



# **NDSA Handbook**

**First Edition  
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## CONTENTS

		<b>Page</b>
1	Introduction	2
2	Singapore Disability Sports Council	2
3	Disability Sports Strategic Plan	2
4	Role of National Disability Sports Associations	3
5	NDSA Framework	4
6	Multi-Year Sport Plan	4
7	SDSC Funding Support to NDSAs	4
8	Support Eligibility Criteria	4
9	Support Conditions	5
10	Funding Principles and Categories	6
11	Additional Resource Support	8
12	Key Deliverables	8
13	Fund Virements	8
14	Fund Disbursement and Refund	8
15	Reporting Requirements	9
16	Athlete Support Schemes	9
17	SDSC Consultation	10
18	Rights of SDSC	10

## **1. Introduction**

1.1. The Singapore Disability Sports Council (SDSC) plays two roles for disability sports, that of a local governing body and that of a National Sport Association (NSA).

Through the years, the SDSC has observed disability sports that have developed their independent set of 'drivers' – athletes, volunteers, parents, coaches and others who have been proactive in growing their sport/s and helping more PWD benefit from physical activity or athletes perform better. Some of these groups have matured, working alongside SDSC to develop sound sport plans, structured programmes and strong leadership. The SDSC has thus decided to formally introduce a scheme that recognise and support such groups as "National Disability Sport Associations (NDSA)" from 2018.

1.2. The NDSA Handbook is the essential guide to understanding the SDSC's funding support and resources made to NDSAs. It informs NDSAs of the intended purpose and scope of SDSC's support. It further provides guidance to appointed external auditors on the reporting and audit requirements for the usage of SDSC's funding support.

## **2. Singapore Disability Sports Council (SDSC)**

2.1. The SDSC is the national sports body for persons with disability (PWD) in Singapore. It is a social service organisation registered with the Commissioner of Charities, an Institute of Public Character (IPC), and a National Sports Association (NSA) recognised by SportSG.

SDSC's goal is to promote, through sports, the well-being of the people with disabilities in Singapore, and help them to live full and independent lives. Besides providing sporting opportunities for them to realise their potential, SDSC trains talents to represent Singapore and pursue excellence at regional and international competitions. Find out more at [www.sdsc.org.sg](http://www.sdsc.org.sg)

## **3. Disability Sports Strategic Plan**

3.1. The Disability Sports Strategic Plan (DSSP) serves as SDSC's blueprint to achieve the aims of:

- Providing PWD with sustainable physical activity, supported by a robust ecosystem of drivers and partners, to develop confidence, capability and character;
- Multiplying the impact of disability sports to more PWDs with high participation schemes, and accessible industry expertise; and
- Enabling athletes to achieve at local, regional and international competitions with high performance expertise.

At the core of the blueprint is a vision that Singapore can have a Fair and Inclusive World Class Sports System that Develops and Inspires Singaporeans of all Abilities.

## 4. National Disability Sports Associations (NDSA)

4.1. NDSAs serve as lead organisations that govern, manage and promote their respective disability sports in Singapore. They are crucial to the local sports scene as they are responsible for developing and growing 3 key areas for their sport/s: technical expertise, sport pathways, and sustainable elite level performance.



4.2. NDSAs are defined with the following criteria:

- a) They must be registered with the Registry of Societies (ROS) as Societies or the Accounting and Company Regulatory Authority (ACRA) as Companies Limited by Guarantee locally.
- b) They must operate on a not-for-profit basis. Preferably, they should be registered with the Commissioner of Charities, and eventually Institutes of Public Character (IPC).
- c) They must have mandate from the community involved in their sport/s, i.e. demonstrate that they have at least 20 paying members.
- d) They should be governing at least one sport that has been offered in at least three (3) editions in any of the following Major Games
  - i. ASEAN Para Games / ASEAN Deaf Games
  - ii. Asian Youth Para Games
  - iii. Asian Para Games / Asian Deaf Games
  - iv. Commonwealth Games
  - v. Paralympic Games / Deaflympic Games
- e) They must be affiliated, in good standing, to the following bodies of their sport/s, where applicable:
  - i. SportSG-recognised National Sports Association (NSA)
  - ii. ASEAN Federation
  - iii. Asian Federation
  - iv. International Federation

