

# **Lawn Bowls Association for the Disabled (Singapore)**



**Annual Report  
For Year Ending 31 March 2020**

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# ABOUT US



## Our Vision:

- To make Lawn Bowls the Sport of Choice

## Our Mission:

- To Enable and Empower sportspersons with disabilities to excel in lawn bowl
- To Engage the disabled and its larger community to participate and enjoy the sport

## Our Core Values:

Commitment & Compassion & Caring, Excellence, Leadership, Integrity

## Our Purpose

- Our purpose is to promote lawn bowling as an inclusive sport amongst persons with disabilities (PWDs) and elderly in Singapore, through provision of relevant facilities and coaching. Also, the association aims to encourage players and members to actively participate in local and international lawn bowling sport events.
  - We hope this sport provides PWDs and elderly in the community an avenue to live an active lifestyle through active participation in the sport.

## Our Patron:

- Ms Indranee Thurai Rajah  
*Minister, Prime Minister's Office*  
*Second Minister for National Development*  
*Second Minister for Finance*



## OVERVIEW



- Lawn Bowls Association for the Disabled (Singapore) (“Parabowls”) was registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore in April 2004 and is an exempt charity.

- Parabowls has been accorded IPC (Institution of a Public Character) status from 16 Dec 2018 to 15 Dec 2020.

**Unique Registration Number (UEN):**

- T04SS0110B

**Registered Address:**

- 3 Stadium Drive, #01-34, Singapore 397630

**Banker:**

- DBS Bank Limited

**Auditor:**

- A Garanzia LLP

## PRESIDENT'S MESSAGE



*The year 2020 started with a major disruption. The disruption of COVID19 had an impact not just on how we live, how we work, but also on social behaviours among stakeholders.*

*However, it gave us an opportunity, during the circuit breaker, to re-build relationships with our family members, and for the association to explore new technology, to connect with both internal and external community. Thanks to our coach Mr Bernard Foo's initiative, we adopted telecommuting for our training session, which proved possible and was a success. We had also deployed social media tools (e.g. through WhatsApp to gather feedback from members and communicate initiatives available from various agencies, digitalization of Board Performance Self Evaluation Survey), and work with various channels to bring in the volunteers.*

*Given the current pandemic situation, the Management Committee had taken important information from various sources and decided to postpone our 3<sup>rd</sup> Merlion Challenge supposed to be held in 2020. We will resume practice as soon as the overall COVID19 situation has improved; and procedures for a controlled environment; tracing, and safe distance guidelines are in place and enforced. Knowing how important this event is to the association, we will announce the new date for Merlion Challenge once we have the updated information from various stakeholders including the "green lane" status with the invited countries.*

*We also had updated our multi-year work plan that was submitted in April 2020. Such framework provides the focus we have so that we could plan for sustainable funding options, a bigger player pool to be identified and developed, attracting more members, further enhance our standing as an Institution of Public Character. To strengthen our governance, we have also formed a Finance and Audit Committee.*

## PRESIDENT'S MESSAGE (cont'd)

*For the next few months, we will need to be prepared to transit back to the new normal during the post Circuit Breaker period, where we need to deal with other disruptions. Again, with your support, I am sure we all can remain united and achieve the end goals together.*

*Like any organization, it is important to renew the team. So for me, it has been full of excitement to witness the enhancements made and new ideas for the near term future with the supports from the current Management Committee. We look forward to seeing the new Management Committee to both retain the culture and to bring in new technology and passion to continue the path to help the association further.*



*I would like to thank the Management Committee members for their commitment and good work. My thanks also go to our members, volunteers, coaches, donors, and well-wishers for continuous support.*

*Thank you.*

A handwritten signature in black ink, appearing to read "James Hsu".

**MR JAMES HSU**

President,  
Parabowls

## LEADERSHIP

Parabowls is governed by a Management Committee responsible for overseeing and managing the charity which is headed by the President.

