



**SINGAPORE
TABLE TENNIS ASSOCIATION**

FINANCIAL POLICIES & PROCEDURES

Version 11
*(Approved by Management Committee
- 13 Aug 2024)*

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Clause	Details
1	<p><u>OBJECTIVES</u></p> <p>The Policy contained herein have been prepared to:</p> <ul style="list-style-type: none"> A. Advise SINGAPORE TABLE TENNIS ASSOCIATION (STTA) officials of the Association’s financial policies, regulations and work processes; B. Help STTA Finance Department/ Treasurer maintain proper accounting records including subsidies from SPORTSG; and C. Help STTA Finance Department/ Treasurer prepare their monthly, quarterly and subsequently, annual statement of accounts.
2	<p><u>ACCOUNTABILITY</u></p>
2.1	<p>STTA is a registered Charity National Sports Association (NSA) with Institutions of a Public Character (IPC) status. The subsidies received from the Singapore Sports Council (SPORTSG) are PUBLIC FUNDS that may be subject to review and audit by the Charity Council and SPORTSG.</p>
2.2	<p>Therefore, it is important for STTA to maintain proper accounting records and adopt proper accounting procedures in managing such funds. As administrators of public funds, STTA may be required to appear before Charity Council and SPORTSG if the latter wishes to seek clarification on our accounts. STTA officials have to ensure that funds are properly accounted for.</p>
2.3	<p>STTA is to use SPORTSG’s subsidies within the scope as spelt out in the prevailing SPORTSG Financial Regulations for National Sports Associations.</p>
3	<p><u>CODE OF CONDUCT</u></p>
3.1	<p>All staffs are to comply with all established regulations and processes.</p>
4	<p><u>ACCOUNTING PERIOD AND AUDIT</u></p>
4.1	<p>The financial year shall be from the 1st April to the 31st March of each year.</p>
4.2	<p>STTA’s accounts must be audited by appointed external auditors who must be certified public accounting firms. The appointed auditing firm shall rotate once every five (5) years.</p>
5	<p><u>BUDGETS</u></p>
5.1	<p>STTA must prepare an annual budget as a planning and monitoring tool to better manage SPORTSG subsidies and any other funds of STTA.</p>

Clause	Details
5.2	The Management Committee must approve the annual estimates of expenditure of STTA.
5.3	Any reallocation of approved budget requires approval in accordance to STTA's Approving Limit Matrix.
6	<u>FINANCIAL STATEMENTS</u>
6.1	Finance Department / Treasurer shall, at every Management Committee and EXCO meeting, present a Statement of Income and Expenditure.
6.2	Finance Department / Treasurer shall prepare mid-year and annual statements of accounts on SPORTSG's subsidies and expenditures.
6.3	STTA's financial statements are prepared in accordance with the Financial Reporting Standards (FRS).
6.4	All account books, payment vouchers, invoices and receipts shall be kept for the same period of time as stipulated in the applicable legislation, rules, regulations etc.
7	<u>POLICY: INCOME & OFFICIAL RECEIPT</u>
7.1	All cheque should be crossed with "A/C Payee Only" and payable to STTA.
7.2	Pre-serialised official receipt shall be issued in the following cases: a) Monies received in cash b) Monies received via cheque / bank transfer if no invoice was issued. If invoice was issued, receipt will be issued only upon request by the Remitter; Outright donations received shall be issued with IPC receipt instead, in accordance with the Charities (IPC) Regulations.
7.3	All monies received shall be entered into books and shall be deposited fully. No amount shall be held back or offset against any payment even if it may be for the same project or event.
7.4	Finance Department must ensure that the monies received by STTA are deposited into the bank account within five working days.
7.4.1	The following collection of money owed by employee to STTA are forbidden: a) collection of cash from employee, b) employee A collects cash from employee B, then employee A helps employee B make payment to STTA.
7.4.2	All employees must either make direct bank transfer or paynow to STTA and inform STTA so that it is able to identify the payment.

