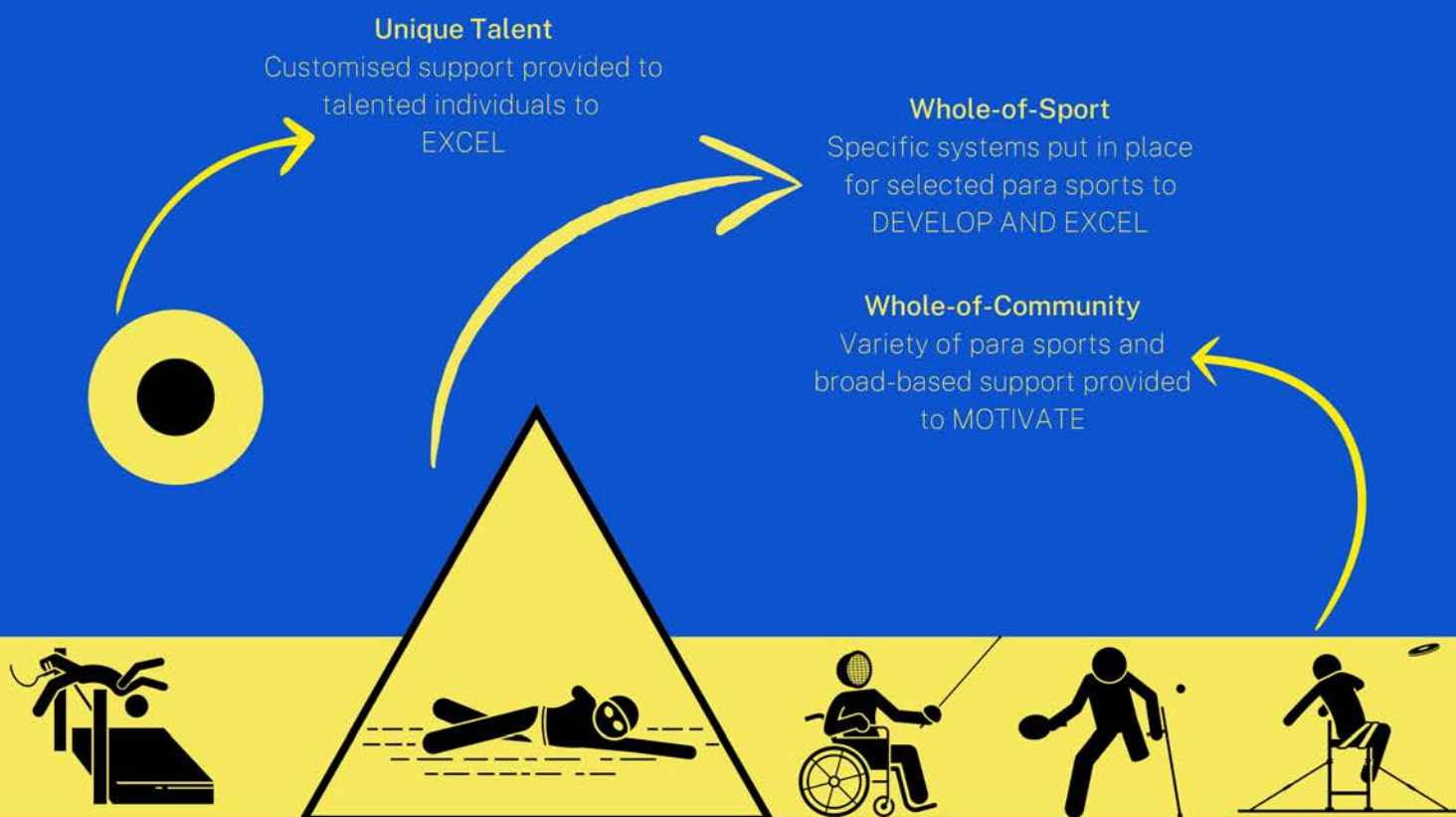
Not everyone has the same aspiration, and not everyone can attain the same achievement.

We believe that success in para sport can be defined beyond medals. Success can also come in the form of the positive effect on Singaporeans being inspired by the journeys of persons with disabilities in sport, and para athletes towards excellence. These journeys, where passion, resilience and tenacity are common denominators, have the power to uplift the nation, while they give hope to other persons with disabilities and their families.

We therefore recognise that we can play different roles to help each person with disabilities live his or her best life in and through sport. Together, we have the power to provide and celebrate different journeys to success, and different destinations of success.

THE YEAR AHEAD

STRUCTURE GROWTH FOR COMMUNITIES; AGILE FLEXIBILITY FOR INDIVIDUALS



VISION 2032 PARA SPORTS JOURNEY GUIDE

SDSC has identified, in its strategic plan, 5 stages of the Para Sports Journey to guide persons with disabilities in their participation and aspirations. SDSC shall work with its members and other potential partners to create and provide opportunities that can support persons with disabilities at different stages.

To promote a vibrant para sports landscape for persons with disabilities, SDSC shall cultivate partners such as SportCares, People's Association and other like-minded organisations to grow the enablers for community opportunities, where we seek to deliver a diverse range of sports for the greater well-being of persons with disabilities. These shall form our "Whole-of-Community" approach.

Where our intelligence and analysis allow us to identify selected sports that would provide good pathways to develop high performing athletes, we shall also invest our resources to curate a system of support around the selected sports. These shall ideally result in a "Whole-of-Sport" outcome.

Should talented individuals be discovered in a sport that may not be ideal for widespread effort, we shall rally our partners to support these talents to excel with individualised support.



High Performance

National Training Centres
Regular sessions for national athletes and squads with enhanced SMSS

Acceleration

Acceleration
Additional sessions to fast-track pathway athletes to high performance

Pathway

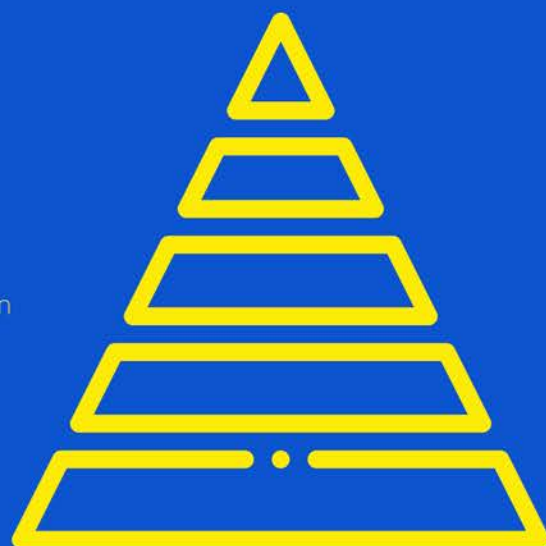
Academies and Development Centres
More regular sessions to develop skills of emerging talent, with some sports nutrition and other support services

Engagement

Social Clubs
Regular sessions to develop basic skills, improve fitness and social engagement

Awareness

Social Events
Adhoc activities primarily to introduce para sports



THE YEAR AHEAD

2022-2032

KEY STRATEGIC INITIATIVES

Leadership and Governance

- Seal the importance of para sport in the national agenda through the equal recognition and equitable resourcing of SDSC as an agency comparable to SportSG
- Secure endorsement from the Ministry of Community, Culture and Youth (MCCY) for SDSC's model of success and streamline plans, initiatives and resources for para sport through SDSC for the efficient delivery of national outcomes
- Deepen our influence through a strong and supportive board, and a wider coalition of engaged and active members
- Cement our standing as a central funding administrator to attract donations and sponsorships to support para sport initiatives and groups
- Identify common needs to define support schemes that can be applied across para sports

Community Development

- Deepen existing and develop new partnerships, e.g. with sport clubs, ActiveSG Academies and Clubs, to increase club-based opportunities and support for para sport
- Develop para sport educators and train staff and volunteers of partnering agencies to drive the formation of self-sustainable ground-up para sport groups
- Lower barriers of entry to para sport through sport-specific and general schemes
- Build signature events and programmes for consistent engagement and attraction
- Introduce an accreditation framework and a diagnostic tool to provide clear signposting for persons with disabilities to access sport programmes and services
- Form Communities of Practice to share and improve expertise and resources, e.g. Community of Practice for Inclusive Physical Education (PE), Inclusive PE Playbook
- Consolidate and optimise resources to support and encourage para sports initiatives
- Establish a para sports centre to provide a homeground and landmark for para sport opportunities

Events and Communications

- Continue to attract prominent and meaningful international para events to Singapore, e.g. World Para Swimming World Series, ASEAN Para Games
- Host and participate in international networking opportunities
- Maintain a strong international para sports network
- Develop and centralise management of para sport technical officials
- Strengthen relationships with medical and coaching bodies
- Widen athlete ambassadorship





Pathway

- Provide bridging support to fast-track potential para sport talents
- Install a talent identification system grounded in sport science testing
- Partner the National Youth Sport Institute and Singapore Sports School to better support youth para athletes
- Improve presence and engagements at potential talent touchpoints including schools, hospitals, agencies and corporates
- Develop physical education milestone activities, such as annual fitness checks, Junior Para Sport Academy, for youth with disabilities to develop mindsets, encourage earlier entry to sport and narrow the gaps in their school experiences
- Leverage our centralised knowledge and expertise to facilitate talent transfer and optimisation in para sport

High Performance

- Work closely with the Singapore National Paralympic Council to align major game goals and selection to national outcomes
- Collaborate with National Sport Associations to increase inclusive practices and entrench SDSC as a central oversight agency for para sport
- Complete the national para swimming project that comprises a robust pathway from 'Learn to Swim' to High Performance
- Promote para sport specialism in sport medicine
- Curate expert mentorship and apprentice coaching programmes to get 'more' and 'better' para sport coaches
- Invest in sports that offer better opportunities to meet success targets and para athletes who possess potential for identified competitions
- Develop selection and de-selection policies that are aligned to target outcomes
- Ensure regular and multi-disciplinary monitoring of athletes to develop the best-possible plan and environment to support them

THE YEAR AHEAD

COUNCIL COMMITMENTS

The Council has planned and committed expenditure to:

- Introduce an intelligent mobile application to promote sports for persons with disabilities (PWDs) and sport achievements by para athletes

L.I.F.E. is SDSC's first mobile application that seeks to engage more PWDs in sports by matching them with suitable sports opportunities. It also seeks to enable those who are already involved in sport to monitor their training activities and sport achievements, so as to qualify for more competition opportunities. The project started in September 2018 and is set to be completed by May 2022. Total project expenditure is \$997,900 with an approved grant of \$898,110 from SG Enable.

- Pilot a sector employment programme for para athletes

Focus on Abilities is a pilot programme to provide training and upskilling opportunities for athletes to pursue a career in the sports industry, so as to enhance their empowerment from sport while simultaneously facilitating their give-back to sports. The programme started in July 2019 and is set to be completed by June 2022. Total programme expenditure is estimated at \$285,000, which will be fully funded by the President's Challenge (Empowering for Life) Fund.

