



**ANNUAL REPORT FOR THE FINANCIAL YEAR 2022/2023
(1 APRIL 2022 TO 31 MARCH 2023)**

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



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1. ABOUT US

Our Vision

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

Our Mission

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

Our Core Values

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

Our Goals

The goals of the Federation are to

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

Our Objectives

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

2. OVERVIEW OF THE SINGAPORE TAEKWONDO FEDERATION (STF)

- STF was registered as a society on 26 July 1974.
- STF was registered as a charity under the Charities Act (Chapter 37) since 12 January 2011.
- STF has the Constitution and By-laws as its governing instrument.

Unique Registration Number (UEN):

S74SS0031A

Banker:

DBS Bank Limited

Registered address:

35, Joo Chiat Place, Singapore 427 759

Lawyer:

Templars Law LLC

Auditor:

Audit Alliance LLP

Investment in Fixed Deposits:

Maybank Singapore Ltd

Hong Leong Finance Ltd

Bookkeeping & GST Services:

Catalyst Business Consultants Pte Ltd

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

A warm welcome, and it is a privilege to be here with all of you. Thank you for honouring STF with your presence at the 46th Singapore Taekwondo Federation (STF) Annual General Meeting (AGM) notwithstanding your busy schedules.

STF'S RETURN TO GLOBAL TAEKWONDO FAMILY

To begin, I wish to reiterate that following Singapore National Olympic Council's decision to lift STF's suspension on 26 January 2023, World Taekwondo (WT) officially lifted STF's suspension at the WT Council Meeting held on 28 May 2023. Internationally STF is now once again recognised as a MNA of World Taekwondo and Asian Taekwondo Union (ATU). The Federation continues to be affiliated to SNOC and is recognised by Sport Singapore.

On behalf of the Board, I would like to express our heartfelt appreciation to the Interim Management Committee (IMC) especially to the late Dr Tan Eng Liang, Chairman of IMC, for his stewardship during the challenging times; SNOC and Sport Singapore for their unflagging support throughout this period; and to all affiliates for your strong support and understanding in enabling the Federation to re-establish itself on firm grounds to continue to serve and transform in achieving greater heights in the future.

OUR WORK IN 2022/2023

Last year, the centralised grading resumed its physical format with the recovery from COVID-19 and the Federation doubled its offering of courses/seminars as compared to the year before. The local tournament scene also returned with excitement and vibrancy with the staging of the National Poomsae, National Kyorugi and GetActive! Singapore Pesta Sukan Taekwondo Championships whereby affiliated clubs and their athletes were able to compete face-to-face instead of virtually.

In addition, the Federation has continued to improve in the area of high performance. Our national team has performed well regionally. Our athletes clinched three Bronzes at the 31st Vietnam SEA Games in 2022 and with an improved performance at the recent 32nd SEA Games in Cambodia with one Silver and four Bronzes.

OTHER MILESTONES / MATTERS

During the same period, the Federation also witnessed a strategic change in its management with the appointment of Independent Board Members and the Athletes Commission Chair. With diversity of skills and experience, these members contribute their respective experience and knowledge, augmenting the management in leading the Federation.

The Secretariat had undergone a change of leadership with Acting CEO Mr. Malik Aljunied, who completed his contract in June last year; CEO Mr Edwin Pang Thiam Chuah was on board from August till late September 2022. In January 2023, CEO Ms Ang Lay Kwang was seconded by SNOC to STF.

LOOKING AHEAD

In June this year, Virtual Taekwondo was being showcased at the first-ever Olympic Esports Week (OEW) in Singapore whereby our youth athletes competed against several Taekwondo Olympic Legends. Our athletes fought skillfully and emerged as the Champion and first runner-up at this inaugural event which placed Singapore on the sporting world map. I will take this opportunity to congratulate Nigel Tan and Natalie Tor again.

Following this resounding success of OEW, I am pleased to announce that Singapore has been awarded by World Taekwondo the hosting rights for the inaugural World Taekwondo Virtual Championships to be held next year. The precise dates of this event will be determined later.

Moving forward, we are also exploring how we can work closer with Kukkiwon, World Taekwondo Headquarters by establishing a Kukkiwon Commission as a committee of the Federation. This is in line with the agreement between World Taekwondo and Kukkiwon. More details will be available soon.

It is also our honour to have Mr Lim Biow Chuan, Member of Parliament for Mountbatten SMC, accepting the Board's invitation to be appointed as Advisor to the STF Board. Let's welcome Mr Lim who will join Mr Steven Soh and Mr RA Jeyaraman who were already previously appointed as Advisors.