POSITION	NAME
<b>President</b>	Mr James Hsu
<b>Vice President – Sports</b>	Mr Hui Beng Hong
<b>Vice President – Administration</b>	Mr James Chia
<b>Honorary Secretary</b>	Mr Jadhav Dhananjay B
<b>Honorary Treasurer</b>	Ms Desiree Lim
<b>Assistant Honorary Secretary</b>	Ms Debbie Ng
<b>Assistant Honorary Treasurer</b>	Ms Vivek Sharma
<b>Members</b>	Mr Chin Kim Sen
	Ms Michelle Siew Teok See
	Mr Ashu Kumar
	Mr Saibal Bhattacharya
	Mr Stephen Lim

## OFFICE BEARERS 2018 – 2020

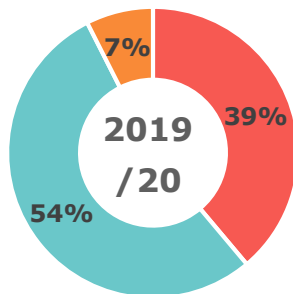
NAME	PAST/CURRENT POSITION(S)	OCCUPATION
Mr James Hsu	President (since 2018) Co-opted member (2017)	Director, Scott Consulting
Mr Hui Beng Hong	Vice President - Sports (since 2016) Interim Vice President (2015)	Retired
Mr James Chia	Vice President - Administration (since 2019) Co-opted member (2019)	Senior Manager, PUB
Mr Jadhav Dhananjay B	Honorary Secretary (since 2018) Co-opted member (2017)	Associate Director, KPMG
Ms Desiree Lim	Honorary Treasurer (since 2019)	Retired
Ms Debbie Ng	Assistant Honorary Secretary (since 2018)	Director, Singapore Pools
Mr Vivek Sharma	Co-opted Member and Assistant Honorary Treasurer (since 2020)	Director, Credit Suisse
Mr Chin Kim Sen	Advisor (since 2018) President (2016 – 2018) Interim President (2015) Vice President (2012 – 2014)	Retired
Ms Michelle Siew	Head, Code of Governance (since 2018) Member (since 2016) Interim member (2015)	Retired
Mr Ashu Kumar	Head, IT (since 2018) Co-opted member (2017)	Vice President, Nomura Singapore
Mr Saibal Bhattacharya	Head, Volunteer (since 2018) Co-opted member (2017)	Head of P&U, FWD
Ms Josephine Sarbo	Head, Sports (since 2018)	Housekeeping, Warehouse Hotel
Mr Stephen Lim	Head, Fund-raising (since 2019)	Manager, ST Engineering
Mr Philip Tan	Co-opted member (2019) Resigned (30 September 2019)	Retired
Ms Chen Xiao Jun	Co-opted member (2019) Resigned (31 January 2020)	Self-employed



## FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 20)

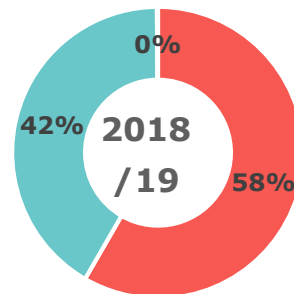
**Total Income:**  
**\$40,621**

■ Donations ■ Subsidies ■ Others



**Total Income:**  
**\$50,858**

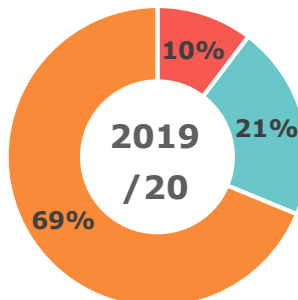
■ Donations ■ Subsidies ■ Others



Decrease in income was primarily driven by reduced donations which was partly offset by the Subsidy from the SDSC.

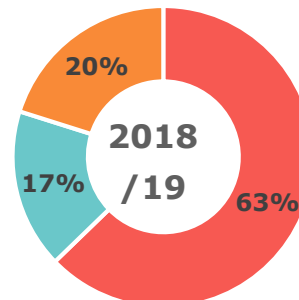
**Total Expenses:**  
**\$33,007**

■ Tournaments ■ Coaching Fee  
■ General & Admin



**Total Expenses:**  
**\$49,094**

■ Tournaments ■ Coaching Fee  
■ General & Admin



## **FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 20)**

Decrease in expenses was due to tournament spending on Merlion 2018 Competition in 2018-2019 which did not occur in 2019-2020. This was partly offset by increase in general and administrative expenses for one paid staff for the whole year of 2019-20.