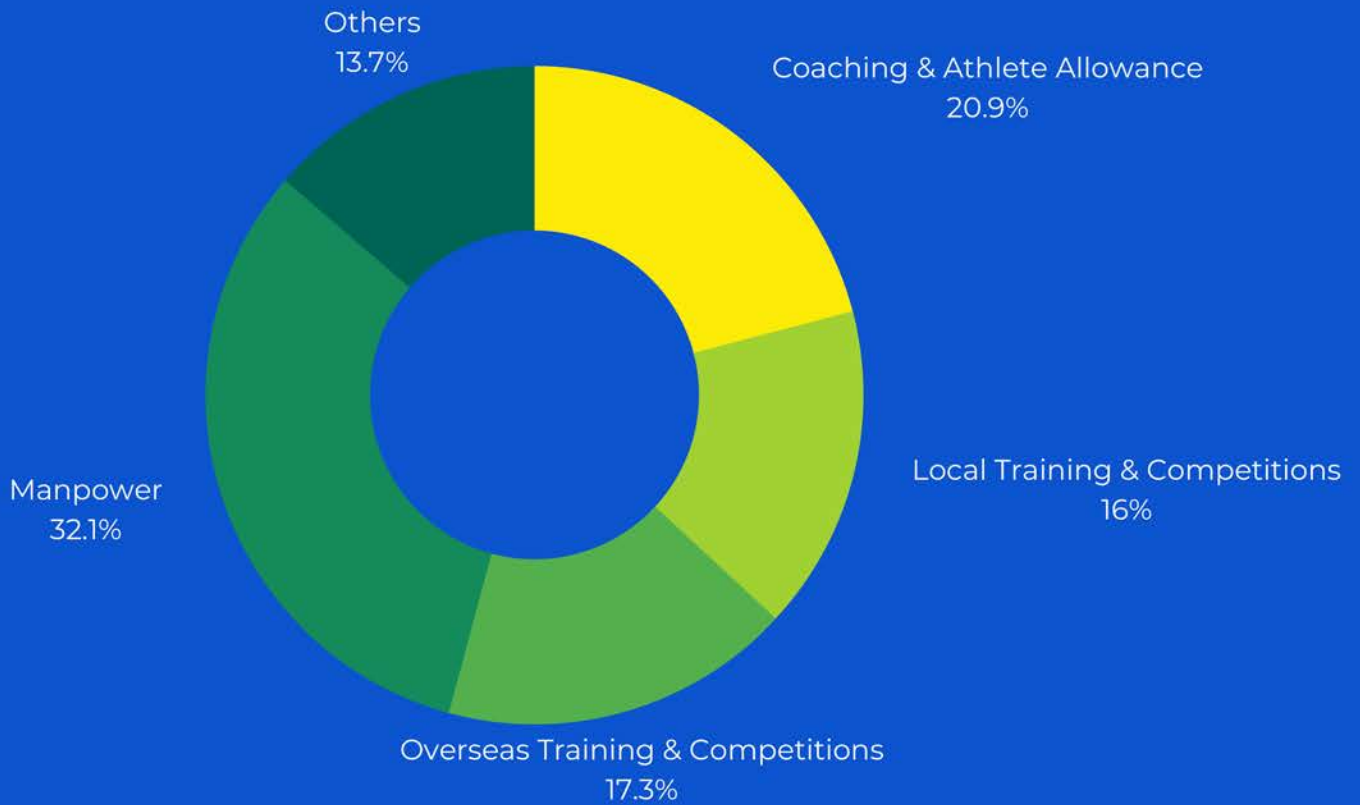
- Revamp the SDSC website and build volunteer capabilities

The SDSC website will be revamped to improve its navigation and outreach outcomes to PWDs, while new processes and resources would be developed to improve SDSC's volunteer engagement. The projects started in June 2020 and are set to be completed by June 2023. Total cost for both projects is estimated at \$100,000, which would be fully funded by the Community Chest Charity Support Fund.



PLANNED EXPENDITURE

BASED ON BUDGETING PLANNED AND APPROVED AS AT 31 MARCH 2022



FY2022

Charitable Activities	2,232,665
Administrative / Overheads	1,749,531
Governance Costs	10,000
Total	3,992,196

THE YEAR AHEAD

OUR ORDINARY MEMBERS



GOVERNANCE



COMMITTED TO PARA SPORT

ASSOCIATION FOR PERSONS WITH SPECIAL NEEDS (APSN) EDUCATION SERVICES LTD

APSN is a social service agency that provides holistic education, training, employment assistance, as well as continuing support to all APSN beneficiaries through the different stages of their life journey; so that they can become active contributors of the society and lead independent and fulfilling lives.

APSN currently operates four Special Education (SPED) Schools (APSN Chaoyang School, APSN Katong School, APSN Tanglin School and APSN Delta Senior School) for students between the ages of 7 and 21, an APSN Student Care Centre for children from 7 to 18 years old and an APSN Centre for Adults for persons from 18 years and older.

DEAF SPORTS ASSOCIATION (SINGAPORE)

Deaf Sports Association (Singapore), DSA, is the national body for sports for the deaf community in Singapore. DSA's vision is to help the deaf and hard of hearing realise their fullest ability through sports as part of social integration, character building and a healthy lifestyle. DSA organises annual multi-sporting events like the National Deaf Games where the deaf and hard of hearing compete through fun and games. DSA scouts talent and supports an elite training programme that prepares deaf and hard of hearing athletes for international games such as the ASEAN Deaf Games, Asia Pacific Deaf Games, and Deaflympics. DSA is affiliated to the International Committee of Sports for the Deaf, Asia Pacific Deaf Sports Confederation and ASEAN Deaf Sports Federation.

AWWA

AWWA is a social service agency delivering a wide range of programmes and services. These include early intervention for pre-schoolers, education and integration support for children and adults with additional needs, social assistance for vulnerable families, and care services for seniors.

AWWA joined SDSC in 1998 to jump start sports and physical activities for its clients. Since 1998, it has organised several sports clinics with SDSC's assistance, enabling their children to participate in sports in their respective mainstream schools.

DOWN SYNDROME ASSOCIATION – SINGAPORE

The Down Syndrome Association (Singapore), joined SDSC in 2000. The variety of programmes available provides DSA(S) members with the opportunities to explore their passion, interests, to discover and culminate talents. It also offers many opportunities to showcase their acquired skills, talent and growth through various performances, competitions and awards. Through the Enrichment Programmes, DSA(S) members are offered sports such as Aikido, Bowling, Boxercise and Swimming, as well as other classes such as creative and fusion dance and Zumba.

HANDICAPS WELFARE ASSOCIATION

The Handicaps Welfare Association (HWA) has always been a strong advocate of sports. A member of the SDSC, HWA has been promoting sports and helping to nurture many outstanding sportsmen and sportswomen who have participated in local, regional and international sporting events.

CEREBRAL PALSY ALLIANCE SINGAPORE

Established in 1957, Cerebral Palsy Alliance Singapore (CPAS) provides early intervention, special education, rehabilitation services, training, and gainful employment for over 700 children and adults with cerebral palsy and multiple disabilities. Through active advocacy and the support of equal opportunities for all persons with cerebral palsy and multiple disabilities, CPAS hopes to empower these individuals by helping them realise their full potential and lead fulfilled, dignified lives. CPAS has been involved in SDSC's sports programme on many occasions and has always been the organisation to look out for during sports related events and activities. It is also the centre of excellence for Boccia.

MOVEMENT FOR THE INTELLECTUALLY DISABLED OF SINGAPORE

The Movement for the Intellectually Disabled of Singapore (MINDS) has been caring for Persons with Intellectual Disabilities (PWIDs) and their families since 1962. MINDS offers a holistic range of services to serve PWIDs across their lifespan with the aim of empowering them and enhancing their quality of life. These include schools, employment and training development centres, home-based care services and community-based services to cater to the physical, psychological, environmental and social needs of PWIDs. MINDS is actively involved in sports and physical activities organised by SDSC and regularly participates in SDSC's annual sporting events.

OUR ORDINARY MEMBERS

METTA WELFARE ASSOCIATION

Metta Welfare Association (Metta) was founded in 1992 by Venerable Shi Fa Zhao, Abbot of the Golden Pagoda Buddhist Temple. Metta is a keen supporter of the promotion of sports for persons with disability and does this through its service centres. The Metta School has been participating in SDSC's sports events such as the National Athletics and Swimming Championships.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

The Muscular Dystrophy Association (Singapore) also known as MDAS, is a social service agency formed in March 2000 to support persons with Muscular Dystrophy and their families. As a specialised group, it is committed to uplift the lives of people with Muscular Dystrophy. MDAS strives to promote a healthy lifestyle and improve the overall well-being of its members by encouraging their participation in sports activities promoted by SDSC. Today, MDAS has successfully assembled a group of sports enthusiasts who regularly play Boccia and Power Soccer.

TOUCH COMMUNITY SERVICES

TOUCH Community Services is a not-for-profit charitable organisation officially registered in 1992 and has been a member of the National Council of Social Services since 1994. TOUCH is committed to the well-being of all people, reaching out to various levels of needs in the community. Believing that every individual is unique and capable of reaching his or her highest potential, its mission is to establish and provide, for the needy and disadvantaged in our society, an integrated network of community-based services that strengthens the family.

RAINBOW CENTRE

Rainbow Centre envisions a world where persons with disabilities are empowered and thriving in inclusive communities. They work with their partners to create opportunities for persons with disabilities to make the most of their abilities and participate meaningfully in society. Through practical education, meaningful support and effective training programmes, they strive to increase the quality of life for them and their families. Established in 1987, Rainbow Centre is a registered charity and Institution of a Public Character.

SINGAPORE ASSOCIATION FOR THE DEAF

Formed in 1955, Singapore Association for the Deaf (SADeaf) is an integrated services provider to the Deaf and hard-of-hearing community in Singapore. The community's keen interest in sports and recreational activities led to the formation of the Sports & Recreation Committee of the Deaf (SRCD) in 1974, which was later renamed Social Group for the Deaf (SGD). Through this committee working with Deaf Sports Singapore, SADeaf had seen excellent sportsmen and sportswomen represent the nation in international competitions.

SINGAPORE ASSOCIATION OF THE VISUALLY HANDICAPPED

The Singapore Association of the Visually Handicapped (SAVH), formerly known as the Singapore Association for the Blind (SAB), is a social service agency founded in 1951. The association is affiliated to the National Council of Social Service (NCSS) and is an approved Institution of a Public Character (IPC). Throughout the years, SAVH has strongly encouraged its members to participate in SDSC's events and sporting programmes.

SINGAPORE LEPROSY RELIEF ASSOCIATION

The Singapore Leprosy Relief Association (SILRA) Home was built through public donations and officially opened on 4th September 1971 by the Late President of Singapore Dr. B. H. Sheares.

As of 1 April 2018, the Association has handed SILRA Home, its leprosy residents and most of its staff to Sunlove Abode, as recommended by the Ministry of Health. Moving forward, SILRA is looking to reshape and expand its services.

SPD

Established in 1964, SPD is a social service agency that seeks to enable people with disabilities of all ages to be as independent and self-reliant as possible. Today, the pioneer in serving people with physical disabilities also provides therapy, early intervention, employment and educational support, assistive technology, as well as case management and social support to help people with different disabilities so that they can participate in school, work and daily life within mainstream society. As one of the founding members of SDSC, SPD is also one of the pioneers of sports excellence and participation for persons with disabilities.

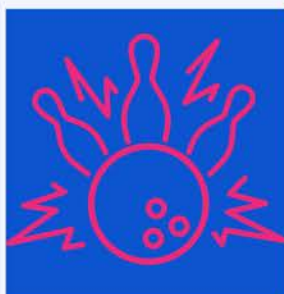
GOVERNANCE

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COMMITTED TO PARA SPORT OUR ASSOCIATE MEMBERS

EQUESTRIAN FEDERATION OF SINGAPORE

The Equestrian Federation of Singapore (EFS) aims to provide Excellence, Opportunity and Service to the equestrian community and share the sport of equestrian with everyone. Its mission is to develop and grow a strong, active and inclusive equestrian community in Singapore through sport excellence and community outreach.



GOALBALL (SINGAPORE)

Established in 2018, Goalball (Singapore) aims to have a sustainable team sport for the visually impaired that can also be enjoyed by sighted persons. The game not only helps to promote inclusiveness and social interaction but also teaches values such as resilience and confidence.