Next year, 2024, will be a significant year for STF. The Federation was registered on 26 July 1974, and will reach its 50th year as an organisation. Reaching the 50-year mark signifies a milestone achievement for STF as well the Taekwondo fraternity in Singapore. It reflects the Federation's growth and impact on the development and promotion of Taekwondo in Singapore over the last five decades. In fact, Singapore was honoured as one of World Taekwondo's 17 Founding Members at the World Taekwondo 50th Anniversary Jubilee Gala Dinner held in Baku, Azerbaijan in May this year.

To commemorate the 50th year of the taekwondo movement, your suggestions and ideas are welcomed to celebrate this special year together. In addition, all affiliates are welcome to help redesign a new STF logo. More information about STF 50th Anniversary Celebration will be shared in the next quarter.

With the World Virtual Taekwondo Championships to be staged and STF's 50th Anniversary Celebrations in 2024, it is our hope to have your continued support and participation.

In conclusion, the Board would like to place on record its appreciation to everyone for your cooperation and support over the last year and we believe 2024 will be a better year for all as we forge ahead together as ONE Taekwondo community.

4. THE BOARD

4.1 The Board for the Financial Year 2022/2023 comprises of the following office bearers:

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

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

4.2 The following members were appointed during this term:

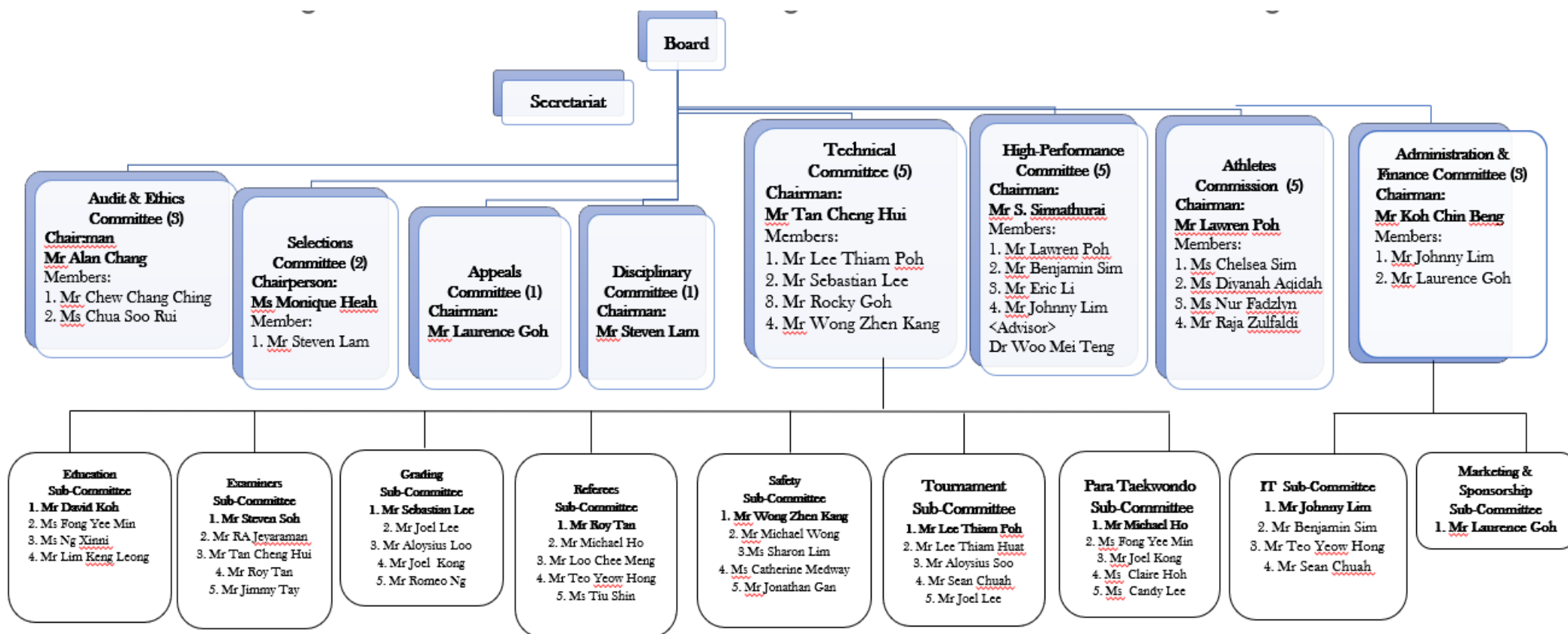
Mr. Alan Chang, Mr. Koh Chin Beng, Mr. Laurence Goh and Mr. S Sinnathurai as Independent Board Members.