Clause	Details
7.4.3	Receipt has to be issued for all monies received from employees except for those previously invoiced, unless requested by the employee.
7.4.4	For players' prize monies from competitions, the team manager shall provide the necessary information to Finance Department within 1 week of completion of competition. A Billing Request form shall be submitted to Finance Department at the same time. The Finance department shall then proceed with verification of the information before invoicing the player.
7.4.5	<p>For players' foreign league monies contribution, the HPE manager shall provide the necessary information to Finance Department within 1 week of player's acceptance of the foreign league engagement. The Finance Department shall then proceed to invoice the player \$1 in order for STTA to capture in its financial records on this foreign league engagement with the player.</p> <p>Upon the completion of the league engagement, HPE manager will have to inform Finance and provide proof of the final amount paid to the employee, as well as the % share due to STTA. Example of proof are email confirmation from the clubs on the amount paid to the player or bank accounts from players showing direct transfer of the monies from the clubs into the player's bank account.</p> <p>For both of the above, a Billing Request must be raised and submitted to the Finance Department for billing.</p> <p>After verification confirmation of the league monies paid by the club to the player, the Finance department shall then proceed to invoice the final amount, based on the Billing Request, to the player.</p>
7.5	Procedure
7.5.1	<p><u>Learn-to-Play (LTP), Continue to Play (CTP) and Equipment Rental</u></p> <p>A. Only bank transfer or paynow are acceptable for LTP and CTP Programme fees and equipment rental.</p> <p>B. The Officer-in-Charge (OIC) shall:</p> <ol style="list-style-type: none"> i. Collect fees, record name and amount received in official receipt; and ii. Submit the receipt book to Finance Executive for verification.
7.5.2	<p><u>Zone Centre (ZC) Programme, Youth Training Squad (YTS) and Junior Development Squad (JDS) Monthly Training Fees</u></p>

Clause	Details
	<p>A. Only GIRO or bank transfer or paynow or cheque payment are acceptable for the above Programmes' training fees.</p> <p>B. The Coaches shall:</p> <ul style="list-style-type: none"> i. Collect monthly training fees, record payment details and payment mode into respective ZC, YTS and JDS fees collection forms; ii. Record name and amount received in official receipt; iii. Submit the cheques received and receipt book to OIC of Programme / Team / Squad bimonthly for verification; and iv. OIC submits cheques and receipt books to Finance Executive for verification.
7.5.3	<p><u><i>Tournament Entry, Coaching & Officiating Course Fees</i></u></p> <p>A. Only bank transfer or paynow or credit card are allowed for tournament entry fees.</p> <p>B. Only bank transfer or paynow or credit card are acceptable for local Coaching & Officiating course fee. Cheque/Cash payment are only allowed, on a case-by-case basis, <u>for International courses exceptional cases</u>. Where possible, these should also be paid via bank transfer (all costs borne by payer) or paynow or credit card.</p> <p>C. The Officer-in-Charge (OIC) shall:</p> <ul style="list-style-type: none"> i. Collect fees, record name and amount received in official receipt; and ii. Submit the cash/cheques received and receipt book to Finance Executive for verification. For cash, to submit daily, for cheques at least once a month or more frequent.
7.6	<p>The Finance Department is required to implement "mystery shopper" style spot checks on all STTA training programmes. Employees shall be tasked to conduct spot checks on training programmes conducted by another department. The spot check schedule shall be kept secret, only made known to CEO and the executive in charge. All spot checks results have to be documented and filed. Any unusual findings must also be addressed immediately.</p>
7.7	<p>Any request for billing must be supported by a duly completed Billing Request form to be submitted to the Finance Department.</p>

Clause	Details
8	<u>POLICY : PROCUREMENT</u>
8.1	Serialized Purchase Order (PO) forms are to be used and accounted for.
8.2	<p>Staff are to seek approvals from the relevant approving authority for the following:</p> <ul style="list-style-type: none"> A. Procurement; B. Award purchases; and C. Waiver of competition / limited procurement
8.3	For expenditure on purchase of goods and services up to S\$6,000, staff may purchase off-the-shelf from any supplier known to offer price that is reasonable and value-for-money.
8.4	For expenditure on purchase of goods and services above \$6,000 but not exceeding S\$70,000, at least 3 written quotations shall be invited.
8.5	For expenditure on purchases of goods and services exceeding S\$70,000, a tender shall be called.
8.6	In cases where the supplier is the sole agent or specialist contractor making it not feasible to obtain 3 quotations, staff is to seek written approval from the relevant approving authority.
8.7	Please refer to Annex A Approving Limit Matrix for the relevant approving authorities.
8.7.1	<p>Exception from Annex A Approving Limit Matrix – Authority to incur Unbudgeted Expenditure</p> <p>Exception from the Approving Matrix on authority to incur unbudgeted expenditure can <u>only</u> be applied as follows:</p> <ul style="list-style-type: none"> A. Only for continuous services that stretch beyond the FY where budget was already approved. B. Approval limit is set at \$6,000 only and the authority shall be delegated to the CEO. Any amount exceeding \$6,000 shall NOT fall under this exception and the Annex A Approving Limit Matrix shall apply. C. The limit is calculated as the sum of the total expenditure for the full period of services to be procured. D. The approving authority has the full discretion to reject such approval via Exception and under this circumstance, it shall follow Annex A Approving Limit Matrix. E. Example: Zoom services from 1 Jul 2024 to 30 Jun 2025 and the total