BOWLING ASSOCIATION FOR THE DISABLED (SINGAPORE)

The Bowling Association for the Disabled (Singapore) (BADs) aims to make bowling accessible to all persons with disabilities in Singapore. It organises and coordinates bowling activities for the disabled community culminating in the selection of elite teams to represent Singapore in international competitions.

FENCING SINGAPORE

Fencing Singapore (FS) has pledged to be an inclusive National Sports Association with the commitment to promote Wheelchair Fencing. Its objective is to be an association that supports both persons with disabilities and able-bodied fencers.



GOVERNANCE

COMMITTED TO PARA SPORT

RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

More than 8000 children and adults with physical and intellectual disabilities have since benefitted from the equine-assisted therapy that the Riding for the Disabled Association of Singapore (RDA) provides 100% free-of-charge to the community. RDA envisions to work towards a more inclusive community inspiring hope and improving lives of persons with disabilities.



LAWN BOWLS ASSOCIATION FOR THE DISABLED (SINGAPORE)

Lawn Bowls Association for the Disabled (Singapore) aka Parabowls' mission is to encourage physically & visually challenged Singaporeans to adopt lawn bowling as their choice of sport for a healthy and active lifestyle. In view of the aging population, ParaBowls has expanded this mission in recent years to promote lawn bowling to the elderly from homes and the grassroots in mature estates



PARA ATHLETICS (SINGAPORE)

Para Athletics (Singapore) (PAS) was founded to serve both its para-athletes and the fraternity. Its primary commitment is to provide an opportunity for para-athletes to fully develop their athletic potential in the sport of Track and Field. It oversees the overall development of athletes in track and field events, providing guidance in their development and performance through appropriate coaching and training support.

PARA CYCLING FEDERATION OF SINGAPORE

Para Cycling Federation of Singapore (PCFS) is a non-profit dedicated to encouraging athletes with disabilities to take up cycling as a form of rehabilitation, recreation, and competition. Apart from handcycling, PCFS now includes para cyclists on bicycles, tandem bicycles and trikes, to cater to a wider range of disabilities.



GOVERNANCE

OUR ASSOCIATE MEMBERS

WHEELCHAIR BASKETBALL ASSOCIATION

The broad objectives of the Wheelchair Basketball Association (Singapore) (WBA Singapore) are to promote wheelchair basketball for all others able and disabled Singaporeans of all ages and to hold, coordinate or organise competitions and other events in wheelchair basketball with the support and approval of relevant controlling bodies at an international, regional and local level.



TABLE TENNIS ASSOCIATION FOR THE DISABLED (SINGAPORE)

Table Tennis Association for the Disabled (Singapore) (TTADS) was set up to promote table tennis among special school students, the elderly on wheelchairs, the disabled and those who have lost their mobility; adding value to their lives. With a wide base, selected members are invited to join the developmental squad in weekly training and eventually to represent Singapore in overseas competitions.



WHEELCHAIR TENNIS ASSOCIATION (SINGAPORE)

The Wheelchair Tennis Association (Singapore) was registered with the Registry of Societies on 12 June 2016. With the help of SDSC, it was able to secure courts for training of members within a year of this registration. WTAS looks to the coaching and training needs of its members and aims to inspire more athletes to take up wheelchair tennis.



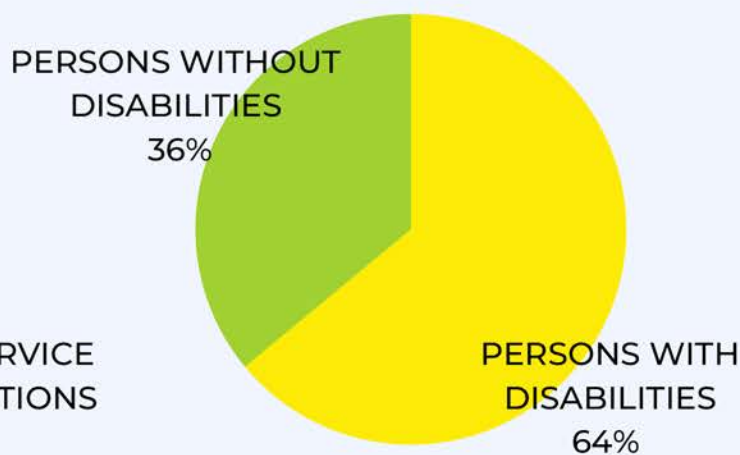
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COMMITTED TO PARA SPORT OUR INDIVIDUAL MEMBERS

A Purushothaman
 Ali Bin Daud
 Angie Ong
 Azhar Bin Samsuddin
 Chan Wei Siang, Darren
 Chew Zi Ling
 Colin Soon Jin Guang
 Gary Lim Yee Siang
 Gregory Ong
 He Zirui
 Ho Cheng Kwee
 Janelle Tong Jing Xuan
 Jazlene Tan Shi Hui
 Joelle Aw Bee Huay
 Kevin Wong
 Kumar s/o Adiaphtham
 Lim Kong Boon
 Lim Tze Beng

Mark Hon
 Mumtaz Begum Bte Abdul Karim
 Nicholas Hee
 Nicole Fu Ai Lin
 Patrick Wong Soo Wei
 Peh Ya Hui Angeline
 Peter Kam
 Raja Singh
 Robby Yeo Zhi Yah
 Sophie Soon Jin Wen
 Subir Singh Panoo
 Tan Eng Kiong, Benson
 Teo-Koh Sock Miang
 Teoh Chin Sim
 Theresa Goh
 Tineswaran s/o Anbarasan
 Wong Zhi Wei
 Yip Pin Xiu

MEMBERSHIP DIVERSITY



NATIONAL AFFILIATIONS

Local Sports Associations

Archery Association of Singapore
Singapore National Olympic Council
Singapore Sailing Federation

Other Organisations

National Council of Social Service
Singapore National Paralympic Council

INTERNATIONAL AFFILIATIONS

International Federations

Boccia International Sports Federation (BISFED)

Cerebral Palsy Football | International Federation for CP Football (IFCPF)

Wheelchair Rugby Federation (IWRF)

International Organisations of Sports for the Disabled

Cerebral Palsy International Sports & Recreation Association (CPISRA)

International Wheelchair & Amputee Sports (IWAS)

Virtus: World Intellectual Impairment Sport

International Blind Sports Association (IBSA)

GOVERNANCE

OFFICE BEARERS

President

Dr Teo-Koh Sock Miang
(wef 29 Sept 2020)
Individual Member
(ExCo member since 11 Sept 2018)

Honorary Secretary

Mr Ho Cheng Kwee
(wef 11 Sept 2018)
Individual Member
(ExCo Member since 18 May 2012)

Vice President

Dr Teoh Chin Sim
(wef 29 Sept 2020)
Individual Member
(ExCo Member since 8 Jan 2019)

Honorary Treasurer

Ms Peh Ya Hui Angeline
(wef 29 Sept 2020)
Individual Member
(ExCo Member since 8 Jan 2019)

Honorary Assistant Treasurer

Mdm So Kah Lay
(wef 29 Sept 2020)
Ordinary Member
(Metta Welfare Association)
(ExCo Member since 9 May 2017)

GOVERNANCE

EXECUTIVE COMMITTEE MEMBERS

Mr James Ong Kay Chin
(wef 7 Sep 2021)
Founder Member
(Singapore Association for
the Deaf)
(ExCo Member since 7 Sep
2021)

Ms Michelle Siew Teok See
(wef 13 Oct 2021)
Founder Member
(Handicaps Welfare
Association)
(ExCo Member since 13 Oct
2021)

Mr Benson Loo Kah Chun
(till 30 Aug 2021)
Founder Member
(Singapore Association of
the Visually Handicapped)
(ExCo Member since 29 Sep
2020)

Mr Kenneth Lai Chen Ning
Founder Member
(Association of Persons
with Special Needs)
(ExCo Member since 11 Sep
2018)

Ms Suzana Soo
Founder Member
(Movement of the
Intellectually Disabled of
Singapore)
(ExCo Member since 13 Nov
2019)

Mr Eric Tseng Hao Chun
(till 16 August 2021)
Founder Member
(Singapore Association for
the Deaf)
(ExCo Member since 11 Sep
2018)

Mrs Koh-Lim Ai Lay
Founder Member
(Cerebral Palsy Alliance
Singapore)
(ExCo Member since 12 Jan
2016)

Ms Yip Pin Xiu
Individual Member
(ExCo Member since 29 Sep
2020)

Mr Hui Beng Hong
(till 27 Sep 2021)
Founder Member
(Handicaps Welfare
Association)
(ExCo Member since 17
Sept 2013)

Ms Lyn Loh
(wef 13 October 2021)
Founder Member
(Singapore Association of
the Visually Handicapped)
(ExCo Member since 13 Oct
2021)

Mr Wong Soo Wei, Patrick
Co-opted Member
(ExCo Member since 8 Jan
2019)

Ms Theresa Goh Rui Si
(till 16 Dec 2021)
Individual Member
(ExCo Member since 29 Sep
2020)



ROLE OF GOVERNING BOARD

The Singapore Disability Sports Council (SDSC) is governed by an Executive Committee that ensures the good management and compliance of the Council's practices, to achieve the Council's goals. The committee comprises individuals nominated by Founder Members, elected by Ordinary Members and co-opted by the Executive Committee.

The Terms of Reference can be found on SDSC's website.

The principal responsibilities of the Executive Committee are:

- To elect the offices of the Vice-President, Honorary Secretary, Honorary Treasurer and Honorary Assistant Treasurer.
- To appoint a person of high rank and distinction to be the Patron of SDSC.
- To set and periodically review the vision and mission statements of SDSC to keep its goals and objectives relevant.
- To review SDSC's constitution, as necessary.
- To focus on policy, strategy and governance of SDSC.
- To discuss and approve strategic plans and annual work plans of SDSC and ensure that they are aligned to its vision and mission.
- To set policies and guidelines for financial limits, internal control procedures and budget overspending.
- To review and approve the annual budget and financial statements of SDSC.
- To review periodic work progress reports and financial reports to monitor and evaluate SDSC's performance.
- To select, support and assess the Executive Director.

ROLE OF GOVERNING BOARD

Term Limit of the Executive Committee

Members to the Executive Committee can be re-nominated and re-appointed every two years during the biennial elections. To promote steady renewal in the spirit of sustainability of SDSC, no member of the Executive Committee shall hold office for a continuous period of more than 10 years at any one time, but shall be eligible for re-appointment after the lapse of at least two years.

Term Limit of Treasurer

The Honorary Treasurer has a term limit of four consecutive years. He or she may hold office again after a lapse of at least two years.

Immediate family member of President and Executive Committee Members

No staff are close family members of the President or Executive Committee members.

Remuneration of the Executive Committee

No member of the Executive Committee receives any form of remuneration for his service rendered as an Executive Committee member.

Performance and Effectiveness Evaluation of the Executive Committee

The Executive Committee evaluates its performance and effectiveness regularly during bi-monthly meetings, annual retreats, and biennial surveys.