4.3 Executive Management Team

S/N	Name of Staff	Designation
1	Mr. Maliki Aljunied	Acting Chief Executive Office (service ended on 30 Jun 2022)
2	Mr. Edwin Pang Thiam Chuah	Chief Executive Officer (service ended on 23 Sep 2022)
3	Ms. Ang Lay Kwang	Chief Executive Officer (appointed on 11 Jan 2023)
4	Ms. Jenlene Ong	Finance, Admin & HR Manager

SINGAPORE TAEKWONDO FEDERATION

BOARD COMMITTEES - ORGANISATION CHART (as at 31.03.2023)



Independent Board Members

- | | |
|----------------------------|----------------------------|
| 1. <u>Ms Alan Chang</u> | 4. <u>Ms Monique Heah</u> |
| 2. <u>Mr Laurence Goh</u> | 5. <u>Mr S Sinnathurai</u> |
| 3. <u>Mr Koh Chin Beng</u> | |

5 HIGHLIGHTS OF THE YEAR

5.1 Financial Reserve Policy

5.1.1 The charity has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, the charity has 4.88 years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

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

	FY2022/2023 (‘000)	FY2021/2022 (‘000)	% Increase/Decrease
Unrestricted Funds (Reserves)	\$6,812	\$6,707	1.57
Restricted / Designated Funds:	NA	NA	NA
- Building Fund	NA	NA	NA
- Education Fund	NA	NA	NA
- Others	NA	NA	NA
Endowment Funds	NA	NA	NA
Total Funds	\$6,812	\$6,707	1.57
Ratio of Reserves to Annual Operating Expenditure	4.88	6.43	