Clause	Details																		
	costs for the full period is \$4,800 (\$400 x 12 months). This cross from FY24 to FY25 and if FY24's budget is already approved and since the total costs of \$4,800 for the whole period of services is within \$6,000, exception is allowed.																		
9	<u>POLICY : PAYMENT AND EXPENDITURE</u>																		
9.1	Approving Authorities for Payment																		
9.1.1	For payment of tax obligations to IRAS such as corporate income tax, GST, withholding tax, property tax etc., approval from the Management need not be sought as these are statutory obligations. However, any fines, penalties, punitive expenses shall comply with the approving matrix.																		
9.1.2	The payment vouchers shall only be approved by the relevant approving authority. Please refer to Annex A Approving Limit Matrix.																		
9.1.3	Based on the principle that no officer shall approve his or her own expenditure, such claims shall be approved by the following authorised authority. Limit of approval shall be in line with STTA Approving Matrix enclosed in Annex A. <table border="1" data-bbox="290 1081 1058 1391"> <thead> <tr> <th rowspan="2">No</th> <th rowspan="2">Expenditure Incurred by</th> <th colspan="2">Approving Authority (A or B)</th> </tr> <tr> <th>A</th> <th>B</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>CEO (Include Acting CEO)</td> <td>Hon Secretary</td> <td>President</td> </tr> <tr> <td>2</td> <td>Any Management Committee Members</td> <td>President</td> <td>Executive Committee</td> </tr> <tr> <td>3</td> <td>President</td> <td>Executive Committee</td> <td>Management Committee</td> </tr> </tbody> </table>	No	Expenditure Incurred by	Approving Authority (A or B)		A	B	1	CEO (Include Acting CEO)	Hon Secretary	President	2	Any Management Committee Members	President	Executive Committee	3	President	Executive Committee	Management Committee
No	Expenditure Incurred by			Approving Authority (A or B)															
		A	B																
1	CEO (Include Acting CEO)	Hon Secretary	President																
2	Any Management Committee Members	President	Executive Committee																
3	President	Executive Committee	Management Committee																
9.2	Payment Vouchers																		
9.2.1	Payment vouchers must be prepared for all payments. Vouchers must be duly supported by copy of official receipts or other documentary proof.																		
9.2.2	The payment voucher should be serially numbered and unique to itself for easy reference.																		
9.2.3	Payments can be made electronically or in cheque crossed "Account Payee only".																		
9.2.4	Once payment has been made, the payment voucher and all the supporting documents shall be stamped "PAID". This is to ensure that the documents are not reused.																		

Clause	Details
9.3	Supporting Documents for payment
9.3.1	Claims and reimbursement shall be duly supported. Supporting documents will be the original copy of the documentary proof used to support the claims made through payment vouchers.
9.3.2	<p>The documents include the following:</p> <ul style="list-style-type: none"> A. Invoices/debit notes from suppliers B. Cash sale receipts (necessary for reimbursement claims) C. Time Sheets from Events Tournament Officials or Schools D. Other documents of similar standing as above where appropriate with regard to the nature of the expenditure.
9.3.3	Credit card charge slips and claimant's credit card statement of accounts are not accepted as supporting documents for payment. It may however be used as supporting document for exchange rates.
9.3.4	<p>Where supporting documents for claims/reimbursement or payment vouchers are not available, the procedure to proceed with each claim or payment are as follows:</p> <ul style="list-style-type: none"> - For amount up to \$1,000, the claimant should prepare a proper written explanation for the absence of the supporting document and endorse it. The claimant's immediate superior should also countersign on the statement to vouch for the expenses incurred. Final formal approval from CEO is required to complete the approval; and - For amount more than \$1,000, the Management Committee's approval is required. <p>Approval is case by case basis and may be rejected at the sole discretion of the authority.</p>
9.4	Cheque Payments
9.4.1	No cash cheque shall be issued to an individual or third party.
9.4.2	All cheque payment shall be crossed "Account Payee Only". The amount paid to the payee shall be written down in words as well as figures clearly.
9.4.3	Under no circumstances shall payment be made to person or persons other than those named in the invoice or payment voucher.
9.4.4	The cheque books shall be in the custody of Finance Department who shall keep the cheque book under lock and key at all times.
9.4.5	Cheque stubs of issued cheques shall be retained for verification purposes.