BACKGROUND OF GOVERNING BOARD

Name	Current Charity Board Appointment	Past SDSC ExCo Appointments	Occupation	Related Entity
Dr Teo-Koh Sock Miang	President 29 Sep 2020	Vice President 11 Sep 2018 - 29 Sep 2020 President 19 Aug 2014 - 28 Sep 2016	Retiree (Formerly Associate Professor, Physical Education & Sports Science (PESS))	-
Dr Teoh Chin Sim	Vice President 29 Sep 2020	-	Sports Physician, Clinical Director & Senior Consultant, Khoo Teck Puat Hospital	-
Mr Ho Cheng Kwee	Honorary Secretary 11 Sep 2018	Honorary Treasurer 28 Sep 2016 - 11 Sep 2018 Honorary Asst. Treasurer 19 Aug 2014 - 28 Sep 2016 Honorary Treasurer 18 May 2012 - 19 Aug 2014	Retiree (Formerly Director, Shell Eastern Petroleum)	-

BACKGROUND OF GOVERNING BOARD

Name	Current Charity Board Appointment	Past SDSC ExCo Appointments	Occupation	Related Entity
Ms Peh Ya Hui Angeline	Honorary Treasurer 29 Sep 2020	Honorary Asst. Treasurer 14 Oct 2019 - 29 Sep 2020	Analyst, Kydra	-
Mdm So Kah Lay	Honorary Assistant Treasurer 29 Sept 2020	Honorary Treasurer 14 Oct 2019 - 29 Sep 2020 Honorary Asst Treasurer, 11 Sept 2018 – 14 Oct 2019	Principal, Metta School	School Management Committee, Metta Association

BACKGROUND OF GOVERNING BOARD

Name	Current Charity Board Appointment	Past SDSC ExCo Appointments	Occupation	Related Entity
Mr James Ong	ExCo Member	-	Deaf Access Manager	-
Mr Kenneth Lai Chen Ning	ExCo Member	-	Head of Department PE/Sports, APSN Tanglin School	-
Mrs Koh-Lim Ai Lay	ExCo Member	-	Principal, Cerebral Palsy Alliance Singapore School	-
Ms Lyn Loh	ExCo Member	-	Exhibition Guide / Facilitator Dialogue in The Dark Singapore	Honorary Secretary, SAVH
Ms Michelle Siew	ExCo Member	-	Retiree (Formerly Senior HR Manager, Ministry of Defence)	Honorary Secretary, HWA
Mr Patrick Wong Soo Wei	ExCo Member (Co-opted)	-	Regional Head, Business Audit Asia Pacific, Julius Baer	-
Ms Suzana Soo	ExCo Member	-	Principal, MINDS Towner Gardens School	-
Ms Yip Pin Xiu	ExCo Member	-	Full-time athlete	-

ATTENDANCE

A total of six (6) Executive Committee meetings and one (1) Annual General Meeting took place between 1 April 2021 and 31 March 2022.

Name of Executive Committee Member	Attendance
Dr Teo-Koh Sock Miang	6/6 (100%)
Dr Teoh Chin Sim	3/6 (50%)
Mr Ho Cheng Kwee	6/6 (100%)
Ms Peh Ya Hui Angeline	5/6 (83%)
Mdm So Kah Lay	6/6 (100%)
Mr Kenneth Lai Chen Ning	4/6 (67%)
Mrs Koh-Lim Ai Lay	6/6 (100%)
Mr Patrick Wong	5/6 (83%)
Ms Suzana Soo	5/6 (83%)
Ms Yip Pin Xiu	6/6 (100%)
Mr James Ong	4/4 (100%) (Appointed on 7 Sep 2021)
Ms Lyn Loh	3/4 (75%) (Appointed on 13 Oct 2021)
Ms Michelle Siew	4/4 (100%) (Appointed on 13 Oct 2021)

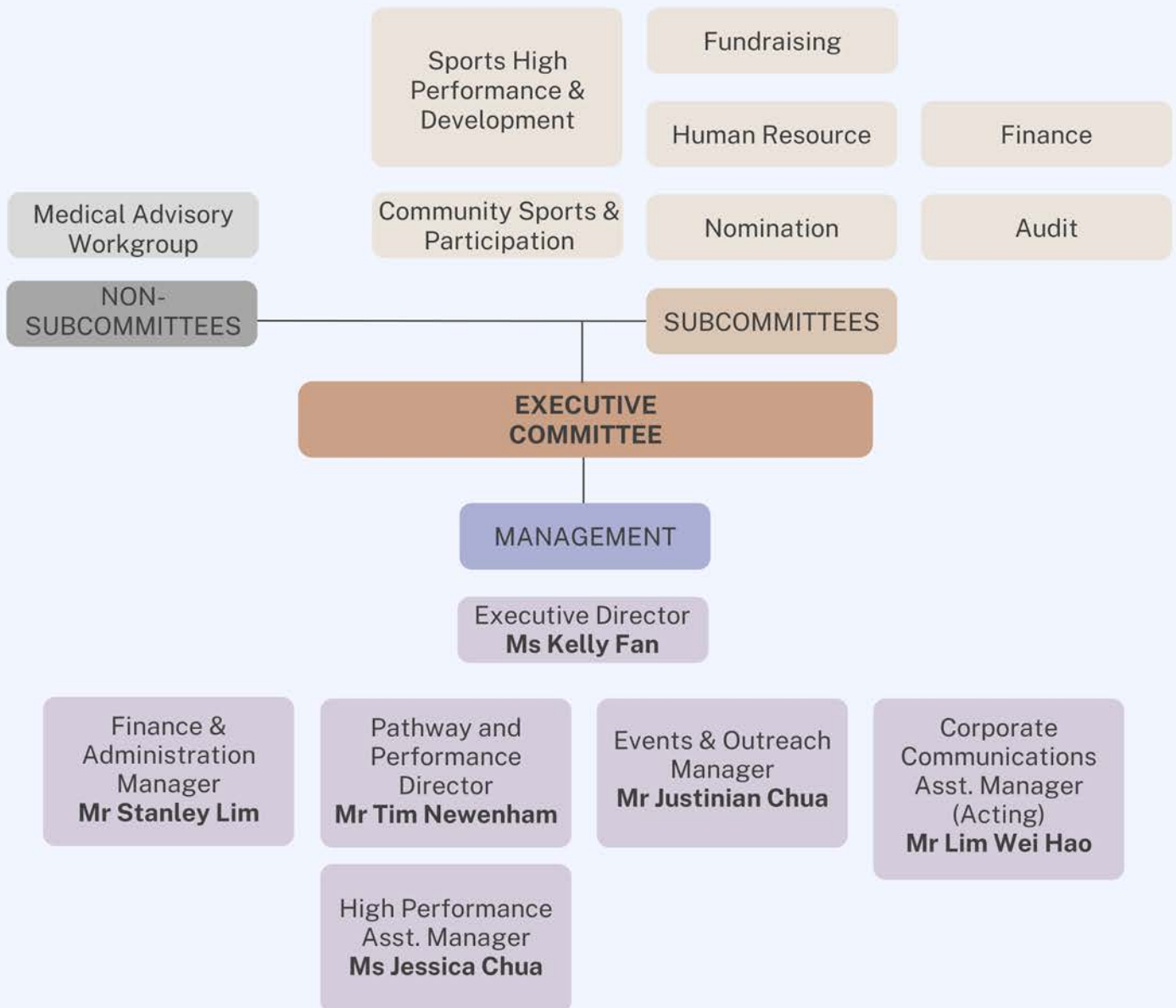
GOVERNANCE

ATTENDANCE

A total of six (6) Executive Committee meetings and one (1) Annual General Meeting took place between 1 April 2021 and 31 March 2022.

Name of Executive Committee Member	Attendance
Mr Benson Loo Kah Chun	2/2 (100%) (Stepped down on 30 Aug 2021)
Mr Eric Tseng Hao Chun	1/2 (50%) (Stepped down on 16 Aug 2021)
Mr Hui Beng Hong	2/2 (100%) (Stepped down on 27 Sep 2021)
Ms Theresa Goh	4/4 (100%) (Stepped down on 16 Dec 2021)

ORGANISATIONAL STRUCTURE



GOVERNANCE

EXCO SUBCOMMITTEES

SPORTS HIGH PERFORMANCE AND DEVELOPMENT SUBCOMMITTEE

Responsibilities

Sport Development

- To evolve a framework for the development of disability sports towards high performance
- To identify and strategise sports to be promoted for development and high performance
- To plan and strategise developmental training programmes, training centres and centres of excellence
- To ensure that qualified instructors and coaches are engaged to execute the training programmes for developmental and high performance programmes, and establish pathways for technical expertise development
- To recommend and oversee organization of sports events, workshops and competitions to support the development of sports and high performance
- To supervise talent identification and fair selection of athletes for developmental and national squads, as well as for other funding support provided by Council
- To ensure that athletes' and Council's best interests are kept when selecting competitions for participation

Selection

- To ensure fair and transparent selection of athletes for international competitions
- To oversee the processes of nomination, selection and appeals to ensure that they are fair and transparent

Capability Development

- Propose & oversee officiating, technical and coach development plans for sports development and high performance
- Appointment of coaches and other sport-related support staff for developmental and high performance sports

Chair

Dr Teo-Koh Sock
Miang

Members

Mr Kenneth Lai
Ms Michelle Siew
(wef 18 Nov 2021)

Ms Theresa Goh (till
16 Dec 2021)

Mr Benson Loo (till
30 Aug 2021)

Mr Eric Tseng (till 16
Aug 2021)



GOVERNANCE

EXCO SUBCOMMITTEES

COMMUNITY SPORTS AND PARTICIPATION SUBCOMMITTEE

Responsibilities

Review and recommend to the Executive Committee

- The type of disability sports to be invested for community participation and promotion, and corresponding strategies for effective implementation.
- Support programmes, initiatives and policies related to the promotion of community sports and participation.
- Budget for community sports and participation

Community Sports and Participation

- To establish a framework for the evaluation, support and monitoring of recreational sports activities
- To plan and strategise recreational programmes for every disability group and ensure that resources are distributed fairly
- To recommend and oversee organization of events to support the promotion of community sports and participation
- To establish partnerships that will expand the Council's advocacy of sports for all
- To ensure that CSP strategies provide pathways for talented individuals with disability and sports with robust participation to be referred to the Sports High Performance and Development Committee for development.
- To oversee the recruitment and management of volunteers to support Community Sports and Participation activities
- To recommend overseas exchanges for youths for exposure or educational purposes

Chair

Ms Suzana Soo

Members

Mr Benson Loo
Mr James Ong (wef
18 Nov 2021)
Ms Yip Pin Xiu

Mr Hui Beng Hong
(till 27 Sep 2021)

GOVERNANCE



EXCO SUBCOMMITTEES

FUNDRAISING SUBCOMMITTEE

Responsibilities

Spearhead Fundraising

- To direct and oversee fundraising efforts to ensure that fundraising objectives are met to support SDSC and its sports programmes in accordance to the annual budget and targets set by the Board.
- To endorse the budget requirements for each fundraising programme or project and to table approvals to the Board if necessary.
- To develop an annual fundraising strategy, including goals, timelines, small and major givers' recognition and relationship management initiatives.
- To engage major givers such as corporates and foundations and secure funding for SDSC programmes and events.

Oversee Risk Management of Fundraising

- To oversee the accurate and timely reporting of fundraising income
- To oversee fundraising projects and ensure that adequate and effective risk controls are taken to safeguard the collection and accountability of donations, in compliance with governmental and public sector regulations.

Develop alternative sustainable sources of income

- To increase existing sources of income such as membership fees
- To explore and broaden sources of income to provide sustainable alternatives to fundraising efforts, such as rental of assets and event fees

Chair

Mr Ho Cheng Kwee
(wef 18 Nov 2021)

Mr Eric Tseng Hao
Chun (till 16 Aug
2021)

Members

Dr Teoh Chin Sim
Mr Khaleel Ho

Mr Ho Cheng Kwee
(till 18 Nov 2021)

GOVERNANCE



EXCO SUBCOMMITTEES

FINANCE SUBCOMMITTEE

Responsibilities

- Act as an objective and impartial advisor to the Board on all financial matters pertaining to the operations of the Council

Financial Reporting

- To endorse all financial statements of SDSC, including any financial information in its annual reports and any other formal announcement
- To review the annual financial statement and report on SDSC's financial health with recommendations, where necessary
- To ensure submission of regular and consistent reports to the Council on financial operations, and any other reports to government or statutory bodies as required by legislation or regulation

Financial Framework, Policies and Regulations

- To review and implement a robust financial framework that includes regulations and policies to enhance the effectiveness and efficiency of SDSC's financial operations.
- To ensure the compliance of SDSC to external financial policies and regulations as required

Budgeting and Reserves Policy

- To vet and endorse annual and adhoc budgets to ensure adequate funding for the implementation of activities, and to submit such budgets to Council for approval, where appropriate.
- To provide advice for the effective management and appropriate usage of reserves

Chair

Ms Peh Ya Hui
Angeline

Members

Mr Ho Cheng Kwee
Mdm So Kah Lay



EXCO SUBCOMMITTEES

AUDIT SUBCOMMITTEE

Responsibilities

Overseeing Financial Reporting

- Monitor the integrity of the financial information provided by the company, in particular by reviewing the relevance and consistency of the accounting standards used by the company.
- Assess, and challenge, where necessary, the accuracy, completeness, and consistency of financial information (including interim reports) before submitting to the Board for approval or made public.
- Review the assurance provided by the Executive Director and the Treasurer regarding the financial records being properly maintained and the financial statements giving a true and fair view of the company's operations and finances.

