



TRIATHLON ASSOCIATION OF SINGAPORE
ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

About Us

Triathlon Association of Singapore (TAS) is the National Governing Body for the sport of Triathlon, Duathlon, Aquathlon and its related multi-sport in Singapore. We are a not-for-profit organisation registered with the Registry of Societies (ROS) on 10 September 1992, and gazetted as a National Sports Association for the Sport of Triathlon in Singapore.

Our objectives (as listed in our constitution) are:

- To promote, encourage and develop the sports of Triathlon (Swim/Bike/Run), Duathlon (Run/Bike/Run), *Aquathlon (Run/Swim/Run)* and other related multi-disciplined endurance sports in Singapore, (but excluding the traditional sports such as decathlon, heptathlon, modern pentathlon), as well as to develop widest participation and highest proficiency in Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To arrange and assist in courses of instruction for athletes, coaches, officials or other interested persons in matters concerning Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop and enforce Regulations, and coordinate technical information covering all aspects of Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop, select, support and manage teams of athletes to represent Singapore in International competitions.
- To liaise actively with the national governing bodies of the sports comprising Triathlon / Duathlon / Aquathlon, in order to avoid any conflicts of Regulations in respect of the athletes or organizers of Triathlon, Duathlon, Aquathlon or other related multi-disciplined endurance sports.
- To exercise complete jurisdiction of the sport of Triathlon, Duathlon and Aquathlon or any combination of components sports thereof in Singapore and over all matters pertaining to the participation of Singapore in these sports in world championships and other international competitions.

Our Vision:

To be an internationally acclaimed nation who makes multi-sports a lifestyle that leads to excellence.

Our Mission:

TAS strives to exercise fair and judicious supervision of multi-sports events among all and to promote multi-sports among all and achieve excellence for international recognition.

Our Values & Mottos:

4 Fs (Focus, Flexibility, Fore-Sight, Fast)

Overview of TAS

Charity Status:

- TAS was registered as a Charity under the Charities Act (Chapter 37) since 1 June 2011.
- TAS has been accorded IPC (Institution of a Public Character) status from 8 April 2019 to 7 April 2022

Governing Instrument: TAS Constitution (Version 2017)

Registration Number - Unique Entity Number (UEN): Others - S92SS0052C

Registered Address: 3 Stadium Drive, Sport Singapore #01-33 Singapore 397630

Auditor: Strategic Audit Alliance PAC

Bankers: United Overseas Bank Limited

Funding:

- TAS is financially supported by government annual grants from Sport Singapore.
- TAS supplement our operating expenses through fees collections from members, courses and events
- As a charity/IPC, we also accept donations from the public to support our objectives and programs.

Affiliations:

Singapore National Olympic Council
Association of Commonwealth Triathlon
Asia Triathlon
World Triathlon

Honorary Life President:

Name	Date of Appointment	Past Appointments
David Hoong (Kah Kuan)	25 September 2020	President 2016 to 2020 Honorary Secretary 2006-2012, 2014-2016 Assistant Hon Secretary 2012-2014 Deputy President 2004-2006 MC Member 1996 - 2004

Management Committee (2020 to 2022):

Name	Appointment / Date of Appointment	Past Appointments
Paul Rachmadi	President 25 September 2020	Honorary Treasurer 2019-2020 MC Member 2018-2019 (Stand-in Treasurer in 2019)

James Middleditch	Deputy President 25 September 2020	MC Member 2018-2020
Chong Chee Keong (Raymond)	Honorary Secretary 25 September 2020	Deputy President 2018-2020 Honorary Secretary 2016-2018 MC Member 2014-2016
Denise Wong	Assistant Hon Secretary 25 September 2020	MC Member (Co-opt) 2018-2020
Yu Kok Chew	Honorary Treasurer 25 September 2020	MC Member (Co-Opt) 2020
Ahmad Arif Ibrahim	MC Member 25 September 2020	NIL
Zuraimi Bin Abdul Basheer	MC Member 25 September 2020	MC Member (Co-Opt) 2020
Aw Yizhong	MC Member 25 September 2020	MC Member 2018-2020
Chang Shuwen	MC Member 25 September 2020	MC Member (Co-Opt) 2018-2020
Sara Ng Qian Hui	MC Member 25 September 2020	NIL
Lee Eugene	MC Member (Co-Opt) 25 September 2020	Honorary Secretary 2018-2020 Deputy President 2016-2018 MC Member 2014-2016
Chan Chee Ming (Steven)	MC Member (Co-Opt) 25 September 2020	Assistant Hon Secretary 2016-2020 MC Member 2010-2016
Lloyd Ngoh Shi Kai	MC Member (Co-Opt) 25 September 2020	MC Member (Co-Opt) 2018-2020 MC Member 2006-2008
Jenny Wee	MC Member (Co-Opt) 25 September 2020	MC Member 2010-2018