Clause	Details
9.4.6	Spoilt or cancelled cheques shall be marked "CANCELLED" across the cheque and retained for verification.
9.4.7	No open dated cheques shall be issued. Any cheques not presented within the validity period shall be treated as cancelled and appropriate adjustments shall be made in the accounting records accordingly.
9.4.8	Loss of cheque shall be reported immediately to the bank. A replacement of cheque can only be made after confirming with the bank that the lost cheque has been stopped and after checking with the bank statements.
9.5	<p>Direct payment from STTA via cheque or e-payment or bank telegraphic transfer to vendor shall be the default mode of payment.</p> <p>STTA shall not make cash payment to any party.</p>
9.6	Due to the volume and complexities of expenditure requests arising from HPE department operations, HPE department must attach the Budget Utilisation Spreadsheet (BUS) for each request for approval to incur expenditure, in order to show proof of the detailed planning for each purchase/project and sufficient budget balance to fund the requested expenditure.
9.7	All STTA employees must attach a Utilisation Table (UT), detailing the individual draw down of each itemized expense on projects that have been granted approval previously. This UT is required to be updated and attached for each request for payment approval e.g. Payment Voucher, Reimbursement Claim, SOA settlement. The purpose of the UT is to enable the approving authority to be satisfied that the requester has not exceeded the approved expenditure limit for the project.
9.8	For vendor whom STTA regularly purchase from, an employee shall be appointed to manage all procurements placed on that particular vendor. The purpose is to prevent split purchases from the same vendor arising from different departments.
9.9	<p>Timeline for submission of claims, reimbursements or timesheets</p> <p>All claims or reimbursements or timesheets should be submitted within 3 months from date of expenditure or by the year end timeline stipulated by Finance, whichever is earlier.</p>
10	<u>POLICY : PETTY CASH REIMBURSEMENT</u>
10.1	Limit on Petty Cash
10.1.1	Petty cash is paid via e-banking to the bank accounts of the employees

Clause	Details
	maintained with STTA.
10.1.2	Per claim of S\$200 and below can be claimed via Petty Cash.
10.2	Supporting Documents
10.2.1	Supporting documents must be the Original copy of the documentary proof, such as receipts, to support the claims made through Petty Cash vouchers.
10.2.2	The Petty Cash Voucher shall be serially numbered and unique to avoid duplicate.
10.2.3	No payment shall be made without Original supporting documents that should also be duly certified, with only exception to purchases from hawker and must be limited to \$100 and below.
10.2.4	9.3.4 shall apply in the event that there is no original supporting documents or receipt. Approval is case by case basis and may be rejected at the sole discretion of the management.
10.3	<u>Timeline for submission of claims, reimbursements or timesheets</u> All petty cash claims or reimbursements or timesheets should be submitted within 3 months from date of expenditure or by the year end timeline stipulated by Finance, whichever is earlier.
11	<u>POLICY : ENTERTAINMENT</u>
11.1	Policy applies to any staff or Management Committee involved in using the association's funds for the purchase of goods or services for entertainment purposes.
11.2	Entertainment expenditure refers to expenditure for meals or leisure activities and related services incurred primarily in support of the association's vision or business purpose.
11.3	Repetitive mealtime meetings should be discouraged. Meals associated with pure entertainment, where association's business is not discussed, are not considered business meals.
11.4	Entertainment expense reimbursement shall not be permitted if the expense is spent only on employees of the association.
11.5	Please refer to Annex A for Approving Authority and Limits for entertainment expenses.
11.6	For hosting of business associates, claimant must clearly state in the claim form names and designations of persons at meal or leisure activities.