Overseeing Risk Management and Internal Controls Over Financial Reporting

- At least annually, review the adequacy and effectiveness of the risk management and internal control systems regarding financial reporting risks. This may include reviewing management reports to highlight significant findings and recommendations, inclusive of management's responses.
- Review periodically management risk profiles identifying significant risk areas (with particular focus on financial reporting risks and controls).
- Review disclosures in the Annual Report relating to the adequacy and effectiveness of the risk management and internal control systems (with particular focus on financial reporting risks and controls).
- Review the company's procedures for detecting fraud and whistle-blowing, and ensure that arrangements are in place by which staff of the company and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control, or any other matters.

Chair

Mr Patrick Wong

Members

Ms Joelle Aw

Ms Nurulasyiqah

Mohammad Taha

GOVERNANCE

Responsibilities

Overseeing External Audit

- Oversee the company's relations with the external auditor (including audit scope, approach and fees).
- Review the performance of the external auditors, to facilitate the selection, appointment, re-appointment, and removal (e.g. assess effectiveness through level of errors identified, accuracy in handling key accounting audit judgments, and response to queries from the Committee).
- Monitor and assess annually, the external auditor's independence or objectivity is not impaired (including the amount of fees and provision of non-audit services).
- Review the audit representation letter (particularly in relation to non-standard issues) and the external auditor's Management letter to assess whether it is based on a good understanding of the company's business, and monitor the responsiveness of Management to the recommendations made (or the reasons why they have not been acted upon).
- Establish regular meetings with the external auditors to discuss matters that the Committee or auditors believe should be discussed privately.
- Ensure that the external auditors have direct and unrestricted access to the Chairman of the Audit Committee and the Chairman of the Board.

Interested Persons Transactions

- Review IPTs to consider whether they are on normal commercial terms and are not prejudicial to the interests of the company or its stakeholders.
- Determine methods or procedures for determining the transaction prices are sufficient to ensure that the transactions will be carried out on normal commercial terms and not prejudicial to the company or its minority stakeholders.
- Direct management to present the rationale, cost- benefit analysis and other details relating to IPTs subject to a specific mandate.
- Receive reports from management regarding IPTs. Report to stakeholders on IPTs.



EXCO SUBCOMMITTEES

HUMAN RESOURCE SUBCOMMITTEE

Responsibilities

Review and recommend to the Council

- Significant organizational, compensation and other policies respecting human resources
- Senior management appointment and succession plans
- Strategic direction of HR practices and policies

Human Resource Strategy

- To annually review the human resources profile and adequacy to carry out the Council's goals and objectives
- To support the Secretariat in the development of the HR Strategy to achieve the delivery of the progressive, innovative and effective HR service

Compensation, Benefits and Performance Management

- To review the Council's compensation and benefits policies, and make recommendations for the remuneration of senior managers i.e. Managers and above.
- To ensure that a performance management framework is in place for fair assessment and rewarding of employees

People Risk Management

- To provide guidance to Secretariat on employment practices to ensure adherence to statutory regulations
- To provide guidance to Secretariat on the handling of employee misconduct and lead investigations where necessary to report on the findings of such cases to the Board

Chair

Mrs Koh-Lim Ai Lay

Members

Dr Teo-Koh Sock

Miang

Ms Angie Ong

Mr Hui Beng Hong

(till 27 Sep 2021)

GOVERNANCE



EXCO SUBCOMMITTEES

NOMINATION SUBCOMMITTEE

Responsibilities

Review and recommend to the Executive Committee

- To review the composition of the Exco annually to ensure that the Exco has an appropriate balance of independent Board members and to ensure an appropriate balance of expertise, skills, attributes and ability among the Exco members.
- To identify potential Exco candidates and explore their interest and availability for service on the Exco.
- To nominate individuals to be elected as members of the Exco.
- To take the lead in succession planning.
- To nominate Exco members for election as office bearers.
- To design and oversee a process of board orientation.

Chair

Ms Suzana Soo
(from 18 Nov 2021)
Mr Eric Tseng Hao
Chun (till 16 Aug
2021)

Members

Mrs Koh-Lim Ai Lay
Mr Kenneth Lai
Ms Lyn Loh (wef 13
Oct 2021)
Ms Michelle Siew
(wef 13 Oct 2021)
Mr James Ong (wef
7 Sep 2021)

Ms Suzana Soo (till
17 Nov 2021)
Mr Benson Loo Kah
Chun (till 30 Aug
2021)
Mr Hui Beng Hong
(till 27 Sep 2021)

GOVERNANCE



EXCO WORKGROUP

MEDICAL ADVISORY WORKGROUP

Responsibilities

To form a network of medical practitioners from various hospital to contribute to:

- Medical advice to SDSC for athlete issues and medical processes
- Promotion of para sports within hospitals

Lead

Dr Teoh Chin Sim

GOVERNANCE



EXECUTIVE MANAGEMENT

Ms Kelly Fan

Executive Director

Appointed to position since 21 Feb 2017

Ms Kelly Fan joined SDSC as the Executive Director on 21st Feb 2017, after stints at Prime Minister's Office - Strategy Group and Nanyang Technological University. She was formerly the manager of the Singapore National Paralympic Council (SNPC) and Acting Executive Director of SDSC from 2006 to 2009. In that period, she introduced a number of initiatives and gave SDSC its prominence, including influencing the shift of disability sports coverage from Home and Charity sections to Sports and Local sections in Singapore news.

Besides administering the set-up of SNPC, Kelly also launched the Athletes Achievement Awards that gives recognition to athletes' achievements at the four major games competitions: ASEAN Para Games, Asian Para Games, Commonwealth Games and the Paralympic Games.

Kelly oversaw a very successful 9th ASEAN Para Games campaign in 2017, with Singapore's athletes winning the largest ever away haul and the Asian Para Games campaign in 2018, with the team recording its best-ever showing.

Closer to home, Kelly led the SDSC team to host the World Para Bowling Tour Series (2018, 2019), Singapore Boccia Open (2018), Singapore Para Cycling Cup (2018) and Singapore World Para Swimming World Series (2019), bringing greater community support for para sport, and valuable opportunities for the development of para athletes.

GOVERNANCE

POLICIES

Conflict of Interest Policy

All Executive Committee members, staff members and volunteers of SDSC are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. When a conflict of interest situation arises, the member/staff/volunteer is excluded from the discussion and approval of such a transaction.

No staff sits on the Executive Committee, and no staff are involved in the setting of their own remuneration.

Key staff are interviewed by a panel comprising at least one Office Bearer/s and at least one member of the HR Subcommittee, after which the interview panel would propose the remuneration to the Executive Committee for approval.

Whistle Blowing Policy

SDSC has a Whistle Blowing Policy which is posted on the SDSC website, to allow staff and members of the public to report improper, unethical and inappropriate behaviour, so that SDSC may take up timely and appropriate action to safeguard a culture of accountability, integrity and transparency.

Staff Appraisal Policy

Staff performance is evaluated against Key Performance Indicators (KPIs) twice a year by the reporting officers. The Executive Director's appraisal is conducted once a year by office bearers. The end-of-year assessment is discussed with and endorsed by the HR Subcommittee. It is then reviewed and approved by the Executive Committee.

Documented procedures are in place for financial matters and controls in key areas including procurement, receipting, payments, as well as a system for delegation for authority and limits of approval.

During the period from April 2021 – March 2022, the following policy was revised.

Expense and Claims Policy for Exco, Staff and Volunteers (Revised 8 Mar 2022)

The Expense and Claims Policy details when and how reimbursements of allowable and pre-approved expenses could be filed. Key revisions include the extension of claim period, clarification on approval authorities and consolidation with transport claim policy.

GOVERNANCE

PURPOSE AND PLANS FOR RESTRICTED FUNDS

List of Restricted Funds	Purpose	Balance as at 1 Apr 2021 (per Audit Report)	Income	Expenditure	Balance as at 31 Mar 2022	Planned timing of use
Care and Share Fund	Capability building, capacity building, programme enhancements, new programme development	393,819	219,122	-612,941	-	-
Charity Support Fund	Website enhancement, volunteer management	50,000	50,000	-19,700	80,300	Jun 2023
Deferred Capital Funds	Depreciation of donated vehicle value	51,903	-	-	51,903	Nov 2025
Enabling Lives Initiative Fund	SDSC LIFE App - an integrated sports engagement platform for persons with disabilities	548,927	183,210	-5003	727,134	Mar 2023
President's Challenge	Critical programme support, expansion of programmes	42,474	150,679	-	193,153	Mar 2024
President's Challenge - Empowering for Life Fund	Employment training and placement for athletes with disabilities	93,354	35,831	-31,812	97,373	Mar 2023
Sports and Athletes Development Funds	Provision of pathway and performance para sport opportunities	1,477,554	1,173,310	-412,598	2,238,266	See details on next page

GOVERNANCE

PURPOSE AND PLANS FOR RESTRICTED FUNDS

Details of Sport and Athlete Development Funds	Balance as at 1 Apr 2021 (per Audit Report)	Income	Expenditure	Balance as at 31 Mar 2022	Planned timing of use
Development Team Fund	199,215	68,198	-70,509	196,904	Mar 2023
Goalball Team Fund	-	30,000	-	30,000	Dec 2022
Haw Par	244,986	120,000	-62,814	302,172	Mar 2023
Jefferson Gaw Cheng Fund	-	420,000	-	420,000	Jun 2023
Majulah Tokyo	20,225	50,000	-39,897	30,328	Dec 2022
One TeamSG Fund	735,742	338,877	-155,623	918,996	Mar 2025
ParABLE Fund	19,915	40,275	-13,891	46,299	Jun 2022
Para Cycling Fund	67,069	11,125	-33,625	44,569	Mar 2023
Project Champions Way Fund	35,493	-	-	35,493	Mar 2023
Tenpin Bowling Fund	23,653	25,000	-	48,653	Mar 2024
Other Restricted Fund	131,256	69,835	-36,239	164,852	Mar 2024

GOVERNANCE

CODE OF GOVERNANCE CHECKLIST

S/N	Key code guidelines	Code guideline ID	SDSC Compliance
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
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) can only serve a maximum of 4 consecutive years. 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 re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	N.A.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
HUMAN RESOURCE AND VOLUNTEER² MANAGEMENT			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct 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
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied

¹ 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.