5.2 Remuneration & Staff Matters

5.2.1 Number of STF staff receives more than \$100,000 in annual remuneration each for FY2022/2023: 1

5.2.2 None of the STF Board members receive any remuneration for FY2022/2023.

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

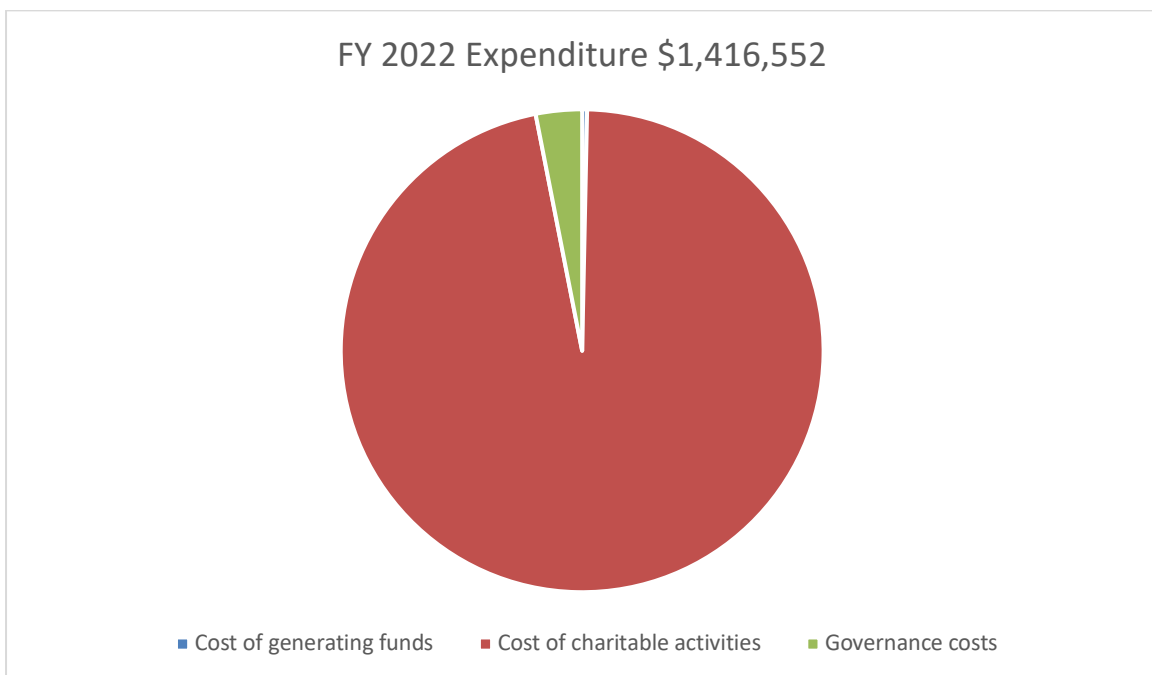
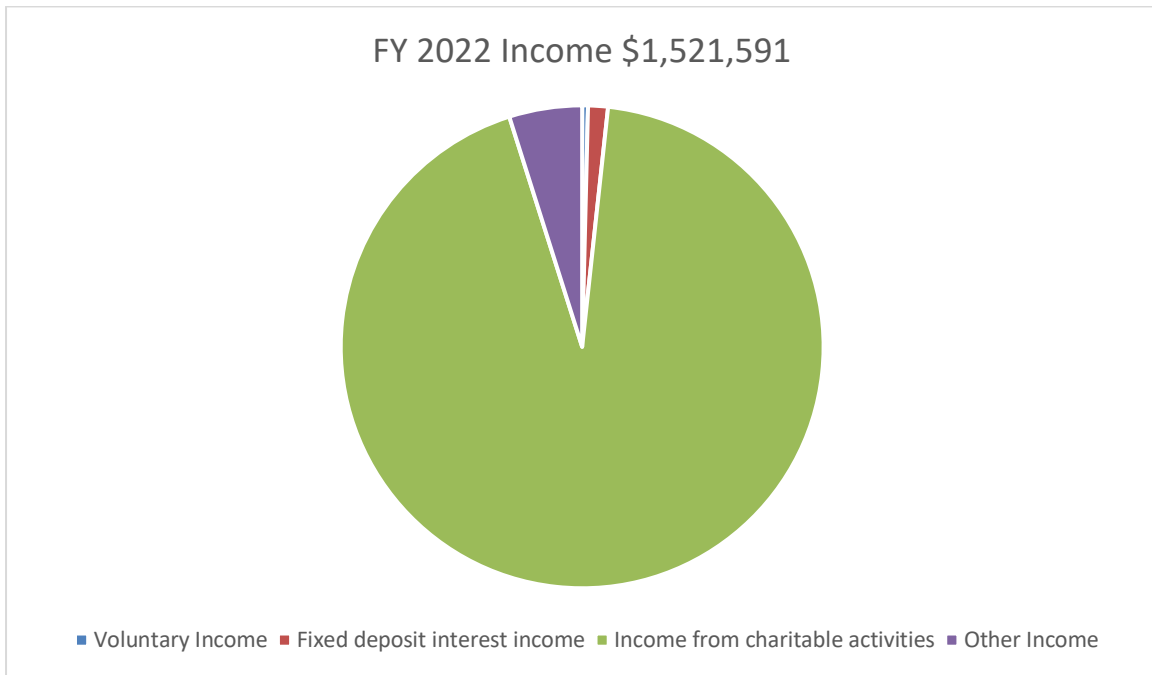
5.3 Summary of Financial Performance for the Financial Year ended 31 March 2023

There has been an increase of \$415,646 in this year's income when compared with last year. This is due to the increase in grading fee income and more courses and seminars have been conducted throughout the year as the Covid-19 Safe Distancing Measures have been lifted.

In terms of expenditure, there has been an increase of \$437,888 compared to last year due to more events, courses and seminars being held during the financial year. Besides, national athletes have participated in more overseas events.