Clause	Details					
11.7	Where a service charge is already included in the bill, claimant shall not be entitled to claim reimbursement for any tips given at the meal occasion.					
11.8	Where a service charge is not included in the meal taken at a restaurant, tips amounting to not more than 15% of the bill may be claimed if the expense is incurred outside of Singapore in places where tipping is customary.					
11.9	Tipping shall not be claimed for amounts given to hotel attendants for handling of luggage, room service delivery or housekeeping services and etc.					
12	<u>POLICY : FIXED ASSETS</u>					
12.1	All items purchased shall be accounted for according to the table below:					
	No.	Criteria / Notes	Fixed Assets	Company Assets	Company Inventory	Expenditure
	1	Unit cost equal to or more than \$3,000 (≥ \$3,000) Ref: SSG's FR8.2 STTA's FR Policy 12.2	Unit cost equal to or more than \$3,000 (≥ \$3,000)	Unit cost equal to or more than \$500 but less than \$3,000 (\$500 to < \$3,000)	Unit cost equal to or more than \$100 but less than \$500 (\$100 to < \$500) <u>Exception:</u> Treat as Company Inventory if it is deemed to be a pilferable (i.e. capable of being stolen), even if unit cost is less than \$100 (<\$100)	NA
	2	Item confer future economic benefits (helps entity to generate future quantifiable monetary benefits, eg revenue, sales) Ref: FRS16	Yes	NA	NA	NA
	3	Fixed Asset: • Not consumable in nature and • Has a useful life of more than 1 year	• Not consumable in nature and • Has a useful life of more than 1 year	Not consumable in nature	Can be consumable in nature	Usually consumable in nature
	4	Assign Asset Tag	Yes	Yes	No However, inventory movement must be	No

Clause	Details					
					recorded (Issuance/Addition/ Balance)	
	5	Proper disposal procedure	Formal disposal procedure is required.	Formal disposal procedure is required.	Not required.	Not required.
		Examples	Renovation, gym equipment, machinery, photocopier, etc.	iPads, digital camera, laptops, table tennis table, etc.	TT rubbers, glue, stamps, watches, timers, footwear [#] , attire [#] etc. <i>#footwear and attire can be expensed off but dept mgr must have strong justifications for it.</i>	Stationery, paint, light bulb, paper, mat, TT balls, etc.
		Accounting Treatment	Capitalise as Fixed Asset if item meets criteria #1, #2 and #3	Expense off but maintain in the Company Asset register	Expense off but maintain an Inventory movement record (Issuance/Addition /Balance)	Expense off
12.2	Items with unit cost S\$3,000 or more and are of asset nature shall be capitalised.					
12.3	A fixed asset register shall be established and maintained by Finance Department to ensure proper documentation for the purchase and disposal of assets.					
12.4	The assets shall be tagged with an Asset Number.					
12.5	All fixed assets shall be physically verified annually. Any missing items shall be tabled and written off accordingly. Police report shall be filed where appropriate.					
13	<u>POLICY : TRAVEL</u>					
13.1	Staff and Management Committee Members shall travel by economy class. The choice of airline need not be based solely on the lowest fare but shall take into account its reliability and safety records.					
13.2	STTA's President may travel by business class.					
13.3	Advance cash in relation to overseas travels shall be given only to cover expenses incurred during the course of the trip based on reasonable estimation of expenses expected to be incurred.					

Clause	Details
13.4	For National Teams' travels, cash advance shall be based on the approved amount only.
13.5	<p>A report of the expenses together with the original receipts, boarding passes, supporting documents and any cash balance shall be submitted to Finance Department within one (1) month upon return from trip.</p> <p>The submission of boarding passes need not be presented if the air-tickets were purchased through the Sport Singapore's Shared Travel Management Services. In replacement, relevant documents (such as travel itinerary, "No-show" report, etc) as provided by the Sport Singapore's appointed travel agent shall suffice.</p>
13.5.1	<p>For cash advance (CA) with net excess balance to be returned to STTA, the CA owner shall, at the first instance, which is when he or she returns to work in Singapore, return the amount he deemed should be returned to STTA via fund transfer or paynow. A receipt shall be issued to the CA owner.</p> <p>The Finance department shall check all receipts and computation of the Cash Advance (CA) Statement of Accounts (SOA). If there is any difference between the amount returned and what it should have been, further payment shall be requested from the CA owner or a refund shall be made to the CA owner.</p>
13.5.2	<p>When the amount spent is higher than the CA amount disbursed, the Finance department shall only proceed to process reimbursement to the CA owner when it is satisfied that all the receipts and computation for the CA SOA are deemed correct and additional budget for the CA is obtained.</p> <p>The "timer" for such CA submission will stop when the Finance Department is satisfied with the SOA submitted and the Finance Manager signed on the SOA.</p>
13.6	<p><u>Timeline for submission of travel expenses (FR2018, 3.3 (c))</u></p> <p>All travel expenses claims/ cash advance SOAs etc. shall be submitted within 1 month from the date of return and shall be accompanied by all supporting documents endorsed by the approving officer.</p>
14	<u>POLICY : BANK RECONCILIATION</u>
14.1	Monthly bank reconciliation shall be performed to ensure that the financial information reflected in the financial records reconcile to that in the bank statement.
14.2	Any discrepancy is to be reported to the Treasurer and matter is to be investigated immediately.