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

CODE OF GOVERNANCE CHECKLIST

S/N	Key code guidelines	Code guideline ID	SDSC Compliance
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
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 internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
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 identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

GOVERNANCE

CODE OF GOVERNANCE CHECKLIST

S/N	Key code guidelines	Code guideline ID	SDSC Compliance
DISCLOSURE AND TRANSPARENCY			
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
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes
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 each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 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. OR The charity discloses that none 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 ³ belonging to the Executive Head ⁴ 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. OR The charity discloses that there is no 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
PUBLIC IMAGE			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

³Close 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 dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

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

CHARITY'S RESERVES POSITION

	2021	2022
Unrestricted Funds – (A)	990,108	1,873,166
Restricted Funds	2,658,031	3,388,129
Annual Operating Expenditure – (B)	2,230,927	2,092,089
Ratio of Reserve (A)/(B)	0.44	0.90

The Council's accumulated reserves are made up of restricted and unrestricted funds which provide stability and the means for the development of the Council's activities. The Executive Committee reviews the level of reserves regularly for the Council's continuing obligations.

The Council intends to maintain the maximum operating reserves of five years of annual operating expenditure.

The Council does not have any Endowment Fund.

Reserves Policy

The reserve policy is available on page 94 of this Annual Report.

Purpose of Charitable Assets Held

The Council does not hold any major fixed assets like building or any financial instrument like bonds. Assets held as at end of the financial year are for operational purposes. For more information on the financial assets held by the Council, please refer to Page 88 of the Council's Financial Statements.

Major Financial Transactions and Funding Sources (\$150,000 and above)

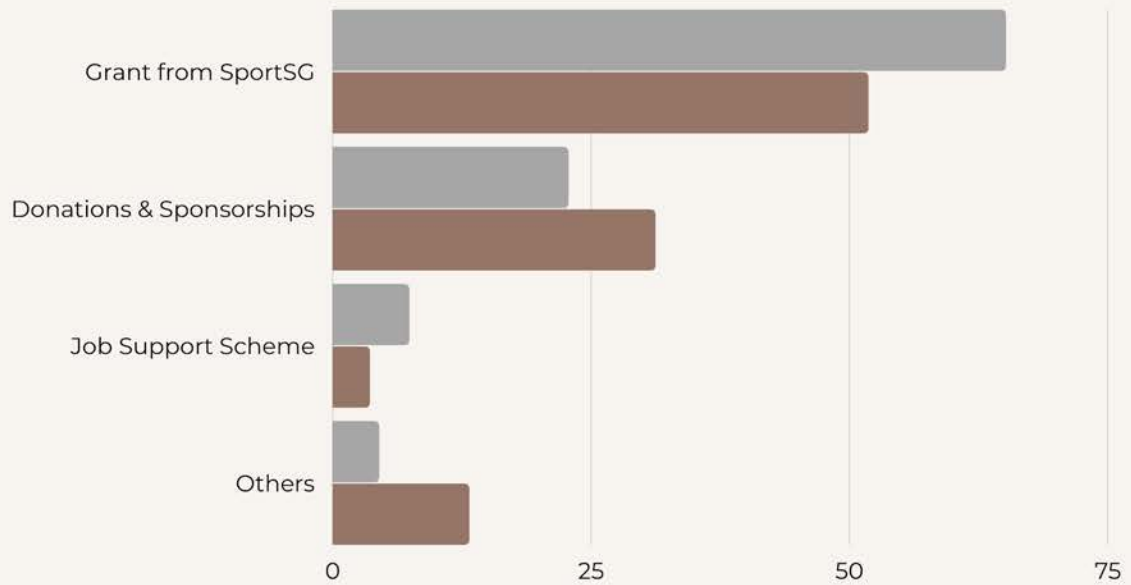
- The Council placed fixed deposits with various banks amounting to \$2,601,171.
- The Council paid out \$206,645 for the SDSC LIFE App.
- The Council was funded \$175,925 by the Job Support Scheme, \$150,679 by the President's Challenge, and \$183,210 by SGENable's Tote Board Enabling Lives Fund.

Financial State

The Council closed the financial year ended 31 March 2021 with a surplus of \$1,613,156. The Council has no outstanding bank loan at the end of the financial year.

SUMMARY OF FINANCIAL PERFORMANCE

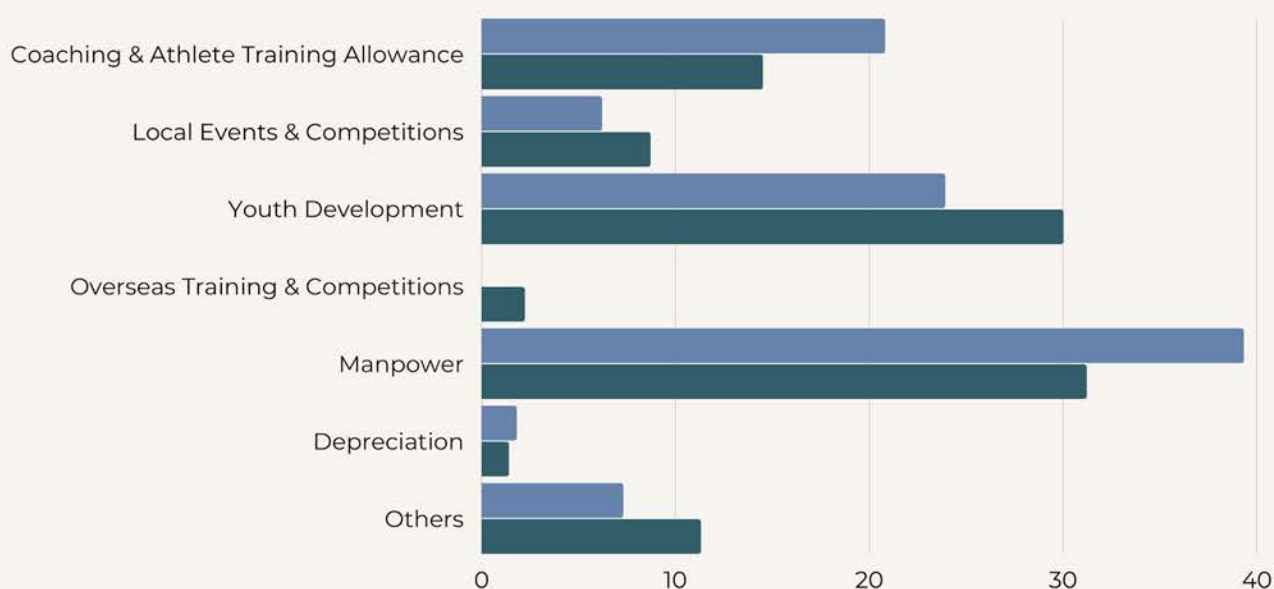
Categorised Income



Description	FY2020	FY2021
Grant from SportSG	65.1%	51.8%
Donations & Sponsorships	22.8%	31.2%
Job Support Scheme	7.4%	3.6%
Others	4.5%	13.2%
Total Income	\$3,182,266	\$4,787,299

SUMMARY OF FINANCIAL PERFORMANCE

Categorised Expenditure



Description	FY2020	FY2021
Coaching & Athlete Training Allowance	20.8%	14.5%
Local Events & Competitions	6.2%	8.7%
Youth Development	23.9%	30.0%
Overseas Training & Competitions	0.0%	2.2%
Technical Capability Development	0.6%	0.7%
Manpower	39.3%	31.2%
Depreciation	1.8%	1.4%
Others	7.3%	11.3%
Total Expenditure	\$2,480,711	\$3,174,143

S B TAN AUDIT PAC
Public Accountants & Chartered Accountants
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SINGAPORE DISABILITY SPORTS COUNCIL

Registration No. S73SS0035B

Registered office: 3 Stadium Drive, #01-34, Singapore 397630

Annual Report for the Year Ended 31 March 2022

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FINANCIALS

EXECUTIVE COMMITTEE MEMBERS' REPORT

We, the undersigned Executive Committee Members, submit this annual report to the members together with the audited financial statements of Singapore Disability Sports Council for the financial year ended 31 March 2022.

Executive Committee Members

The Executive Committee Members at the date of this report are as follows:

Dr Teo-Koh Sock Miang	- President
Dr Teoh Chin Sim	- Vice President
Mr Ho Cheng Kwee	- Honorary Secretary
Ms Angeline Peh Ya Hui	- Honorary Treasurer
Mdm So Kah Lay	- Honorary Assistant Treasurer
Mdm Lim Ai Lay	- Member
Mr James Ong Kay Chin	- Member
Ms Michelle Siew Teok See	- Member
Ms Suzana Binte Soo	- Member
Ms Loh Pui Peng	- Member
Mr Patrick Wong Soo Wei	- Member
Ms Yip Pin Xiu	- Member
Mr Kenneth Lai Chun Ning	- Member

Auditor

S B Tan Audit PAC has expressed willingness to accept re-appointment as auditor.

Statement by Executive Committee Members

The Executive Committee of **Singapore Disability Sports Council** is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("CAS"). This responsibility includes selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

In our opinion, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the Council as at 31 March 2022, and of the results, changes in funds and cash flows of the Council for the year ended on that date in accordance with the provisions of the Acts and CAS.

The Executive Committee Members have, on the date of this statement, authorised these financial statements for issue.

On behalf of the Executive Committee

Singapore
25 Jul 2022


Dr Teo-Koh Sock Miang
President


Ms Angeline Peh Ya Hui
Honorary Treasurer

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SINGAPORE DISABILITY SPORTS COUNCIL**

Report on the Audit of the Financial Statements

Opinion

In our opinion, the accompanying financial statements of (the "Council") are properly drawn up in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("CAS") so as to give a true and fair view of the financial position of the Council as at 31 March 2022 and of the financial performance, changes in funds and cash flows of the Council for the year ended on that date.

We have audited the financial statements which comprises the statement of financial position as at 31 March 2022, the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the Executive Committee Members' Report on page 1. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statement or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Societies Act, the Charities Act and Charities Accounting Standards ("CAS"), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition; and transactions are properly authorized and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Management's responsibilities include overseeing the Council's financial reporting process.

FINANCIALS

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SINGAPORE DISABILITY SPORTS COUNCIL**

Auditors' Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SINGAPORE DISABILITY SPORTS COUNCIL**

Report on Compliance with Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Council have been properly kept in accordance with the provisions of the Act.

In our opinion, the amounts of \$512,425 present fairly the tax deductible donation income of Singapore Disability Sports Council for the year from 1 April 2021 to 31 March 2022.

During the course of our examination, nothing came to our attention that caused us to believe that:

- a) tax deductible receipts were issued for donations other than outright cash donations;
- b) donations for which tax-deductible receipts have been issued were used for activities not in accordance with the objectives of Singapore Disability Sports Council;
- c) the internal accounting controls over the issue and custody of tax deductible receipts were inadequate; and
- d) there were significant contraventions of the Charities (Institutions of a Public Character) Regulations. The 30% cap on fund-raising expenses has not been exceeded.

The engagement partner on the audit resulting in this independent auditors' report is Tan Saw Bin.



S B TAN AUDIT PAC
Public Accountants and
Chartered Accountants
Singapore
25 Jul 2022

FINANCIALS

Statement of Financial Position
As at 31 March 2022

	Note	2022 \$	2021 \$
Plant and Equipment	3	817,457	641,379
Current Assets			
Trade and other receivables	4	396,900	44,168
Prepayments		29,333	12,947
Cash and cash equivalents	5	4,676,213	3,604,531
		5,102,446	3,661,646
Current Liabilities			
Trade and other payables	6	658,608	654,886
		658,608	654,886
Net Current Assets		4,443,838	3,006,760
Net Assets		5,261,295	3,648,139
Representing:			
Restricted Funds	7	3,388,129	2,658,031
Unrestricted Funds	8	1,873,166	990,108
		5,261,295	3,648,139

The accompanying notes form part of the financial statements.