Jenny Huang	MC Member (Co-Opt) 25 September 2020	NIL
Michelle Evelyn Chow	MC Member (Co-Opt) 8 October 2020	NIL

Role of the Management Committee (As listed in our Constitution):

- To implement all resolutions of the Annual General Meeting.
- To appoint the necessary sub-committees to plan and work for TAS's objectives.
- To plan, resolve and act on all matters beneficial to TAS.
- To consider applications for Membership and decide on acceptance or rejection of applications.
- To raise funds for TAS.
- To ensure that TAS's policies are properly adhere to, and to make an annual review of the policies, to ensure its feasibility and practicality.
- To organize and supervise other daily activities of TAS.
- To remain subordinate to the General Meetings and shall not act contrary to the expressed wishes of the General Meeting without prior reference to it.

Term Limit of Management Committee:

To enable succession planning and steady renewal in the spirit of sustainability of TAS, the tenure limit set for key office bearers are:

- 4 consecutive terms (8 years) for the President, Deputy President, Honorary Secretary and Assistant Honorary Secretary. Further re-election to that position can only be considered after a lapse of 1 term (2 years).
- 2 consecutive terms (4 years) for the Honorary Treasurer. Further re-election to the position can only be considered after a lapse of at least 1 year.

Board Meetings and Attendance:

During the financial year ending 31 March 2021:

- One AGM was conducted on 25 September 2020
- Two MC Meetings were conducted by outgoing board before 2020 AGM
- Three MC Meetings were conducted by current board after 2020 AGM.

MC (2018 to 2020)	21 May 2020	20 Aug 2020	25 Sept 2020 (AGM)
David Hoong - President	/	/	/
Raymond Chong – Deputy President	/	/	/
Lee Eugene - Honorary Secretary	/	/	/
Steven Chan - Assistant Hon Sec	/	Absent	/
Paul Rachmadi - Honorary Treasurer	/	/	/
James Middleditch – MC Member	/	/	/
Aw Yi Zhong – MC Member	/	/	/
Daniel Sng – MC Member	/	/	Absent
Lloyd Ngho – MC Member (Co-Opt)	Absent	Absent	/
Chang Shuwen – MC Member (Co-Opt)	Absent	Absent	/
Denise Wong – MC Member (Co-Opt)	/	/	/
Yu Kok Chew - MC Member (Co-Opt)	/	/	/
Zuraimi Abdul Basheer - MC Member (Co-Opt)	/	Absent	/

MC (For office term 2020 to 2022)	8 Oct 2020	11 Nov 2020	2 Feb 2021
Paul Rachmadi - President	/	/	/
James Middleditch – Deputy President	/	/	/
Raymond Chong - Honorary Secretary	/	/	/
Denise Wong - Assistant Hon Sec	/	/	/

Yu Kok Chew - Honorary Treasurer	/	/	/
Ahmad Arif Ibrahim – MC Member	/	/	/
Aw Yi Zhong – MC Member	/	/	/
Zuraimi Abdul Basheer – MC Member	/	/	/
Chang Shuwen – MC Member	Absent	Absent	Absent
Sara Ng – MC Member	/	Absent	Absent
Lee Eugene – MC Member (Co-Opt)	Absent	/	/
Steven Chan – MC Member (Co-Opt)	/	Absent	/
Jenny Wee – MC Member (Co-Opt)	/	Absent	/
Jenny Huang – MC Member (Co-Opt)	/	Absent	Absent
Lloyd Ngoh – MC Member (Co-Opt)	/	/	/
Michelle Evelyn Chow – MC Member (Co-Opt)	NA	Absent	/

Sub-Committees:

Committee	Term of Reference
<p><u>Business Development</u> Chairman: Raymond Chong Deputy: Paul Rachmadi, Yu Kok Chew</p> <p>Members: Ahmad Arif, Jenny Huang, Foo Gen Lin (Membership) Denise Wong, Lloyd Ngoh, Zuraimi (Events) Aw Yizhong (Website & Social Media)</p>	<ul style="list-style-type: none"> - Sponsorship & Donations - Fundraising activities - Membership - Website & Social Media - Branding & Profiling of TAS - Events Management - Stakeholders Engagement - Merchandising (Marketing & Sales)
<p><u>Governance</u> Chairman: Paul Rachmadi</p> <p>Members: Sara Ng Zuraimi Eugene Lee Steven Chan</p>	<ul style="list-style-type: none"> - Constitution Matters - Board’s role and effectiveness, renewal and succession planning - Code of Governance - Code of Conduct - Complaints and Disciplinary Matters - Safety and Risk management - Internal Audit
<p><u>Sports Development</u> Chairman: Ahmad Arif Ibrahim Deputy: Aw Yizhong</p> <p>Members: Chang Shuwen (Kids & Youth) Lloyd Ngoh (Para) Jenny Huang (Women) Jenny Wee (Partners – Sports Hub, PA) Eugene Lee (SportCares)</p>	<ul style="list-style-type: none"> - National Community Development Program “TRI-OUTS” - Increase participation in kids, youth, women, para - Clubs and Affiliates engagements - Grassroots programs - National Sports Curriculum for schools, tertiaries and IHLs - Multisport Programs for SportCares, Sports Hub, PA - National Club Championships
<p><u>High Performance</u> Chairman: James Middleditch</p> <p>Members: Eugene Lee</p>	<ul style="list-style-type: none"> - High Performance Program - Athletes Pathway - Talent Identification, Development, Elite Athletes - Daily Training Environment

Steven Chan Michelle Evelyn Chow	<ul style="list-style-type: none"> - Selection Policies for Major Games and overseas competitions - SpexCarding, SpexScholarship - SNOG, SSI, NYSI
<u>Athletes Committee</u> Chairman: Ahmad Arif Members: Chang Shuwen Sara Ng Bryce Chong	<ul style="list-style-type: none"> - Representing the interest of athletes - Voice of athletes - Ensure communication and engagement between athletes and HPE Committee
<u>Coaching Development</u> Chairman: Eugene Lee Deputy: Steven Chan Members: Chang Shuwen Michelle Evelyn Chow	<ul style="list-style-type: none"> - Coaches pathway - SG Coach integrated Triathlon Course Curriculum - Continued Education opportunities for Coaches - Coaches Code of Conduct - Coaches Database - Coaches for community programs - Coaches Policies
<u>Technical</u> Advisor: David Hoong Chairman: Jeff Lim Deputy Chairman: Denise Wong Treasurer: Jenny Wee Members: Daniel Sng Tan Thong Hua Jasmine Ong Jyn Wee Ryan Mahindapala Emily Leong	<ul style="list-style-type: none"> - Technical Officials Pathway - All TO Courses from community to National levels - Continues Education for TOs - TOs Code of Conduct - TOs Database - Support Sanctioning of events - Support community programs - Events technical guidelines and safety guidelines - Event Organising Guidelines

REVIEW OF ACTIVITIES FOR FY2020 (1 APRIL 2020 TO 31 MARCH 2021)

Secretariat

As of 31 March 2021, there are 2 full time and 2 contract staff employed by TAS.

Name	Designation	Date of Appointment
Eugene Ong	General Manager	From 1 August 2011 Assistant General Manager From 1 April 2011 Operations Executive From 2 January 2008

Omar Bakar	Sports Development Executive	From 29 May 2017
Lee Eugene	Technical Director (Contracted)	From 1 January 2019 (6 months renewal)
Sherlyn Chow	Book Keeping & Accounts (Contracted)	From 1 July 2010

Membership

As of 31 March 2021, there are a total of

Individual Members – 158

Affiliate Members – 9

Ordinary Members – 3

Day-of-Race (DOR) Members – 2062

List of Affiliates

Name	Type
Bike-Aid (Singapore)	Ordinary Member
Breakaway Triathlon Club	Ordinary Member
National University Singapore – NUS Aquathlon	Ordinary Member
Metasports	Affiliate Member - Event Organiser, Triathlon Club
Orange Room Pte Ltd	Affiliate Member - Event organiser
Eventure Global Singapore	Affiliate Member - Event organiser
Team BodyFuel	Affiliate Member - Triathlon Club
NTU Aquathlon	Affiliate Member - Triathlon Club
SMU Aquathlon Sports Club	Affiliate Member - Triathlon Club
Terai Melayu SG	Affiliate Member - Triathlon Club
Singapore Women's Triathlon Club	Affiliate Member - Triathlon Club
Swim Smooth Singapore	Affiliate Member - Triathlon Club

Athletes Development – High Performance Program

As of 31 March 2021, the HPP consists of the following athletes:

National Squad

Name	DOB	Gender	Category	FY20 SpexCarding
Clement Chow	23/05/1988	Male	Elite	E3P
Wille Loo	26/01/1983	Male	Elite	E3P
Bryce Chong	20/11/1997	Male	Elite	E3
Ahmad Arif Bin Ibrahim	20/09/1993	Male	Elite / Du	E3
Lam Wai Kit	07/12/1989	Male	LD, Du	E3P
Foo Gen Lin	16/04/1983	Male	Du	E3P
Nicholas Rachmadi	23/10/2001	Male	Junior / U23	E3
Luke Chua	24/10/2001	Male	Junior / U23	E3
Emma Middleditch	07/05/2002	Female	Junior / U23 / Du	S1
Herlene Yu	01/01/2002	Female	Junior / U23 / Du	E3
Chang Shuwen	17/08/1990	Female	Elite	E3P
Ethel Lin Zhiyun	11/12/1986	Female	Elite / Du	E3P
Samir Varma	06/06/2002	Male	Junior	Y