Clause	Details
15	<u>POLICY: AUDIT</u>
15.1	Annual audit shall be conducted for the following: <ul style="list-style-type: none"> A. Statutory audit for filing with the Registry of Societies; B. Audit on usage of SPORTSG grants; and C. Audit in compliance with Charities (IPC) Regulations.
15.2	Audit findings shall be tabled during Management Committee meeting.
16	<u>DOCUMENT RETENTION AND DESTRUCTION POLICY</u>
16.1	STTA should retain all business records, pertaining to accounting period ending on or after 1 January 2007, for a minimum period of 5 years.
16.2.1	STTA should seek the Management Committee's approval for destruction of any business records that has: <ul style="list-style-type: none"> - no relevance to STTA operations; and - met the minimum number of years required for retention
16.2.2	All business records that have been approved for destruction must be: <ul style="list-style-type: none"> - Briefly documented; and - Thoroughly destroyed through a legal and environmentally friendly process by a Secretariat Staff - Witnessed and acknowledged by another Secretariat Staff - Any use of Vendor to complete document destruction requires a binding non-disclosure agreement between the STTA and the Vendor. Certificate of Destruction and/or Destruction Record must be obtained from the Vendor.
17	<u>COMPLIANCE WITH STATUTORY OR FINANCIAL REGULATIONS FROM GOVERNING AUTHORITIES</u>
17.1	In circumstances where STTA Financial Policy and Procedure is silent on or in conflict with any statutory or financial regulation from any governing authorities, STTA should comply with the policy and procedure from these authorities. <p>The Management Committee shall be notified of such matters and the STTA Financial Policy and Procedure shall be amended to incorporate such changes.</p>
18	<u>BACKGROUND CHECK ON MC AND STTA EMPLOYEES</u>
	The new Charity Code of Governance (para 5.8) effected from Apr 2017 requires IPCs to carry out appropriate background checks on Board