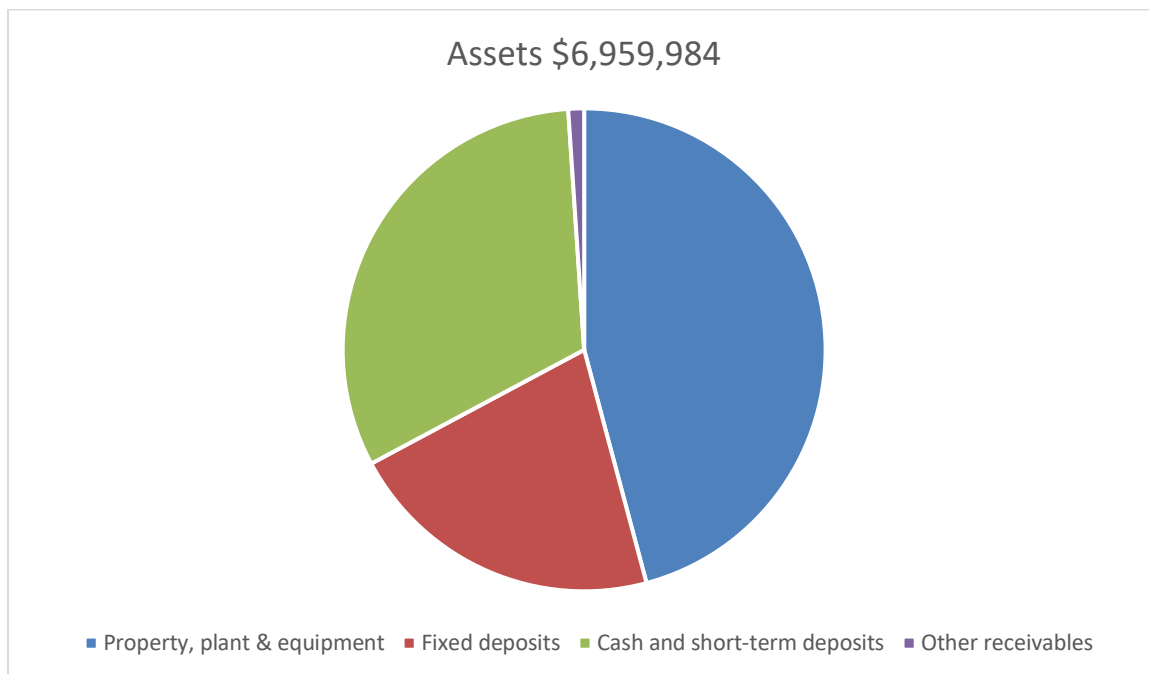
There has been a surplus of \$105,039 for the year.

The accumulated funds are reported at \$6,811,756 and not in deficit.



5.3.1 Purpose of Charitable Assets

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



6. OUR WORK: PROGRAMMES & ACTIVITIES

6.1 Events

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

S/N	Event Categories	No. of Events
1	Courses, Seminars and Workshops	11
2	Centralised Grading Sessions	4
3	Tournaments – Local	7
4	Tournaments - International	7
5	Others – Overseas Engagement	10
	Total	39

6.2 Courses, Seminars and Workshops

S/N	Date	Event	Organiser	No. of Participants
1	2 Apr 2022	Coach Induction Course	STF National Training Centre	17
2	31 Jul 2022	2022 Referee Seminar	Bishan Club House	43
3	31 Jul 2022	2022 Sparring Workshop	Bishan Club House	49
4	26 to 28 Aug 2022	Kyorugi Referee Course	STF National Training Centre	43
5	27 Aug 2022	Coach Induction Course	STF National Training Centre	68
6	5 to 6 Nov 2022, 7 to 8 Nov 2022, 11 to 12 Nov 2022	Singapore Coach Excellence Programme Taekwondo Level 1 G Coach Taekwondo Level 1 (Full Integration)	STF National Training Centre	32
7	25 Feb 2023	Poomsae Level 1 Coach Course	STF National Training Centre	94
8	12 Mar 2023	Singapore Taekwondo Federation Coach Seminar	NTUC Downtown East, Begonia Ballroom	291
9	11 Mar 2023	Poomsae Level 2 & 3 Coach Course	STF National Training Centre	25
10	13 Mar & 19 Mar 2023	Coach Induction Course	STF National Training Centre	82
11	25 to 26 Mar 2023	Kyorugi Referee Course	STF National Training Centre	55
Total number of participants				799

6.3 Centralised Grading Sessions

S/N	Date/Period	Event	Venue	No. of Participants
1	April 2022	184 th Centralised Grading*	Online Grading	14,092
2	Jul/Aug 2022	185 th Centralised Grading	Online Grading	13,500
3	October 2022	186 th Centralised Grading*	STF National Training Centre	20,039
4	January 2023	187 th Centralised Grading	STF National Training Centre	10,838

* Senior Dan grading was conducted at STF National Training Centre during 184th and 186th Centralised Grading.