National Junior Squad

Name	DOB	Gender	Category	Remarks
Tan Jia Hao	12/06/2002	Male	Junior	
Ong Ee Howe	15/09/2002	Male	Junior	

National Development Squad

Name	DOB	Gender	Category	Remarks
Louisa Middleditch	17/08/2000	Female	U23	Overseas
Yong Man Yun	29/05/1987	Female	Du	
Regine Goh	25/02/2001	Female	U23	
Danny Lim	24/12/1989	Male	Standard / Du	
Aaron Lee	31/12/1997	Male	U23 / Du	
Teo Ewin	03/04/1981	Male	LD, Du	
Benjamin Khoo	09/05/1991	Male	Du	
Ng Wei Quan	24/06/1996	Male	LD, Du	
Aaron Kiss	07/10/2000	Male	U23, Du	NS

Talent ID Squad

Name	DOB	Gender	Category	Remarks
Warren Wee	17/04/2002	Male	Junior	
Hoo Fang Yu	26/03/2000	Male	U23	
Crispin Hu	26/04/2002	Male	Junior	
Timothy Ting	13/06/2005	Male	Junior	
Keane Ko	26/7/2000	Male	Du	

Overseas Training and Competitions:

For the period 1 April 2020 to 31 March 2021, due to the Covid-19 pandemic, many overseas competitions were cancelled or postponed. Travel restrictions imposed by our government and globally also means that our athletes were not able to participate in any overseas activities – including competitions and training.

Local Training and Competitions:

The Covid-19 pandemic also had a major impact on local training and competitions, due to the various government restrictions and regulations put in place for most of FY2020. Many sanctioned events were cancelled/postponed indefinitely, while athlete's group training were also affected.

Hybrid Races

Due to the lack of overseas and local races, there is an urgent need to provide opportunities for our national athletes to remain active in racing and also for them to attain data points for the purpose of 2021 SEA Games selection. Following the ease of government restrictions towards the 4th quarter of FY2020, TAS conducted several time trials for our national athletes.

Inspired by the Super League Triathlon's SLT Arena Games, TAS also pioneered an innovative race concept locally that blends in physical and virtual racing.

Format: The swim leg takes place in an Olympic sized pool, bike discipline are completed on Tacx2 smart trainers via Zwift's online racing platform, while the run leg takes place on a standard track.

We conducted these trials and hybrid races in accordance to government regulations with strict Safety Management Measures in place. It did not come easy due to limited budget, limited resources, limited knowledge and the constant changes in government regulations due to constant shift in the Covid-19 situation within the local community.

Date	Competition	Results
7 March 2021	TAS 10km Run Trials	<u>Open Men</u> Ahmad Arif – 0:34:42 Lam Wai Kit – 0:34:42 Foo Gen Lin – 0:35:22 Luke Chua – 0:35:42 Keane Ko – 0:36:37 Danny Lim – 0:37:59 Ben Khoo – 0:38:28

		<p>Ng Wei Quan – 0:38:52 Teo Ewin – 0:40:17 Aaron Lee – 0:42:17 Bryce Chong – 0:38:38 Nicholas Rachmadi – 0:39:15 Wille Loo – 0:40:25 Tan Jia Hao – 0:41:20 Samir Varma – 0:43:45 Hoo Fang Yu – 0:46:26 Warren Wee – 0:49:39 Crispin Hu – 0:50:38 Timothy Ting – 0:57:00</p> <p><u>Open Women</u> Emma Middleditch – 0:39:56 Yong Man Yun – 0:43:00 Herlene Yu – 0:43:32 Lin Zhiyun – 0:47:47 Chang Shuwen – 0:50:29 Regine Goh - 0:52:27</p>
20 & 21 March 2021	TAS Hybrid Race - Duathlon Men Technical Officials - 14 (6 Men, 8 Women)	<p><u>Men</u> Lam Wai Kit – 1:57:02 Ahmad Arif – 1:57:22 Luke Chua – 1:59:03 Ben Khoo – 2:00:45 Foo Gen Lin – 2:04:03 Nicholas Rachmadi – 2:04:20 Teo Ewin – 2:09:07 Ng Wei Quan – 2:12:38 Wille Loo – 2:12:31 Danny Lim – 2:12:39 Tan Jiahao – DNF Bryce Chong – DNF</p>
27 March 2021	TAS 1500m Swim Trials Technical Officials – 7 (4 Men, 3 Women)	<p><u>Men</u> Bryce Chong – 0:18:29 Luke Chua – 0:18:47 Nicholas Rachmadi – 0:19:11 Tan Jiahao – 0:20:00 Will Loo – 0:20:48 Ahmad Arif – 0:22:05 Danny Lim – 0:22:45 Foo Gen Lin – 0:23:31 Samir Varma – 0:24:07 Warren Wee – 0:24:12 Aaron Lee – 0:24:26 Teo Ewin – 0:24:43 Hoo Fang Yu – 0:25:39</p> <p><u>Women</u> Herlene Yu – 0:20:01 Regine Goh – 0:21:14 Emma Middleditch – 0:22:08 Lin Zhiyun – 0:26:20</p>