4.3. NDSAs play the important roles of:

- a) developing and growing their sport/s and beneficiaries at community, developmental and elite levels;
- b) putting a long-term athlete development framework in place;
- c) developing coaches and technical officials;

- d) developing, implementing and evaluating an annual programme that includes at least one national championship;
- e) ratifying competition or game results and maintaining a list of national records;
- f) selecting and nominating athletes to represent Singapore in international competitions and major games; and
- g) conducting all matters of the sport/s with good governance, transparency, democracy, fairness and non-discrimination.

## 5. NDSA Framework

5.1. The NDSA framework focuses on close SDSC and NDSA collaboration. This is centred on developing a shared vision between SDSC and the NDSA, which is then achieved by developing the NDSA's capabilities and strategically resourcing the partnership.

## 6. Multi-Year Sport Plan

6.1. The Multi-Year Sport Plan (MYSP) is a critical planning document that outlines the NDSA's key objectives, strategies, priorities and investments in the coming years. The MYSP should be based on the shared vision agreed upon with SDSC, and is meant to assist NDSAs in:

- Long-term strategic thinking with desired end results
- Conversion of strategic plan into annual operational milestones
- Clarifying budgeting priorities to achieve desired end results

6.2. The MYSPs should ideally cover a minimum planning period of 4 financial years (e.g. FY2018 to FY2021) and should ideally lead up to a major game such as the ASEAN Para Games, Asian Para Games or Paralympic Games.

## 7. SDSC Funding Support to NDSAs

7.1. SDSC's funding support to NDSAs helps to provide relief to the NDSA in conducting programmes and initiatives that contribute towards the shared vision. Much of SDSC's funding support to NDSAs will be committed on an annual basis and assessed based on the NDSA's MYSP.

7.2. As such funding support are sourced from public monies through fundraising and sponsorship, it is incumbent on NDSAs to exemplify "**Sport as a Force for Good**" with positive developments and good governance within their sport. Underlying this is also the need for NDSAs to be "**Future Ready**".

7.3. A key focus in the current 4-year funding cycle (i.e. FY18 to FY21) would thus be on improving NDSAs' professionalism, financial sustainability and partnerships, including achieving key performance indicators such as:

- Forming a partnership (in written form) between the NDSA and a National Sport Association (NSA) that governs its able-bodied discipline (if applicable), to encourage integration in the long run
- Registering as a Charity / IPC or maintaining IPC status.

## **8. Funding Support Eligibility Criteria**

8.1. NDSAs must fulfil the following criteria to be eligible for SDSC Funding Support:

- NDSA is recognised by SDSC
- NDSA is affiliated to SDSC and in good standing
- NDSA has submitted its MYSP and/or annual plan to SDSC
- NDSA has completed any organisational and/or performance review required by SDSC

8.2. The allocation of SDSC Funding Support to NDSAs is at SDSC's sole discretion, and based on viable and agreed upon resourcing plans that contribute towards and impacts SDSC's desired funding outcomes.

## **9. Funding Support Conditions**

9.1. NDSAs that receive funding support from SDSC are required to adhere to the prevailing policies, regulations, directives, codes and guidelines as provided by the SDSC, such as:

- Financial Regulations of SDSC
- Athletes' / Officials' / Team Managers' Agreement
- Travel Management Guidelines of SDSC
- Charities Act, its regulations and the Code of Governance for Charities and Institutions of a Public Character (the applicable part or whole, as the case may be)
- Anti-Doping Singapore's Anti-Doping Policy of Singapore and Anti-Doping Rules in pursuance to the World Anti-Doping Code

Such directives may be issued by SDSC from time to time.