6.4 Local Tournaments

S/N	Date	Event	Organiser	Venue
1	Apr to Jul 2022	2022 National School Games Taekwondo Championships (Poomsae)	MOE & STF	Online
2	25 Jun 2022	ActiveSG Taekwondo Fiesta 2022 Demonstration Competition	ActiveSG & STF	ActiveSG Bishan Club House
3	23 to 24 Jul 2022	15 th National Taekwondo Poomsae Championships 2022 – Ambassador Cup	STF	Our Tampines Hub
4	4 to 7 Aug 2022	GetActive! Singapore 2022 Pesta Sukan Taekwondo	SportSG & STF	Toa Payoh Sports Hall
5	3 & 4 Sept, 10 & 11 Sept 2022	47 th National Taekwondo Kyorugi Championships (Ambassador 2022)	STF	Our Tampines Hub
6	17 Oct to 23 Oct 2022	Taekwondo Fortitude Online Championships 2022	JH Kim Taekwondo (Bukit Timah) – Han Academy Pte. Ltd.	Online
7	9 to 11 December 2022	8 th Daedo/18 th ICTO Taekwondo Open Championships 2022	JH Kim Taekwondo (Bukit Timah) – Han Academy Pte. Ltd.	Toa Payoh Sports Hall
8	17 to 19 Mar 2023	Han Foundation Youth Taekwondo Championships 2023	Han Foundation Ltd.	The Grandstand Event Hall

6.5 International Tournaments

S/N	Date	Event	Location	TeamSG Members
1	21 to 24 Apr 2022	Goyang 2022 World Taekwondo Poomsae Championships	Republic of Korea	13
2	16 to 19 May 2022	31 Southeast Asian Games	Vietnam	8
3	23 Jun 2022	7 th Asian Taekwondo Poomsae Championships	Republic of Korea	5
4	24 to 27 Jun 2022	25 th Asian Taekwondo Championships	Republic of Korea	6
5	28 Jun to 5 Jul 2022	2022 Chuncheon Korea Open International Taekwondo Championships	Republic of Korea	19
6	22 to 27 Aug 2022	2022 Asian Cadet, Junior, and Para Open Taekwondo Championships	Vietnam	14
7	10 to 12 Mar 2023	16 th ASEAN Taekwondo Championships	Philippines	35
Total TeamSG Members Represented:				100

6.6 Others – Overseas Engagements

S/N	Date	Event Brief Description
1	31 Mar to 4 Apr 2022	Mr Tan Kok Seng appointed as International Referee for 15 th ASEAN Taekwondo Championships at Ho Chi Minh City, Vietnam.
2	14 to 20 May 2022	Mr Lee Thiam Poh, Mr Lee Thiam Huat, Mr Tan Kok Heng and Mr Lai Han Seng appointed as International Referee for 31 st Vietnam Southeast Asian Games.
3	22 to 27 Jun 2022	Mr Tan Kok Heng appointed as International Referee for 2022 Chuncheon Korea Asian Taekwondo Championships.
4	28 Jul to 7 Aug 2022	Mr Lee Thiam Huat appointed as International Referee for Sofia 2022 World Taekwondo Cadet, and Sofia 2022 World Junior Taekwondo Championship.
5.	29 Aug 2022	Mr Michael Ho appointed as International Referee for 2022 Asian Cadet & Junior Taekwondo Championships 2022 at Ho Chi Minh City, Vietnam.
6	10 to 13 Dec 2022	Mr Lee Thiam Poh, Mr Lee Thiam Huat and Mr Michael Ho attended the 45 th Poomsae International Referee Refresher Course at Busan, Korea.
7	8 to 11 Jan 2023	Mr Tan Kok Seng attended the 50 th Poomsae International Referee Seminar at Dubai, UAE.
8	12 to 15 Jan 2023	Ms Fong Yee Min attended the 120 th International Kyorugi Referee Seminar at Dubai, UAE.
9.	12 to 14 February 2023	Mr Tan Kok Heng attended the International Referee Selection and Training Camp for Paris 2024 Olympic Games at Tashkent, Uzbekistan.
10	28 to 31 Mar 2023	Mr Lee Thiam Huat appointed as International Referee for Wuxi World Taekwondo Grand Slam Champions Series.

6.7 Membership

6.7.1 The Federation's membership composition is as follows:

Membership Type	March 2023	March 2022
Full Member	83	82
Associate Member	53	46
Total	136	128

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

Affiliation

b. De-affiliation

<u>Full Member</u> Shingan Martial Arts Academy	<u>Full Member</u> Nil
<u>Associate Member</u> Galaxia Taekwondo Jeong In TKD Kaizen Taekwondo OP Academy Quanwei Taekwondo Taegeuk Taekwondo United Taekwondo Team Waein	<u>Associate Member</u> Nil