28 March 2021	Metasprint Series Aquathlon	<u>Men</u> Luke Chua – 0:26:43 Nicholas Rachmadi – 0:27:54 Foo Gen Lin – 0:28:24 Aaron Lee – 0:31:33 Tan Jiahao – 0:31:54 Teo Ewin – 0:32:03 Danny Lim – 0:32:08 Hoo Fang Yu – 0:34:58 Warren Wee – 0:38:01 Ng Wei Quan – 0:39:33 <u>Women</u> Herlene Yu – 0:29:57 Emma Middleditch – 0:30:05 Regine Goh – 0:33:45
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Local Events

National Championships

The National Championships for the year 2020/2021 were cancelled due to the COVID-19 pandemic outbreak and government restrictions in hosting and organising events.

Sanctioned Events

Due to the COVID-19 pandemic, local government restrictions and regulations were put in place throughout most of FY20. This led to most sanctioned events being cancelled/postponed.

TAS managed to sanction a total of 3 events, mostly conducted in the 4th quarter of FY2020. It was a pilot program introduced by our government on easing restrictions in allowing mass participation events to happen, but organised in line with strict Safety Management Measures and guidelines.

Our affiliate member event organiser, Metasports, managed to get approved for this program. They introduced a blended concept that features:

- Digital racing (where participants race along with a racing app on the event designated course at their designated time slot, following audio cues from the app or the swim buoys for the swim leg)
- Origin racing (where participants race with others in a traditional race format with strict safety management and social distancing measures in place)

Name of Event	Metasprint Series 2021 – Aquathlon (Digital)
Date	23 & 24 January 2021
Venue	Sentosa Pelawan Beach
Total number of participants	Technical Officials – 1 Women Total Athletes – 58 (38 Men, 20 Women)

Name of Event	Metasprint Series 2021 – Duathlon (Digital)
Date	20 & 21 February 2021
Venue	Punggol
Total number of participants	Technical Officials – 1 Women Total Athletes – 70 (50 Men, 20 Women)

Name of Event	Metasprint Series 2021 – Aquathlon (Origin)
Date	27 & 28 March 2021
Venue	Sentosa Pelawan Beach
Total number of participants	Technical Officials – 3 Men, 4 Women Volunteers, Crew – 51 Total Athletes – 989 (Kids 8 to 11 years old – 53 Boys, 61 Girls) (Youth 12 to 15 years old – 48 Boys, 41 Girls) (Junior 16 to 19 years old – 21 Boys, 22 Girls) (Adults above 20 years old – 516 Men, 227 Women)

Capability Development (Technical Officials)

TO Education Programs:

The current framework had been drawn up by World Triathlon:

By National Federation - NF Community Level 1, NF Community Level 2, NF TO Level 1

By WT – WT TO Level 1 (NTO), WT TO Level 2 (CTO), WT TO Level 3 (ITO)

As of 31 March 2021, there are:

Technical Officials	Female	Male	Total
CL1	18	23	41
CL2	14	32	46
NTO	7	15	22
CTO	2	8	10
ITO	0	1	1

WT Facilitators (TO): 4

4 of our Technical Officials were WT certified facilitators, qualified to conduct and facilitate WT courses, training participants to be future Technical Officials.

TAS Facilitators (TO): 6

6 of our NTOs are trained and certified local facilitators, to conduct and facilitate local Technical Official Courses at community level.