## **10. Funding Principles & Categories**

10.1. SDSC's funding support to NDSAs will be offered on an annual or targeted basis. The annual fund will be allocated to NDSAs on a financial year basis (i.e. April to March).

- Base Funding
- Programme Funding
- High Performance Funding

10.2 Base Funding is for the purpose of supporting NDSAs' basic operations and regulatory functions. It is also SDSC's intention to maintain the approved Base Funding to NDSAs throughout the current 4-year funding cycle. This would however be subject to the NDSA meeting all the terms and conditions of the Letter of Offer (LOF).

10.3. Programme Funding is for the purpose of supporting NDSAs' programmes and initiatives in the areas of high performance, sport pathways development, capability development and sports events. Programme funding may not be maintained throughout the current 4-year funding cycle, as this will be assessed and adjusted on an annual basis according to the purpose, duration and/or outcome.

10.4 High Performance Funding serves to professionalise and enhance NDSAs' high performance systems and capabilities, and to improve Team Singapore's performances at major games and competitions. The funding will be provided on a targeted basis following an assessment of the NDSA's long-term high performance plans and/or future major games' performance.

		Funding Categories		
Funding Blocks for SDSC Grants to NDSAs		Base	Prog	HP
1	Secretariat Headcounts	<input type="checkbox"/>		
2	Facilities	<input type="checkbox"/>		
3	Coaching Headcount		<input type="checkbox"/>	<input type="checkbox"/>
4	Capability Development		<input type="checkbox"/>	
5	Pathway Development		<input type="checkbox"/>	<input type="checkbox"/>
6	Local Training & Competitions		<input type="checkbox"/>	<input type="checkbox"/>
7	Overseas Training & Competitions		<input type="checkbox"/>	<input type="checkbox"/>
8	Sports Events Funding		<input type="checkbox"/>	

### 1. Secretariat Headcounts

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for the employment of management, administration or programme support staff.
- b. The allowable expenses under this funding block are:
  - i. Staff Salaries
  - ii. Employer's CPF contribution
  - iii. Annual Wage Supplement (AWS)
  - iv. Insurance, Medical and Dental benefits

### 2. Facilities

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for the use of sports facilities. This includes, but is not limited to, the following:
  - i. Lease of storage space
  - ii. Lease of training venues
  - iii. Booking of facilities for training, programmes, competitions and events
  - iv. Other associated facilities cost, including advertising charges and license fees for banners and displays
- b. Funding support for SportSG and Sports Hub facilities shall be in the form of Direct Facilities Grant (DFG) credits to offset the actual billings. Therefore, there will be no monetary transaction between the NDSA and SDSC for such facilities, except for amounts payable over and above the approved DFG.

- c. NDSAs must place bookings for SportSG and Sports Hub facilities through SDSC.

### **3. Coaching Headcount**

- a. Funding support provided is to subsidise NDSAs' engagement of coach/es.
- b. The allowable expenses under this funding block are:
  - i. Salaries
  - ii. Employer's CPF contribution
  - iii. Annual Wage Supplement (AWS)
  - iv. Insurance, Medical and Dental benefits
  - v. Recruitment, relocation and repatriation expenses, such as airfare and accommodation, for expatriates holding key positions (e.g. Technical Director, Chief Coach, National Coach etc)
  - vi. Service fees and charges

### **4. Capability Development**

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for:
  - i. Training and upgrading courses for Coaches, Technical Officials (TOs) and Volunteers
  - ii. Seminars, workshops and clinics for Coaches, TOs and Volunteers
  - iii. Training/course syllabus and materials for Coaches, TOs and Volunteers
  - iv. Other capability development initiatives not specific to Coaches, TOs or Volunteers
- b. NDSAs may also apply to CoachSG for additional support for Continuing Coach Education (CCE) activities via the 'CCE Co-Investment Model' and for "Train-the-Trainer" initiatives via the 'Coach Development Grant (CDG).