7 THE YEAR AHEAD

STF's future plans

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

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

STF's commitments

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

STF's fund-raising plans for the following year

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

7.1 Planned Events from April 2023 to March 2024

S/N	Event	Date
Competitions		
1	National School Games (Taekwondo) 2023	18 to 21 Apr 2023 24 to 28 Apr 2023
2	Finals Selection of Virtual Taekwondo	29 April 2023
3	32 nd Cambodia SEA Games	12 to 15 May 2023
4	Inaugural Olympic Esports Week (Virtual Taekwondo)	23 and 25 Jun 2023
5	16 th National Poomsae Ambassador Championship 2023	15 to 16 Jul 2023
6	SYOF-GetActive! Singapore 2023 Pesta Sukan Taekwondo Poomsae Competition	27 to 28 Jul 2023
	SYOF-GetActive! Singapore 2023 Pesta Sukan Taekwondo Kyorugi Competition	29 to 30 Jul 2023
7	48 th National Kyorugi Ambassador Championship 2023	9 to 10 Sep 2023 16 to 17 Sep 2023
8	19 th Hangzhou Asian Games	24 to 28 Sept 2023
9	POL-ITE Taekwondo Championships	25 and 26 Nov 2023
10	9 th Daedo Taekwondo Championships 2023	1 to 3 Dec 2023
Courses		
11	Kyorugi Referee Course at STF National Training Centre	1 to 2 Apr 2023
12	Poomsae Referee Course at STF National Training Centre	9 & 16 Apr 2023
13	Grading Assessor Course at SportSG Auditorium	30 Apr 2023
14	Singapore Coach Excellence Programme Taekwondo Level One (Full Integration) Course at SportSG Auditorium	20 to 23 May 2023
		26 to 28 May 2023
15	Freestyle Poomsae Seminar at STF National Training Centre	4 Jun 2023
16	Kyorugi Referee Seminar 2023 at NTUC Downtown East, Begonia Ballroom	25 Jun 2023

8 GOVERNANCE

8.1 Conflict of Interest

8.1.1 IPC – Conflict of Interest Policy

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

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

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

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

8.1.2 List of Entities related to Board Members

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

8.2 Term Limit of Board

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

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

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

8.3 Board Meetings and Attendance

8.3.1 A total of 12 Board meetings were held during FY2022/2023 and the attendance were as follows:

S/N	Name of Member	Designation	% of attendance
1	Prof. Tan Cheng Han	President (w.e.f. 7 Jan 2023)	100 % (4 out of 4 Board Meetings)
2	Mr. David Koh	Deputy President	100%
3	Mr. Sebastian Lee	First Vice President	100%
4	Mr. Lai Han Seng	Secretary General	100%
5	Mr. Johnny Lim	Treasurer	66.67%
6	Mr. Lee Thiam Poh	Asst Treasurer	100%
7	Mr. Wong Zhen Kang	Asst Secretary General (w.e.f. 22 Sept 2022)	87.5% (7 out of 8 Board Meetings)
8	Mr. Poh Tze Chap	AC Chairman	72.7% (8 out of 11 Board Meetings)
9	Mr. Steven Lam	Member (w.e.f. 7 Jan 2023)	100% (4 out of 4 Board Meetings)
10	Mr. Tan Cheng Hui	Member	91.7%
11	Ms. Monique Heah	Independent Board Member (w.e.f. 1 Feb 2022)	90% (9 out of 10 Board meetings)
12	Mr. Alan Chang	Independent Board Member (w.e.f. 25 Oct 2022)	33% (2 out of 6 Board Meetings)
13	Mr. Laurence Goh	Independent Board Member (w.e.f. 25 Oct 2022)	50% (3 out of 6 Board Meetings)
14	Mr. Koh Chin Beng	Independent Board Member (w.e.f.20 Feb 2023)	100 % (2 out of 2 Board Meetings)
15	Mr S Sinnthurai	Independent Board Member (w.e.f.20 Feb 2023)	0% (0 out of 2 Board Meetings - away for work trips)
16	Mr. Toh Boon Yi	Independent Board Member (April 2022 to Sept 2022)	75% (3 out of 4 Board meetings)
17	Mr. Jimmy Tay	Independent Board Member (Oct 2022)	100% (1 out of 1 Board Meeting)
18	Dr. Chinna Palanivelu	Independent Board Member (Oct 2022 to Jan 2023)	50% (2 out of 4 Board Meetings)

S/N	Name of Member	Designation	% of Attendance
19	Mr. Philip Choo	Former President (Sept 2022 to Oct 2022)	100 % (3 out of 3 Board Meetings)
20	Mr. Micheal Ho	Former Asst Secretary General (Apr 2022 to Sept 2022)	75% (3 out of 4 Board Meetings)
21	Mr Ng Hwa Ann	Former Member (Apr 2022 to Sept 2022)	100% (4 out of 4 Board Meetings)
22	Mr.Robin Chow	Former Member (Sept 2022 to Oct 2022)	100 % (3 out of 3 Board Meetings)

8.4 Review And Commentary

With safe management measures being relaxed this year, the Taekwondo community, like the rest of Singapore continued to adapt to the “new normal” with fresh hopes that the year will be better.