Statement of Financial Activities
For the year ended 31 March 2022

Income	2022		Total
	Restricted funds \$	Unrestricted funds \$	
<u>Voluntary income</u>			
Donation	882,282	224,394	1,106,676
Grant from third party	200,679	398,078	598,757
Grant from SportSG	338,877	2,142,672	2,481,549
Membership subscription fees	-	3,574	3,574
	1,421,838	2,768,718	4,190,556
<u>Activities for generated funds</u>			
	-	3,338	3,338
	390,314	-	390,314
	390,314	3,338	393,652
<u>Interest income</u>			
Job Support Scheme	-	7,081	7,081
Sundry income	-	175,925	175,925
	-	20,085	20,085
	-	203,091	203,091
Total Income	1,812,152	2,975,147	4,787,299

	2021		Total
	Restricted funds \$	Unrestricted funds \$	
	253,564	198,009	451,573
	92,474	10,400	102,874
	318,917	1,753,905	2,072,822
	-	3,882	3,882
	664,955	1,966,196	2,631,151
	-	-	-
	276,326	-	276,326
	276,326	-	276,326
	-	20,868	20,868
	-	237,703	237,703
	-	16,218	16,218
	-	274,789	274,789
Total Income	941,281	2,240,985	3,182,266

Note

Statement of Financial Activities
For the year ended 31 March 2022

	2022		2021	
	Restricted funds \$	Unrestricted funds \$	Restricted funds \$	Unrestricted funds \$
				Total \$
Governance cost				
Audit fees	-	7,760	-	12,322
Total expenditure	(1,082,054)	(2,092,089)	(249,784)	(2,480,711)
Surplus before taxation	730,098	883,058	691,497	701,555
Taxation	-	-	-	-
Surplus after taxation	730,098	883,058	691,497	701,555
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	730,098	883,058	691,497	701,555

Note

12

The accompanying notes form part of the financial statements.

Statement of Changes in Accumulated Funds
For the year ended 31 March 2022

	2022	2021
	\$	\$
Restricted Funds		
Balance brought forward	2,658,031	1,966,534
Income	1,812,152	941,281
Less: expenditure incurred	(1,082,054)	(249,784)
Surplus for the year	730,098	691,497
Balance carried forward	7 3,388,129	2,658,031
Unrestricted Funds		
Balance brought forward	990,108	980,050
Income	2,975,147	2,240,985
Less: expenditure incurred	(2,092,089)	(2,230,927)
Surplus for the year	883,058	10,058
Balance carried forward	8 1,873,166	990,108
	<u>5,261,295</u>	<u>3,648,139</u>

The accompanying notes form part of the financial statements.

Statement of Cash Flows
For the year ended 31 March 2022

		2022	2021
	Note	\$	\$
Cash Flows From Operating Activities:			
Surplus before taxation			
<i>Adjustment for:</i>			
Depreciation of plant and equipment	3	44,567	45,870
Interest income		7,081	20,868
Operating cash flow before working capital changes		<u>1,664,804</u>	<u>768,293</u>
<i>Change in operating assets and liabilities:</i>			
Trade and other receivables		(352,732)	67,553
Prepayments		(16,386)	14,689
Trade and other payables		3,722	(475,408)
Cash generated from operations		<u>1,299,408</u>	<u>375,127</u>
Interest income		(7,081)	(20,868)
Net cash generated from operating activities		<u>1,292,327</u>	<u>354,259</u>
Cash Flows From Investing Activities:			
Purchase of plant and equipment	3	(220,645)	(246,305)
Net cash used in investing activities		<u>(220,645)</u>	<u>(246,305)</u>
Net increase in cash and cash equivalents		1,071,682	107,954
Cash and cash equivalents at beginning of year		3,604,531	3,496,577
Cash and cash equivalents at end of year	5	<u>4,676,213</u>	<u>3,604,531</u>

The accompanying notes form part of the financial statements.

FINANCIALS

These notes form an integral part of and should be read in conjunction with the accompanying Financial Statements.

1 General

Singapore Disability Sports Council (the "Council") is registered in the Republic of Singapore and has its registered office at 3 Stadium Drive #01-34, Singapore 397630. The Council was registered as a charity on 28 November 1984 and is an Institution of a Public Character.

The principal activities of the Council are those relating to the promotion of general interest of amateur sports among the disabled in Singapore.

The financial statements were authorised for issue by the Management on 25 July 2022.

2 Significant Accounting Policies

2.1 Basis of Preparation

The financial statements are prepared in accordance with the historical cost convention, and are drawn up in accordance with the provision of the Societies Act, the Charities Act, Cap. 37 and Charities Accounting Standards ("CAS").

The CAS issued by Accounting Standards Council ("ASC") sets out the basis for preparing and presenting financial statements for the charity sector and is applicable to financial periods beginning on or after 1 July 2011. The definitions and accounting treatments presented in the CAS are developed based on the requirements of Financial Reporting Standards taking into account the context and circumstances relevant to the charity sector.

The final statements of the Council are measured and presented in the currency of the primary economic environment in which the Council operates (its functional currency), which is the Singapore dollars.

2.2 Adoption of New Standards

In the current financial year, the Council has adopted all the new and revised CAS that are relevant to its operations and effective for the financial year. The adoption of these new and revised CAS did not have any material effect on the financial statements of the Council.

2.3 Reserve Policy

The Council maintains restricted funds and unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenditures other than those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of comprehensive income.

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Council, the financial statements of the Council are maintained such that the resources for various purposes are classified for accounting and reporting purposes that are in accordance with activities or objectives specified.

The maximum operating reserves shall be five years of annual operating expenditure, with annual operating expenditure being five times the highest annual expenditure over the last three years. Operating reserves exclude all building or project funds, endowment and sinking funds.

2.4 Fair Value Measurement

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Council takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date.

2.4 Fair Value Measurement (cont'd)

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1: inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2: inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3: inputs are unobservable inputs for the asset or liability.

2.5 Income

Income including donations, gifts and grants that provide core funding or are of general nature are recognised when there is (a) entitlement (b) certainty and (c) sufficient reliability of measurement. Such income is only deferred when: the donor specifies that the grant of donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the Council has unconditional entitlement.

Sport Singapore's grants, sponsorship, contribution and sundry income are recognised upon receipt and for events that occurred during the financial year. Sponsorship income in kind is recognised based on fair value of sponsorship received.

Tournament, seminar and workshop fee is recognised when the event takes place.

Interest income is recognised as the interest accrues unless collectibility is in doubt.

2.6 ExpendituresCosts of generating funds

The costs of generating funds are those costs attributable to generating income for the Council, other than those costs incurred in undertaking charitable activities in furtherance of the Council's objects.

Charitable activities

Expenditure on charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Council. Those costs, where not wholly attributable, are apportioned between the categories of charitable expenditure. The total costs of each category of charitable expenditure therefore include an apportionment of support cost, where possible.

Governance costs

Governance costs are those incurred in compliance with constitutional and statutory requirements including related professional fees.

Support Costs

Support costs are costs incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs do not in themselves constitute an activity; instead they enable output-creating activities to be undertaken. Support costs include office functions such as key and general management, information technology, human resources, and financing and these are apportioned to the relevant activity cost category they support.

2.7 Plant and equipment and Depreciation

All items of property and equipment are initially recorded at cost. The cost of an item of property and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably.

Subsequent to recognition, property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated on the straight line method to write off the cost of the assets over their estimated useful lives as follows:

	<u>Number of years</u>
Computers, training equipment & IT software	1 - 3
Furniture and fittings and office equipment	5
Motor vehicles	10

2.7 Plant and equipment and Depreciation (cont'd)

The depreciation charge for each period is recognised as expenditure in the statement of financial activities unless another section of the CAS requires it to be included in the carrying amount of another asset.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

Fully depreciated property and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these assets.

Property and equipment shall not be revalued and are not required to be assessed for impairment.

2.8 Foreign Currencies

Items included in the financial statements of the Council are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity. The functional currency of the Council is the Singapore Dollar. The financial statements of the Council are presented in Singapore Dollar. Foreign currency transactions are translated into Singapore Dollar at rates of exchange approximating those ruling at transaction dates. Foreign currency monetary assets and liabilities are translated at the rates ruling at the year-end. The resulting profits and losses on exchange are dealt with through the profit and loss account. Balances in notes are in functional currency unless otherwise stated.

2.9 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at bank and fixed deposits which are short term, highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These include cash and cash equivalents held under restricted funds, the use of which is subject to the relevant restricted funds' operating terms.

2.10 Employee Benefit

The Council makes contributions to the Central Provision Fund scheme in Singapore. Such contributions are recognised as an expense in the period on which the related service is performed.

2.11 Related Party

A related party is defined as follows:

(a) A person or a close member of that person's family is related to the Council if that person:

- (i) Has control or joint control over the Council;
- (ii) Has significant influence over the Council; or
- (iii) Is a member of the key management personnel of the Council or of a parent of the Council.

(b) An entity is related to the Council if any of the following conditions applies:

- (i) (The entity and the Council are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Council or an entity related to the Council. If the Council is itself such a plan, the sponsoring employers are also related to the Council;

2.11 Related Party (cont'd)

(b) An entity is related to the Council if any of the following conditions applies:

(vi) The entity is controlled or jointly controlled by a person identified in (a);

(vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

2.12 Financial Assets**i) Receivables**

Receivables, excluding prepayments, are recognised at their transaction price excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Prepayments shall be initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, trade and other receivables, excluding prepayments, are subsequently measured at cost less any accumulated impairment losses. Prepayments shall be measured at the amount paid less the economic resources received or consumed during the financial period.

The amount of the allowance is the difference between the asset's carrying amount and the undiscounted future cash flows, excluding unearned interest of interest-bearing assets that the Council expects to receive from the assets. The amount of the allowance for impairment is recognised in the statement of financial activities.

ii) Impairment of Financial Assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been impacted. In the case of trade and other receivables, the amount of impairment loss is the difference between the financial asset's carrying amount and the undiscounted cash flows, excluding unearned interest of interest-bearing assets that the Council expects to receive from the assets.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of other receivables where the carrying amount is reduced through the use of an allowance account. When other receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance amount. Changes in the carrying amount of the allowance account are recognised in the statement of financial activities.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through the statement of financial activities to the extent the carrying amount of the financial assets at the date the impairment is reversed does not exceed what the cost would have been had the impairment not been recognised.

iii) Derecognition

The Council derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Council neither transfers nor retains substantially all the risk and rewards of ownership and continues to control the transferred asset, the Council recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Council retains substantially all the risks and rewards of ownership of a transferred financial asset, the Council continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

2.13 Financial Liabilities**(i) Payables**

Payables are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals shall be recognised at the best estimate of the amount payable.

2.13 Financial Liabilities**(ii) Derecognition**

The Council derecognises financial liabilities when, and only when, the Council's obligations are discharged, cancelled or they expire.

2.14 Leases**Lessee**

The Council applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expenditure on a straight-line basis over the lease term.

2.15 Fair Value Hierarchy

The Council categorises fair value measurements using a fair value hierarchy that is dependent on the valuation input used as follows:

- Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Association can access at the measurement date;
- Level 2 : Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 : Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

2.16 Provisions

Provisions are recognised when the Council has a present obligation (legal or constructive) where, as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

2.16 Conflict of Interest Policy

Executive Committee (the "EC") members are expected to avoid actual and perceived conflicts of interest. Where EC members have personal interest in business transactions or contracts that the Council may enter into, or have vested interest in other organisations that the Council have dealings with or is considering to enter into joint ventures with, they are expected to declare such interest to the EC as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exists, the EC will evaluate whether any potential conflicts of interest will affect the continuing independence of EC members and whether it is appropriate for the EC member to continue to remain on the EC.