### **5. Pathway Development**

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for
  - i. Pathway and participation development programmes
  - ii. National competitions and leagues

### **6. Local Training and Competitions (LTC)**

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for
  - i. Centralised training in preparation for major competitions
  - ii. Trials, international friendlies and test tournaments held locally
  - iii. Sports equipment and apparels
- b. Training allowances for athletes shall not be allowable for claims.



## 7. Overseas Training and Competitions (OTC)

- a. Funding support provided is to subsidise the following travel expenditure for overseas training and competitions approved and funded by SDSC:
  - i. Economy class airfare, taxes, visa fees, travel logistics and insurance
  - ii. Accommodation, meals and transport (including land, rail & sea)
  - iii. Competition and training related fees and expenses
  - iv. Medical, sports medicine and sports science services (SMSS)
- b. The use of the funds is subject to the following conditions:
  - i. Funds shall only be used for travel by athletes, coaches, assistant coaches, sparring partners, team managers, assistant team managers, SMSS and SportSG support personnel.
  - ii. Funds shall not be used for travel by any other person, including NDSA management committee members and staff, unless they are formally appointed as Team Managers and perform the duties expected of them.
  - iii. NDSAs must procure air-tickets through SDSC unless this is not possible due to local and other restrictions (e.g. domestic flights, athletes based overseas) subject to SDSC's approval.

## 8. Sports Events Funding

- a. Funding support provided is to subsidise NDSAs' expenditure incurred for organising international sports events supported by SDSC.
- b. The use of the funds shall be subject to the terms and conditions for the specific event.

### General Conditions and Exclusions

- a. All SDSC funds shall only be utilised for the intended purpose of the funds, and for the allowable expenses within the funding blocks for which the funding support is approved.
- b. All SDSC funds shall not be used for capital expenditure such as land, building and facility upgrading, unless prior written approval is obtained from SDSC or where such provision is expressly stated.
- c. NDSAs shall at all times uphold public confidence as recipients of public funding and shall exercise prudence and avoid excesses when spending SDSC funds.

## 11. Additional Resource Support

11.1. **Coworking Space:** NDSAs can apply for a co-working space (permanent or adhoc i.e. hot desk) within the SDSC office premise, subject to the NDSA following SDSC's terms on security and privacy. Such access would also allow the NDSA to use the surrounding facilities e.g. meeting rooms more easily.

Space allocated will depend on the number of NDSA applications, and space available.

No charge will be levied for the first year, except for the duplication of security passes. SDSC reserves the right to levy charges from the second year onwards based on the assessment of costs incurred by the NDSA in the first year, such as printing, WIFI and telecommunications.

Do note, however, that any damages or liabilities to the premises caused by the NDSA shall be borne by the NDSA.

11.2. Vehicle Loan: NDSAs may loan SDSC vehicles to operate its programmes or initiatives, with a refundable deposit of SGD100. Bookings must be made in advance and are subject to availability. The deposit shall be returned to the NDSA when the vehicle is returned without damages. The NDSA shall be responsible to bear the full costs of liabilities during the loan, including fines or damages incurred.

## **12. Key Deliverables**

12.1. NDSAs that receive SDSC funds will be required to fulfil a set of Key Deliverables that will be included in the LOF. These Key Deliverables are usually aligned to SDSC's desired funding outcomes and/or to specifically address any gaps or weakness within an NDSA. Examples of desirable outcomes include effective athlete management and active stakeholder engagement.

12.2. NDSAs that fail to meet these key deliverables without proper justification may have their funding withheld and/or reduced in the current and/or subsequent financial years.

## **13. Fund Virements**

13.1. Funds allocated to NDSAs must only be utilised for the intended purpose of the fund, and within the respective funding blocks.