Clause	Details																	
	<p>members and staff with fiduciary or executive responsibilities, or who are responsible for custody of cash, in the Charity.</p> <p>The following MC members and STTA employees are required to undergo background check:</p> <table border="1" data-bbox="292 472 1390 663"> <thead> <tr> <th data-bbox="292 472 464 506">S/N</th> <th data-bbox="464 472 1390 506">STTA MC and Employees</th> </tr> </thead> <tbody> <tr> <td data-bbox="292 506 464 546">1</td> <td data-bbox="464 506 1390 546">All MC members</td> </tr> <tr> <td data-bbox="292 546 464 586">2</td> <td data-bbox="464 546 1390 586">STTA Employees - CEO and Managers</td> </tr> <tr> <td data-bbox="292 586 464 663">3</td> <td data-bbox="464 586 1390 663">Any STTA Employees whose job require him/her to be custodian of more than \$10,000 cash</td> </tr> </tbody> </table> <p>Background check shall be conducted annually.</p> <p>Background check shall also be conducted on an individual who was previously exempted but due to a change of situation, he is subjected to the background check.</p> <p>The following types of background checks shall be conducted annually:</p> <table border="1" data-bbox="292 992 1390 1252"> <thead> <tr> <th data-bbox="292 992 411 1066">S/N</th> <th data-bbox="411 992 935 1066">Types of checks</th> <th data-bbox="935 992 1390 1066">Results to highlight to EXCO</th> </tr> </thead> <tbody> <tr> <td data-bbox="292 1066 411 1140">1</td> <td data-bbox="411 1066 935 1140">Insolvency Search from the Insolvency Office (Ministry of Law)</td> <td data-bbox="935 1066 1390 1140">Insolvent</td> </tr> <tr> <td data-bbox="292 1140 411 1252">2</td> <td data-bbox="411 1140 935 1252">Criminal Records Search (To be done by 3rd party professional firm)</td> <td data-bbox="935 1140 1390 1252">Any criminal records found.</td> </tr> </tbody> </table> <p>STTA shall bear the fees for conducting these checks.</p> <p>EXCO shall be informed immediately of any individual who is insolvent or has any criminal records.</p> <p>EXCO shall then review the case and make the necessary decision in STTA's best interest.</p> <p>In addition to the above, EXCO's approval is also required before any individual, flagged out from the background check, can be allowed to be in custodian of more than \$10,000 cash belonging to STTA.</p>	S/N	STTA MC and Employees	1	All MC members	2	STTA Employees - CEO and Managers	3	Any STTA Employees whose job require him/her to be custodian of more than \$10,000 cash	S/N	Types of checks	Results to highlight to EXCO	1	Insolvency Search from the Insolvency Office (Ministry of Law)	Insolvent	2	Criminal Records Search (To be done by 3 rd party professional firm)	Any criminal records found.
S/N	STTA MC and Employees																	
1	All MC members																	
2	STTA Employees - CEO and Managers																	
3	Any STTA Employees whose job require him/her to be custodian of more than \$10,000 cash																	
S/N	Types of checks	Results to highlight to EXCO																
1	Insolvency Search from the Insolvency Office (Ministry of Law)	Insolvent																
2	Criminal Records Search (To be done by 3 rd party professional firm)	Any criminal records found.																
19	<u>STTA INVESTMENT POLICY</u>																	
19.1	<p>STTA Management Committee's approval is required for any transactions on fixed deposits, structured deposits or real estate (immovable properties).</p> <p>STTA Management Committee should obtain the advice from qualified professional advisors before making any decision in any other forms of investment, such as shares, hedge funds, REITS, etc.</p>																	

Clause	Details
20	<u>LOANS, DONATIONS, GRANTS AND FINANCIAL ASSISTANCE PROVIDED BY STTA</u>
20.1	STTA Management Committee's approval is required for any transactions pertaining to the provision of loans, donations, grants and financial assistance to any party.
21	<u>ANTI-MONEY LAUNDERING AND COUNTERING THE FINANCING OF TERRORISM (AML/CFT)</u>
21.1	Definition
21.1.1	Money Laundering (ML) is the process by which proceeds from a criminal activity are disguised to conceal their illicit origins, such as drug trafficking or other criminal activities to make it appear legitimate.
21.1.2	Terrorist Financing (TF) is simply defined as financial support, in any form, of terrorism or of those who encourage, plan, or engage in terrorism.
21.2	The link between ML and TF
21.2.1	ML and TF often display similar transactional features, mostly having to do with concealment and disguise. Though different, there is still a subtle relationship between ML and TF as the techniques used to launder money are essentially the same as those used to conceal the sources of, and uses for, TF.
21.2.2	While ML is the process of concealing proceeds of crime, TF conceals the usage of funds for terrorist purposes. However, a significant difference between ML and TF would be that funds involved in TF can originate from both legal and illegal sources. Such legitimate sources may include donations to charities, that may in turn be used to support terrorist activities or terrorist organisations.
21.3	AML/CFT Legislation in Singapore
21.3.1	The Corruption, Drug Trafficking and Other Serious Crimes Act (CDSA) and Terrorism (Suppression of Financing) Act (TSOFA) are the primary legislations enacted to combat ML and TF in Singapore.
21.3.2	The CDSA criminalises the laundering of proceeds derived from drug trafficking and other serious offences. Under the CDSA, it is mandatory for any person to lodge a STR if he knows or has reason to suspect that any property may be connected to a criminal activity. Failure to do so may constitute a criminal offence.
21.3.3	The TSOFA not only criminalises TF but also imposes a duty on everyone to provide information pertaining to TF to the police. Failure to do so may