TAS Technical Officials Courses:

TAS conducted the following courses:

Course	Date	Facilitators	Number of Participants
Triathlon Technical Officials Community Level 1 (CL1TO) – via Zoom	23 Jan 2021	1) Peter Chua 2) Jasmine Ong	10
Triathlon Technical Officials Community Level 2 (CL2TO) – via Zoom	6 March 2021	1) Peter Chua 2) Jasmine Ong	13

Technical Officials Assignment for Major Games:

WT selected the following Technical Officials from Singapore to officiate in the following Major Games:

Games	Date	Name
2020 Tokyo Olympic Games	12-16 Oct 2019	Omar Bakar
2020 Tokyo Para-Olympic Games	19 Nov 2019	Jasmine Ong

Capability Development (Coaching)

As of 31 March 2021, there are:

Coaches	Female	Male	Total
NROC Provisional	1	7	8
NROC	7	32	39
WT Level 1	1	0	1
WT Level 2	0	3	3

TAS Coaching Courses:

TAS conducted the following coaching courses:

Course	Date	Facilitators	Number of Participants
SG-Coach Level 1 Triathlon Integrated	9 March 2021 to 27 March 2021	Eugene Lee Christian Stauffer Chang Shuwen Saravanan Tabethu Omar Bakar	9

WT Coaching Courses (Facilitators):

The following WT Facilitator from Singapore were assigned to conduct and facilitate in the following:

Course	Date	Facilitator	Number of Participants
2020 Rayong Olympic Solidarity-World Triathlon Coaching Clinic	17 to 18 October 2020	Eugene Lee	43

Recruitment of Community Development Coaches

In Jan to March 2020, we conducted a recruitment exercise to engage triathlon coaches for our community sports development programs. Coaches will be engaged on an ad-hoc project basis, to support our programs.

Criteria: NROC accredited, SG-Coach Level 1 Triathlon, valid TAS Member, "Game-for-Life" programme or with the intention to, registered MOE Instructor or with the intention to, commitment to at least 1 session per week for a year-long program.

A total of 15 Coaches applied. 11 coaches met the criteria and were appointed

Sports Development Programs (Community):

Due to the COVID-19 pandemic, local government restrictions and regulations were put in place throughout most of FY2020. This led to most SPD Programs being cancelled/postponed.

SportCares-Li Foundation Multisport Programmes

In collaboration with SportCares, the SportCares-Li Foundation Multisport programmes was launched in 2019. These programmes introduce Youths to the world of Multisport as an alternative sport, and gradually prepare them for their first race through a specially curated 40-weeks curriculum.

Program Objectives: Keep them fit and healthy through sport, Help them build up their confidence, self-believe and self-motivation, Develop attributes such as positive mindset, winning spirit, overcoming challenges, never give up, team work and bonding, leaderships. Channel their energy and vibrancy confidence through sports.

In FY 2020, we managed to proceed with the programmes with 5 centres. Most sessions were conducted via Zoom Video Conferencing, otherwise, physical sessions conducted were done under strict Safety Management Measures in accordance to government restrictions and guidelines.

Date	Program	Training Venue	Number of Participants
Tuesdays	Boys' Town	Boys Town MGS	15 Youths, 1 Coach
Fridays	Muhammadiyah Welfare Home	ActiveSG Pasir Ris	20 Youths, 2 Coaches
Thursday	Northlight School	Northlight School Home of Athletics	20 Youths, 2 coaches
Fridays	PPIS	ActiveSG Pasir Ris	30 Youths, 3 Coaches
Sundays	Darul Ilshan	ActiveSG Pasir Ris	20 Youths, 2 Coaches

SportCares Duathlon 2020

As part of the SportCares-Li Foundation Multisport Programme and in an effort to bringing sports back, SportCares Foundation organised the inaugural SportCares Duathlon on 23 December 2020, collaborated and sanctioned by TAS, with venue supported by Singapore Sports Hub.

Conducted over 4 sessions, participants participated in a 1 hour clinic followed by a fun Duathlon (800m Run-1600m Bike – 800m Run). A total of 9 Coaches and 10 members from TAS were involved, supported by 11 student volunteers from NYP, 10 youth Instructors from SportCares and staff from SportCares Foundation.

Participants	Time	Number of participants
SportCares Youth Instructors	10am to 11am: Duathlon Clinic 12pm to 1pm: Fun Duathlon Race	10 participants + 1 Li Foundation 1 SportSG
Darul Ihsan Orphanage for Girls	11am to 12pm: Duathlon Clinic 12pm to 1pm: Fun Duathlon Race	23 participants + 1 Li Foundation 5 SportCares
Muhammadiyah Welfare Home	12pm to 1pm: Duathlon Clinic 1pm to 2pm: Fun Duathlon Race	15 participants + 4 Li Foundation
Nanyang Polytechnic Sports & Wellness Management Student Volunteers	1pm to 2pm: Duathlon Clinic 2pm to 3pm: Fun Duathlon Race	11 participants

Awards

The association congratulates the following athletes/organisation for receiving an award:

Name	Awards
Herlene Natasha Yu Zhihui	Peter Lim Scholarship 2020 – High Performance U18 Category
Luke Chua Li Rong	Peter Lim Scholarship 2020 – High Performance U18 Category
Super League Triathlon Singapore 2019	Singapore Sports Award 2020 – Best Sports Event of the Year (International)

Sponsors

The Association greatly appreciate the following sponsors:

Name	Sponsorship
Purpose Performance Wear Pte Ltd	Competition Attire and Apparels for National Squad

Multi-Year Sports Plan

TAS was selected as one of the NSAs to be part of the NSA Strategic Planning Consultancy Project, with the guidance of Deloitte. We reviewed our MYSP over 6 sessions to map out our strategic plans for the next 4 years, 2021 to 2024.

TAS Constitution Review

TAS did a review of our current Constitution to propose amendments to the Constitution to be aligned and with the adoption of Mandatory Governance Principles for NSAs. We targeted to complete the review and get the new Constitution approved and accepted during our 2021 AGM.

Conflict of Interest Policy

All MC members and staff are required to comply with TAS Conflict of Interest Policy. The policy states that all staff and MC members shall declare in writing the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest, real or perceived.

The declaration is to be made, signed and file annually during AGM. At any point of time there is any addition or deletion in the information declared, a supplementary declaration describing such change should be made and file as soon as reasonably possible.

Any staff and MC members shall abstain and not participate in any discussion, decision making or voting on matters where they have a conflict of interest, declared either in writing or orally.

Disclosure of Remuneration received by MC Members

No MC Members were remunerated for their services on the Management Committee in the financial year. Allowances were only paid to them for their services in a non-MC capacity either as a Coach, Facilitator, Technical Official or in specialised job roles.

Disclosure of Annual Remuneration of Employees

Salary range more than \$100,000	0
Salary range below \$100,000	3

Review of the Audited Financial Statements and Other Financial Information (Financial year ending 31 March 2021)

The Financial Statements for the year ending 31 March 2021 was audited by **Strategic Audit Alliance PAC**, and had given the opinion that financial statements are properly drawn up in accordance with the provisions of the Societies Act, the Charities Act and other relevant regulations and Financial Reporting Standards in Singapore, so as to present fairly, in all material respects, the state of affairs of the Association as at 31 March 2021 and the results, changes in accumulated funds and cash flows of the Association for the year ended on that date.

(For more information, please refer to Audited Financial Statements for financial year ending 31 March 2021)

Review

For the financial year ending 31 March 2021,

Total Income: \$582,662

Total Expenditure: \$393,969

Surplus for financial year: \$188,693

There had been an increase in government funding, mainly from the COVID-19 Support grants. There had also been a decrease in activities, especially for local programs and overseas training & competitions. The association also managed to decrease our overall long-standing liabilities by 90%.

Below is a summary of our financial activities for the year ending 31 March 2021

Receipts	
Tax Deductible Donations	\$ 68,900
Donations in Kind	\$ 0
Government Grants – SportSG	\$ 205,124
Government Grants – Direct Athletes	\$ 61,575
Government Grants – OTSF	\$ 87,167
Government Grants – Others	\$ 55,417
Programmes Fees	\$ 39,808
Other Income	\$ 64,671

Expenses	
Fund-Raising expenses	\$ 0
Programmes expenses	\$ 60,739
Direct Athletes expenses	\$ 34,385
Staff Costs	\$ 166,645
Administrative expenses	\$ 21,908
Other Operating expenses	\$ 110,292

Assets	
Land and Buildings	\$ 0
Other Tangible Assets	\$ 49,052
Investments	\$ 0
Inventories	\$ 0
Account Receivables	\$ 13,458
Cash & Deposits	\$ 142,040
Others – Intangible Assets	\$ 1,034

Liabilities	
Total Current Liabilities	\$ 82,383
Total Non-Current Liabilities	\$ 0

Tax-Deductible Donations

The association collected a total of \$ 68,900 in donations.

We appreciate the support from the following donors:

Name	Amount
Hoong Hui Min	\$40,000
Hoong Zhi Chun	\$10,000
Hoong Kah Kuan	\$ 12,400
James Middleditch	\$ 3,500
Paul Rachmadi	\$ 2,500
Yu Kok Chew	\$ 300
Denise Wong	\$ 200

Reserves Position

	Current Year	Previous Year
Unrestricted Funds (Reserves)	56,100	(150,788)
Restricted Funds		
- Building Fund	-	-
- Education Fund	-	-
- Others	67,101	85,296
Endowment Funds	-	-
Total Funds	123,201	(65,492)
Ratio of Reserves to Annual Operating Expenditure	0.14	0

For the financial year ending 31 March 2021, the association had a balance restricted funds of amount \$67,101 obtained through donations and the One Team Singapore Fund (OTSF) matching grant, less any expenses supporting our High Performance Sport System and programs to develop our athletes and enhance their training and competition environment locally and overseas.