3 Plant and Equipment

	Computers, training equipment and IT software in progress	Furniture and fittings and Office equipment	Motor vehicles	Total
	\$	\$	\$	\$
Cost:				
At 1 April 2020	726,848	24,873	247,737	999,458
Additions	244,325	1,980	-	246,305
At 31 March 2021 and 1 April 2021	971,173	26,853	247,737	1,245,763
Additions	220,645	-	-	220,645
Disposals	(190,830)	(1,940)	(60,125)	(252,895)
At 31 March 2022	1,000,988	24,913	187,612	1,213,513
Accumulated Depreciation:				
At 1 April 2020	368,431	24,873	165,210	558,514
Charge for the financial year	26,845	264	18,761	45,870
At 31 March 2021 and 1 April 2021	395,276	25,137	183,971	604,384
Charge for the financial year	25,410	396	18,761	44,567
Disposals	(190,830)	(1,940)	(60,125)	(252,895)
At 31 March 2022	229,856	23,593	142,607	396,056
Net Book Value:				
Balance at 31 March 2022	771,132	1,320	45,005	817,457
Balance at 31 March 2021	575,897	1,716	63,766	641,379

IT software in progress of \$757,941 (2021: \$550,296) was 90% funded by Enabling Lives Initiative Fund (Note 7).

4 Trade and Other Receivables

	2022 \$	2021 \$
Trade receivables	314,094	15,731
Deposits	13,610	13,610
Sundry receivables	69,196	14,827
	<u>396,900</u>	<u>44,168</u>

Trade receivables are non-interest bearing and are generally on 30 days' terms except for balance due from NCSS for Care & Share (2022: \$219,123; 2021: \$14,760).

Expected credit losses

The Council does not have any allowance for expected credit losses on its trade receivables as at year end because they are assessed to be recoverable.

5 Cash and Cash Equivalents

	2022 \$	2021 \$
Cash and bank balance	2,075,042	1,010,247
Fixed deposits	2,601,171	2,594,284
	<u>4,676,213</u>	<u>3,604,531</u>
Restricted in use	2,582,880	2,107,735
Not restricted in use	2,093,333	1,496,796
	<u>4,676,213</u>	<u>3,604,531</u>

DBS Bank, CIMB Bank, United Overseas Bank and Standard Chartered Bank are the banks of the Council.

The rate of interest for the cash on interest-earning accounts is at 0.22% to 0.33% (2021: 0.24% to 0.30%) per annum.

6 Trade and Other Payables

	2022 \$	2021 \$
Trade payables	369,163	154,543
Unutilised funds due to SportSG	194,292	426,578
	563,455	581,121
<i>Other payables</i>		
Accrual	95,153	73,765
	95,153	73,765
	<u>658,608</u>	<u>654,886</u>

7 Restricted Funds

31 Mar 2022

	Balance at beginning of the year \$	Income \$	Expenditure \$	Balance at end of the year \$
<i>Restricted funds</i>				
Motor Vehicle Fund	51,903	-	-	51,903
Project Champions Way Fund	35,493	-	-	35,493
Tenpin Bowling Fund	23,653	25,000	-	48,653
Majulah Tokyo	20,225	50,000	(39,897)	30,328
Haw Par	244,986	120,000	(62,814)	302,172
Development Team Fund	199,215	68,198	(70,509)	196,904
Care and Share Fund	393,819	219,122	(612,941)	-
One-Team SG Fund	735,742	338,877	(155,623)	918,996
Balance c/f	<u>1,705,036</u>	<u>821,197</u>	<u>(941,784)</u>	<u>1,584,449</u>

7 Restricted Funds (cont'd)

31 Mar 2022	Balance at beginning of the year \$	Income \$	Expenditure \$	Balance at end of the year \$
<i>Restricted funds</i>				
Balance b/f	1,705,036	821,197	(941,784)	1,584,449
Enabling Lives Initiative Fund	548,927	183,210	(5,003)	727,134
ParAble Fund	19,915	40,275	(13,891)	46,299
Para Cycling Fund	67,069	11,125	(33,625)	44,569
President's Challenge - Empowering for Life Fund	93,354	35,831	(31,812)	97,373
President's Challenge - 2021	42,474	150,679	-	193,153
Charity Support Fund	50,000	50,000	(19,700)	80,300
Jefferson Gaw Cheng Fund	-	420,000	-	420,000
Goalball Team Fund	-	30,000	-	30,000
Other Restricted Funds	131,256	69,835	(36,239)	164,852
Total restricted funds	2,658,031	1,812,152	(1,082,054)	3,388,129

31 Mar 2021	Balance at beginning of the year \$	Income \$	Expenditure \$	Balance at end of the year \$
<i>Restricted funds</i>				
Motor Vehicle Fund	51,903	-	-	51,903
Project Champions Way Fund	35,493	-	-	35,493
Tenpin Bowling Fund	4,227	19,426	-	23,653
Majulah Tokyo	20,851	50,000	(50,626)	20,225
Haw Par	202,761	100,000	(57,775)	244,986
Development Team Fund	124,700	80,787	(6,272)	199,215
Care and Share Fund	393,819	-	-	393,819
One-Team SG Fund	432,261	318,917	(15,436)	735,742
Enabling Lives Initiative Fund	393,726	93,997	61,204	548,927
ParAble Fund	41,352	-	(21,437)	19,915
Para Cycling Fund	121,056	50,000	(103,987)	67,069
Para Sports Bursary Fund	20,639	20,000	(40,639)	-
President's Challenge - Empowering for Life Fund	-	95,000	(1,646)	93,354
President's Challenge - 2021	-	42,474	-	42,474
Charity Support Fund	-	50,000	-	50,000
Other Restricted Funds	123,746	20,680	(13,170)	131,256
Total restricted funds	1,966,534	941,281	(249,784)	2,658,031

Restricted funds refer to funds that can only be used in compliance with the specific intent in furtherance of some particular aspects of the objects of the donors.

8	Reserve Position	2022 \$	2021 \$
	Unrestricted Funds - Accumulated Funds	1,873,166	990,108
	Annual Operating Expenditure	2,092,089	2,230,927
	Ratio of Reserves to Annual Operating Expenditure	0.90	0.44
	The reserves of the Council provide financial stability and the means for the development of the Council's activities. The Executive Committee Members review the level of reserves regularly for the Council's continuing obligations.		
9	Tax-Exempt Receipts	2022 \$	2021 \$
	Total tax deductible donations received	<u>512,425</u>	<u>408,374</u>
10	Key Management & Top 3 Personnel Costs	2022 \$	2021 \$
	Key management staff annual remuneration (Including CPF and bonuses)	<u>478,487</u>	<u>473,590</u>
	Top three staff annual remuneration (Including CPF and bonuses)	<u>345,782</u>	<u>316,309</u>
	Number of top 3 staff in remuneration bands:		
	Below \$100,000	-	-
	\$100,001 - \$200,000	3	3
	\$200,001 - \$300,000	-	-
	\$300,001 - \$400,000	-	-
11	Executive Committee - Remuneration		
	Executive committee has not received any form of remuneration from the Council for the year. There were no paid staff, who were close members of the family of the President or the Executive Committee, who received remuneration during the year.		
12	Taxation		
	The Council is a registered charity under the Charities Act, Chapter 37 and is exempted from income tax under Section 13 of the Income Tax Act.		
13	Related Party Transactions		
	There are no major related party transactions for the year.		

14	Overseas Expenditure	2022 \$	2021 \$
	The Council incurred the following overseas expenditure during the year:		
	Total Overseas travel/accommodation/allowances/training	<u>68,378</u>	<u>-</u>

15 Financial Risk Management Objectives and Policies

The main risks arising from Council's financial instruments are liquidity risk, credit risk and foreign currency risk. The policies for managing each of these risks are summarised as follows:

Liquidity risk

The Council's financing activities are managed by maintaining an adequate level of cash and cash equivalents to finance the Council's operations. Funds from SportSG and sponsors ensure continuity of funding.

	2022 \$	2021 \$
Trade and other payables < 12 months	<u>658,608</u>	<u>654,886</u>
	<u>658,608</u>	<u>654,886</u>

Credit risk

Credit risk arises mainly from the risk on counterparties defaulting on the terms of their agreements. The carrying amounts of cash and cash equivalents and debtors represent the Council's maximum exposure to credit risk in relation to financial assets.

The Council monitors the exposure to credit risk on an ongoing basis and credit evaluations are performed on customers requiring credit over a certain amount. Cash terms or advance payments are required for customers of lower credit standing. The credit risk on balances of cash and cash equivalents is low as these balances are placed with a reputable bank.

Foreign currency risk

The Council incurs certain operating costs in foreign currencies which give rise to foreign exchange risk. The Council's exposure to foreign currencies are primarily managed by natural hedges of matching assets and liabilities denominated in foreign currencies.

16 Fair Values of Financial Instruments

The fair value of a financial instrument is the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction.

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value.

Cash and cash equivalents, other receivables and other payables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

16 Fair Values of Financial Instruments (cont'd)

Classification of Financial Instruments

Set out below is a comparison by category of carrying amounts of all the Council's financial instruments that are carried in the financial statements:

	2022 \$	2021 \$
Financial assets		
Trade and other receivables	396,900	44,168
Cash and cash equivalents	4,676,213	3,604,531
	<u>5,073,113</u>	<u>3,648,699</u>
Financial liabilities		
Trade and other payables	658,608	654,886
	<u>658,608</u>	<u>654,886</u>

17 Accounting Estimates and Judgement in Applying Accounting Policies

The Council makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key source of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below:

Depreciation of property and equipment

The cost of property and equipment are depreciated on a straight-line basis over their respective useful lives. Management estimates the useful lives of these property and equipment to be within 1 to 10 years. The carrying amount of the Council's property and equipment as at year end are stated in Note 3. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore future depreciation charges could be revised and impact the profit in future years.

18 Capital Management

The primary objective of the management of the Council's capital structure is to maintain an efficient mix of debt and equity in order to achieve a low cost of capital, while taking into account the desirability of retaining financial flexibility to pursue opportunities and adequate access to liquidity to mitigate the effect of unforeseen events on cash flows.

The Management regularly review the Council's capital structure and make adjustments to reflect economic conditions, strategies and future commitments.

The Council did not breach any gearing covenants during the financial years ended 31 March 2022 or 31 March 2021. In the same period, no significant changes were made in the objectives, policies or processes relating to the management of the Council's capital structure.

19 Fund Raising Event

The Council had no fund raising event for the year.

20 Reclassification

Some comparative figures were reclassified to conform with current year's presentation.

Acknowledgements of Givers

\$40,000 and above

Haw Par Corporation
JCCI Singapore Foundation
Jefferson Gaw Cheng
Micron Technology
National Council of Social Service
SG Enable Ltd
Temasek Foundation
The Keppel Club

\$10,000 and above

Certis
Charities Aid Foundation America
HSBC
McLink Asia
MOS Foods Singapore
National Volunteer & Philanthropy Centre
Tote Board

\$5,000 and above

Isaac Manasseh Meyer Trust Fund
Singapore Press Holdings Foundation

Others

Ang Bessie
Arkal Prashant
Bety Karjadi
Chen Qi Shan/Phoa Hui Lin
Cherie Hearts @ Charlton
Chia Ei Ei
Deemand Distribution PL
Eugene Ng Liqi
Gerald
Goh Ai Lian
Goh Kee
Ho Pei San Priscilla
KIZTopia
Kok Ah Wang
KPF (Singapore) Pte Ltd
Lee Chye Leong Edgar
Lin Zhishu
Low Peng Chor
Ma Hui Juan
Mitsubishi Gas Chemical (S) PL
National University of Singapore
Ng Jun Da
Ng Lay Fung
Pierre Alain Morel
Robin Aw
Shariffa Salmah Binte Syed
Singapore National Employer Federation
Singapore Sports School
Tan Loo See
Teow Seong Hwa
Wong Chiaw Ding
Xin Networks PL
Yeo Khoon Seng
Yip Sook Wai

Our sincere apologies to those whom we may have inadvertently missed out.

FINANCIALS



The youngest of a set of quadruplets, Elaine Eng's never-say-never spirit on the boccia court keeps her father going.

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