STF spearheaded our renewed hopes for the year by actively organising courses and seminars through the year, starting with the Coach Induction Course in April 2022. Spaces for the courses and seminars were enthusiastically snapped up as participants upgraded their knowledge and certifications in preparation for the gradings and tournaments that will resume in the year.

And the competitions were well participated. Besides the National School Games and ActiveSG Taekwondo Fiesta Demonstration Competition which STF organized with our stakeholders, STF organised our first physical National Taekwondo Poomsae Championships since COVID in July 2022. It was a joyous occasion as officials, volunteers, coaches and participants get to gather and see each other again.

The two National Championships (aka Ambassador Cup) continued to be supported by the Embassy of the Republic of Korea and we take this opportunity to also recognise and thank their unwavering support for Singapore Taekwondo. The National Taekwondo Poomsae Championships – Ambassador Cup also sparked the launch of STF’s Instagram account which we hope to engage the community better.

With most restrictions lifted, our national athletes continued to give their best at the international scene. After her success in the online championships the previous year, Sister Linda Sim won Singapore first-ever gold medal in the 2022 World Taekwondo Poomsae Championships. Then, in May 2022, led by Mr Johnny Lim (team manager), and coaches Ms Lee Na Lee and Mr Ko Jae Pil, the 31st SEA Games team clinched three bronzes. Nichelle Tan and Isabel Rivas clinched the bronze for their individual kyorugi categories, while the male poomsae team comprising of Brandon Low, Darren Yap and Dixon Ho clinched the bronze for the male poomsae category. Special mention must be given to Poomsae Coach Lee Jun Seong and accompanying physio Mr Eric Li as well. The national athletes continued to give their best and gained other valuable experiences in other championships.

The Secretariat had a change of leadership as Mr. Malik Aljunied completed his contract and was succeeded by Mr Edwin Pang who unfortunately had to cut his tenure short. Ms Ang Lay

Kwang was then seconded by SNOG to STF as CEO in January 2023. We would like to thank the Secretariat team for their efforts during the transition and also the community for their understanding.

Within the local community, STF continues to see a growth in terms of our membership. Taekwondo continues to be a popular martial art and sport and credit must be given to the hard work of the affiliates and coaches. The Board extends its thanks to all for your support as we look forward to next year.

8.5 Whistle-Blowing Policy

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

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

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

Reporting channel/procedures

Concerns may be raised with or information provided to:

Private & Confidential

For the Attention of Chairman, Audit & Ethics Committee

Singapore Taekwondo Federation

35 Joo Chiat Place, Singapore 427 759

Email Address: ceo@stf.org.sg

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

8.6 Safe Sport Policy

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

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

This Policy also sets out procedures to report any abuse and harassment (including

protection from any retaliation or repercussions for such reporting). In promoting the safety and well-being of its participants, STF is a member organisation under the national framework for safeguarding in sport, the Safe Sport Programme.

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

8.6 Governance Evaluation Checklist 2022/23

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

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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 staff¹ appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) 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	Not Complied	STF's Board Tenure is 4 years. This is to provide Board Members with a longer runway to translate and operationalise strategic plan
6	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
7	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	
8	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				
9	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	The Board will review its Multi-Year Sports Plan periodically and that they are in line with STF goals and objectives
Human Resource and Volunteer² Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	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	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
Financial Management and Internal Controls				
13	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	
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
17	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 18 if "No")			
18	The charity has a documented investment policy approved by the Board.	6.4.3	Not complied	The investment pf fixed deposits will be discussed monthly or bi-monthly at the board meeting and be documented
Fundraising Practices				

	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if “No”)			
19	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 20 if “No”)			
20	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
21	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 22 and 23 if “No”)			
22	No governing board member is involved in setting his own remuneration.	2.2	Complied	
23	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied	
	Does the charity employ paid staff? (skip items 24 and 25 if “No”)			
24	No staff is involved in setting his own remuneration.	2.2	Complied	
25	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. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

Notes:

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.

Declaration



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

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

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

Prepared by:



Mr. Lai Han Seng
Secretary General

End of Report