## OUR WORK

DATE	EVENT & DETAILS
Apr 2019 – May 2020	Conducted year-round training for the developmental & elite teams of bowlers ( <i>stopped physical training &amp; practice since Feb/Mar 2020 due to Circuit Breaker arising from COVID-19 pandemic</i> )
	Conducted short mat year-round practice for the Elderly in St Hilda's & TTP ( <i>stopped physical training &amp; practice since Feb/Mar 2020 due to Circuit Breaker arising from COVID-19 pandemic</i> )
	Conducted quarterly management meetings to discuss and assess governance matters
	Introduced & familiarised the sport amongst the volunteers & new members
17 May 2019	Piloted short mat training sessions at Thye Hua Kuan Senior Activity Centre
25 May 2019	Conducted short mat lawn bowls session for the residents during Bishan Community Family Day 2019
29 Jun – 6 Jul 2019	2 <sup>nd</sup> KDVSC Presidential Cup International Lawn Bowl Games
13 Jul 2019	Conducted short mat lawn bowls session for the residents during Ang Mo Kio Community Day 2019
3 – 4 Aug 2019	Conducted 2-day 'Coaching-the-coaches' clinic in Spore with HK instructor
15 Aug 2019	Conducted short mat at St Luke's Hospital. Approved budget from Hospital to buy a set of short mat & equipment to sustain the sport for their inpatients & outpatients.
24 Aug 2019	Conducted AGM and bonding dinner for the members & families and friendly match among management committee and players.

## THE YEAR AHEAD

The ongoing COVID-19 pandemic situation has indeed posed challenges and great levels of uncertainty not just for Parabowls, but also in general for the disability sports and social sectors. As a forward-looking IPC and Registered Charity, Parabowls has decided to be more proactive in its strategic planning for the association’s future needs and has devised a Multi-Year Sports Plan 2020-2024 (MYSP), in consultation with Singapore Disability Sports Council (SDSC). Moving forward, the following key opportunities and challenges facing the association in the next 5-10 years have been identified:

1. Governance
2. Fundraising & Sponsorships
3. Recruitment of Volunteers & Coaches
4. Recruitment of Players
5. Venue sustainability

These identified opportunities and challenges will form the key strategic pillars under the MYSP 2020 – 2024, which will guide us in our direction in outreach, operational planning & execution and governance in the coming years.

Key Strategic Pillars (under MYSP 2020 – 2024)				
<b>Governance</b> To maintain IPC status with measurable improvements in governance standards	<b>Funding</b> Disabled sportsmen’s sporting needs and standards are well-enabled by sufficient resources	<b>Volunteers</b> Healthy pool of volunteers to support in association’s core operations and training needs	<b>Players</b> Sustainable pipeline of disabled sportsmen and empowering them to excel in lawn bowls in the regional and global arenas	<b>Venue</b> Availability of venue so that disabled sportsmen can play and excel in lawn bowls without worries
<b>Mission</b>				
To enable and empower sportsmen with disabilities to excel in lawn bowls; To engage the disabled and its larger community to participate and enjoy the sport				
<b>Vision</b>				
To make lawn bowls the sports of choice				

## **THE YEAR AHEAD (continued)**

In the meantime, disruption on the training for Parabowls' beneficiaries (i.e. physically challenged sports players) would be minimized as far as possible. In the upcoming year, Parabowls has begun preparations for the 3<sup>rd</sup> Merlion Challenge in June/July 2021, which was originally scheduled to be in July 2020 but postponed due to COVID-19 pandemic, and is expected to host players regionally from Japan, South Korea, Hong Kong, Thailand, Malaysia and Indonesia, once the COVID-19 pandemic situation has subsided and been stabilised.