13.2. Prior written approval from SDSC must be obtained for the following:

- Fund virements between Funding Blocks and/or between Funding Categories (i.e. Base Funding, Programme Funding and HP Funding).
- Fund virements between line items within the Overseas Training and Competition funding block.
- Fund virements within a funding block that impacts the agreed key deliverables and/or the number of funded headcounts.

13.3. All fund virements shall be approved by the NDSA's Management Committee (MC).

13.4. SDSC reserves the right to reject fund virements that are not submitted prior to expenditure.

## **14. Fund Disbursement and Refund**

14.1. Internal requirements currently only allow the NDSAs to claim for the funding support via receipts and invoices. However, the SDSC will be working towards improving this process into direct grants to the NDSA.

14.2. Should NDSAs face cashflow difficulty in paying for agreed items and services first, they can work with their Sports Partnership Officer (SPO) to procure the items and services through SDSC or invoice to SDSC directly.

14.2. Notwithstanding the approved funding allocations, SDSC reserves the absolute discretion to vary, withhold or withdraw the quantum if the NDSA fails to:

- Submit all required reports as stipulated by SDSC
- Submit any of the reports in order
- Submit reports within the stipulated timeline
- Comply with any of the SDSC's regulations
- Charities/IPC's requirements and statutory requirements
- Fulfil the agreed Key Deliverable, or
- Satisfactorily address audit issue(s).

14.3 SDSC reserves the right to re-allocate unutilised or excess funding to other sports or purposes, as well as the right to offset any outstanding debts / refunds owed by NDSAs to SDSC against the subsequent fund allocation.

14.4 NDSAs are NOT allowed to offset any spending that is in excess of the funds allocated in a funding block against any unutilised grant in another funding block unless approved by SDSC.

## **15. Reporting Requirements**

15.1. For purposes of reporting to SDSC, the financial year of the NDSA should be from 1 April each year to 31 March of the subsequent year.

15.2. NDSAs must submit their Annual Report with Statement of Accounts within 6 months of the end of their Financial Year. The NDSA shall also inform SDSC of its date of AGM and submit the list of their MC members to the SDSC within one month of election. SDSC may request the NDSA's list of members and affiliates from time to time to examine growth and progress of the NDSA's programmes. A copy of the NDSA's Constitution must be maintained with SDSC.

15.3. All reporting submissions to SDSC shall be approved by the NDSA's MC. The NDSA's MC shall ensure the accuracy and reasonableness of all information furnished in the reports. All reports shall be signed by the NDSA's President and Treasurer or Honorary Secretary.

15.4. NDSAs must also fulfill all other reporting requirements as stipulated in the LOF or any other timeframe as advised by SDSC from time to time.

## **16. Athlete Support Schemes**

16.1. In addition to funding, SDSC shall also be guiding the NDSAs to apply for the following SportSG support schemes for eligible carded athletes:

*spex*Scholarship: Athlete Scholarship  
*spex*TAG: Training Assistance Grant  
*spex*ACT: Athlete Career and Training Grant  
*spex*GLOW: Grant for Loss of Wages  
*spex*MEDIC: Medical and Injury Rehab

More details on the above schemes are available at:

[www.sportsingapore.gov.sg/athletes-coaches/singapore-sports-institute/high-performance-sports/high-performance-planning](http://www.sportsingapore.gov.sg/athletes-coaches/singapore-sports-institute/high-performance-sports/high-performance-planning)

## **17. SDSC Consultation**

17.1. SDSC recognises that NDSAs will need assistance in navigating the various funding schemes, policies, processes and conditions. NDSAs are thus welcome to seek guidance or clarifications with their Sport Partnership Officer (SPO). SPOs may also invite the Sports Manager to participate in any NDSA discussions based on the SPO's assessment of the issue at hand.

## **18. Rights of SDSC**

18.1. SDSC reserves the right to amend, vary, or make additions to any of the policies, criteria and conditions contained in this handbook. SDSC will endeavour to give advance notice to NDSAs of any change that is to be effected. Failure of receipt by any NDSAs of any such notice shall not affect the application of any change by SDSC.