The association managed to maintain unrestricted funds (Reserves) of balance \$56,100. Our immediate objective is to continue building up our reserves to sustain daily operations of the association, and target a reserves amount to ensure at least the equivalent of one year of operating expenditure, which includes rental, office operations and staff salary, within the next 5 years.

This is to provide financial stability, and sustainability for the conduct of our principle activities. TAS will also review its work plan every year to determine a sustainable budget for our operations and principle activities.

Future Plans

TAS focus over the next 4 years, will be on:

1. Strengthening our governance and building a professionally run NSA that is leading Triathlon in Singapore
2. Raise Funds to build our Reserves.
3. Community engagement to align directions, build profile and increase affiliations.
4. Community Development with a focus on Youth-at-Risks, Tertiaries, Universities and Women
5. Establish centres of excellence
6. Develop a robust events calendar with increase opportunities for the masses to try Triathlon
7. With the Support of SSI and SNOC, to achieve medals at the SEA Games, to qualify for 2022 Asian Games and Commonwealth Games.

Our Wishlist

- Involvement in Pesta Sukan and Singapore Youth Olympic Festival
- Full sanctioning of all triathlon and related multisports events in Singapore
- A National Age Group Championships
- A National Club Championships with the participation of at least 20 clubs or more
- Close Collaboration with Clubs and Universities to deliver programs and events.
- A mass participation Women only Triathlon event
- A Corporate Triathlon event for networking
- A high profile World Cup/World Championships Series event in Singapore

The Year Ahead

It will be a challenging year ahead, as we look at developing our sport with the new norm. Primary focus is the resumption of activities, in alignment with SportSG and government advisories.

Otherwise, we seek to increase our capabilities in fundraising to build our Reserves. We also intend to conduct regular review of our MYSP plan to re-strategise where necessary, strengthening our governance, enhancing our digital capability and to launch programs and courses online, via the use of digital platforms.

We will continue to engage with our key partners like Sports Hub, ActiveSG and SportCares to deliver our community outreach programs. Possible programs (depending on Covid-19 situation):

1. TRI-OUT programmes

- Possible collaboration with clubs, Sports Hub, ActiveSG
- For Kids aged 7 to 12 years old, For Women
- 11 weekly sessions, culminating into a mini duathlon/Aquathlon race

2. SportCares – Li Foundation Multi-Sports programme

- In partnership with SportCares-Li Foundation
- Increase in the number of Schools and Centres delivering the programmes

- to establish a marquee event for sportcares multisport programme, where all the schools will come together for a sportcares multisport festival and race.

3. Tri-Ladies Splash and Dash

- Possible partnership with Sports Hub, OCBC Aquatic Centre
- A women only swim-run event, with a series of clinics to prepare participants for their first race.

5. Inter Tertiary Training Camp

- To be used for talent identification of athletes into our HPP program
- For networking between Tertiaries and Universities, and for athletes to have opportunities of access to WT Coaches and Races

Our Commitments:

To establish a community engagement and outreach program, in collaboration with partners and affiliates

To establish a bursary for athletes in need

To establish a first Centre of Excellence / National Training Centre

Governance Evaluation Checklist for the Financial Year ended 31 March 2021

IPC Size: Gross annual receipts or total expenditure of less than \$500,000

Tiered Guidelines to comply: Basic

S/N	Description	Code ID	Response
Board Governance			
1	Induction and Orientation are provided to incoming Board members on joining the Board	1.1.2	Complied
	Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")		Yes
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Complied
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	Complied
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 three years.	1.1.8	Complied
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
Human Resource and Volunteer Management			
9	The Board approves documented human resource policies for staff.	5.1	Complied
Financial Management and internal Controls			
10	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the Charity	6.1.1	Complied

	which are not part of the charity's core charitable programmes.		
11	The Board ensures internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied
12	The Board ensures that reviews on the Charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
13	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 14 if "No")		No
14	The charity has a documented investment policy approved by the Board.	6.4.3	NA
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 15 if "No")		Yes
15	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 16 if "No")		No
16	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	NA
Disclosure and Transparency			
17	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 18 and 19 if "No")		No
18	No governing board member is involved in setting his own remuneration.	2.2	NA
19	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 20 and 21 if No")		Yes
20	No staff is involved in setting his own remuneration.	2.2	Complied
21	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

Prepare by: Eugene Ong (General Manager, Triathlon Singapore)

Vetted / Approved by: TAS MC