In addition, there are plans to train our beneficiaries and players for the upcoming 2022 Asian Para Games, which will take place from 9 – 15 October 2022 in Hangzhou, China. All these would require advanced preparation, and we are certain that our beneficiaries and players would be ready by then to represent Singapore and fly the flag high.

## GOVERNANCE

### Management Committee Meeting and Attendance

Four management committee meetings and one AGM were held in 2019-2020. Attendance are as below.

	Committee Member Name	Meeting Dates and Attendance			
		24 Aug 2019	14 Nov 2019	8 Feb 2020	7 May 2020
1	Mr James Hsu	YES	YES	YES	YES
2	Mr Hui Beng Hong	YES	YES	YES	NO
3	Mr James Chia	YES	YES	NO	YES
3	Mr Chin Kim Sen	YES	YES	YES	YES
4	Ms Michelle Siew	YES	YES	YES	YES
5	Mr Dhananjay Jadhav	YES	YES	YES	YES
6	Ms Debbie Ng	YES	YES	YES	YES
7	Ms Desiree Lim	N/A	YES	YES	YES
8	Mr Vivek Sharma	N/A	N/A	YES	YES
9	Mr Ashu Kumar	YES	NO	NO	NO
10	Mr Saibal Bhattacharya	YES	NO	YES	NO
11	Ms Josephine Sarbo	YES	NO	YES	YES
12	Mr Stephen Lim	N/A	YES	YES	YES
13	Mr Philip Tan (resigned 30 Sep 2019)	YES	N/A	N/A	N/A
14	Ms Chen Xiaojun (resigned 31 Jan 2020)	YES	NO	N/A	N/A

### Sub-Committee - Finance and Audit Committee

As of the issuance of this Annual Report, Parabowls Management Committee has approved formation of a Finance and Audit Committee (FAC) to provide oversight in fulfilling our fiscal responsibility relating to financial stewardship, accountability and integrity.

## GOVERNANCE

The FAC is chaired by the Honorary Treasurer. The committee will meet at least twice a year. In carrying out its functions as specified in its terms of reference, the FAC will review the overall scope of the audit and coordinate with our independent auditor to discuss the findings of their audits. The committee will also review the financial statements and the auditor's report in addition to reviewing the financial performance and annual budget of the Association and discuss the Reserves Policy, the level of reserves and disclosure in the Annual Report.

### **Disclosure of Remuneration and Benefits received by Management Committee Members**

No Management Committee members are remunerated for their Committee services in the financial year.

## **Role of the Management Committee:**

- The Management Committee's role is to provide strategic direction and oversight of Parabowls' programs and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Management Committee's approval:
  - Approve budget for the financial year and monitor expenditure against budget
  - Review and approve quarterly financial statements
  - Regularly monitor the progress of the charity's programs

## **Conflict of Interest Policy:**

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



## Whistle-blowing Policy:

- Our charity has in place, a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.

## Reserves Policy

- Parabowls instituted a reserve policy in 2019-2020 for long-term stability and it ensures that there are sufficient resources to support our operations in the event of unforeseen circumstances. As a general rule of thumb, the charity has set aside three to six months of unrestricted operating expenditure as reserves (reserve ratio of 0.25 to 0.5). The reserve level is reviewed yearly by the Management Committee to ensure that the reserves are adequate to fulfil our continuing obligations.
- Parabowls' reserves position as at 31 March 2020:

*(A) General/Unrestricted Funds (Reserves):  
S\$17,256*

*(B) Restricted Funds (Merlion Challenge  
Fund): S\$41,500*

*(C) Annual Operating Expenses (excluding  
tournament expenses): S\$29,604*

*Ratio of Reserves (A ÷ C) = 0.58*

- The reserves that have been set aside provide financial stability and the means for the development of the Parabowls'

## GOVERNANCE



principal activity. In unforeseen circumstances, our current level of reserves will be used towards maintaining our going concern and governance matters (for example, staff cost, accounting and auditing, AGM, governance meetings).