Clause	Details
	constitute a criminal offence. Under the TSOFA, any person shall lodge a Suspicious Transaction Report (STR) if he has possession, custody or control of any property belonging to any terrorist or terrorist entity or if he has information about any transaction or proposed transaction in respect of or any property belonging to any terrorist or terrorist entity.
21.4	Ways to counter Money Laundering (ML) and Terrorist Financing (TF)
21.4.1	Follow the above documented financial procedures for key processes, such as procurement and payment, revenue and receipts, and a system to ensure proper delegation of authority and appropriate limits of approval.
21.4.2	Segregation of duties and adequate checks and balances, especially over financial matters such as the collection of cheque (STTA does not accept cash unless due to valid reason), depositing, transfer of funds and the issuing of receipts.
21.4.3	<p>Know the Key Donors and Beneficiaries</p> <p>Resource permitting, STTA shall put in its best efforts to confirm the identity, credentials and good standing of the beneficiaries. Similarly, STTA shall confirm the identity of significant donors while respecting donor confidentiality.</p>
21.4.4	<p>Transactions Conducted via Regulated Financial Channels</p> <p>As far as possible, STTA shall ensure that transactions are conducted via regulated financial channels to minimise any potential terrorist abuse while the funds are in transit.</p> <p>STTA strive towards cashless and does not accept cash whenever possible, especially large amount exceeding \$1000. If cash is accepted due to valid reason, it shall ensure that the payer / donor provide his/her identity, contact details and where possible, to declare that the funds are not related to ML or TF.</p>
21.4.5	<p>Funds Applied in a Manner Consistent with the STTA's Mission and Objects</p> <p>STTA shall regularly review its expenditure to ensure that funds are channelled towards causes which are congruent with its missions and objects. STTA shall not accept donations which are directed for purposes that are not consistent with the its missions and objects.</p>
21.5	<p>Report Suspicious Transactions to Suspicious Transaction Reporting Office (STRO)</p> <p>STTA shall lodge a STR if there is a reasonable suspicion of ML or TF</p>

Clause	Details
	activity during the course of its administration or operations.
21.5.1	<p>When should a STR be lodged?</p> <p>Under the CDSA, it is mandatory for any person to lodge a STR if he or she knows or has reason to suspect that any property may be connected to a criminal activity. Failure to do so may constitute a criminal offence.</p>
21.5.2	<p>Who can lodge a STR?</p> <p>Everyone can lodge a STR if, in the course of the person's business or employment, as well as the charity administration or operations, he or she has:</p> <ol style="list-style-type: none"> a. Reason to suspect that any property represents the proceeds of, or is connected to a criminal activity; or b. Possession, custody or control of property or information about any transaction (or proposed transaction) relating to any property belonging to terrorism or terrorist entity. The identities of the STR lodger(s) are kept confidential.
21.5.3	<p>Information required:</p> <p>A detailed account of the relevant facts and nature of the transaction, together with copies of the relevant supporting documents, if available and your name, NRIC/passport number, contact number and address should be provided as well.</p>
21.5.4	<p>How to lodge a STR?</p> <p>Lodge Online: Guidance and publications from the Suspicious Transaction Reporting Office (STRO) can also be accessed from the STRO Online Notices and Reporting Platform (SONAR). Visit http://www.police.gov.sg/sonar for more information.</p> <p>Email to: STRO@spf.gov.sg</p>
22.0	<u>CONFLICT OF INTEREST AND RELATED PARTY TRANSACTIONS</u>
22.1	Guidelines on Conflict of Interest (COI), which is extracted from Singapore Sports Council, NSA handbook Appendix 9, is appended in Annex B.
22.2	STTA's guidelines regarding declaration of conflict of interest, which also consist of the COI declaration form, is set out in Annex C.
22.3	STTA shall follow the guidelines on Related Party Transactions detailed in Annex D.

	<u>HISTORY OF CHANGES</u>
	Version 1 – Effective 1 April 2011 Version 2 – Effective 1 June 2012 Version 3 – Effective 21 Nov 2013 Version 4 – Effective 18 Jul 2014 Version 5 – Effective 12 Mar 2015 Version 6 – Effective 17 May 2016 Version 7 – Effective 15 May 2018 Version 8 – Effective 4 June 2018 Version 9 – Effective 14 Nov 2019 Version 10 – Effective 10 Mar 2022 Version 11 – Effective 13 Aug 2024

ANNEX A

SINGAPORE TABLE TENNIS ASSOCIATION APPROVING LIMITS MATRIX (wef 13 Aug 2024)

	Authority to waive income/revenue	Authority to incur Unbudgeted Expenditure (Exception refer to Finance Policy 8.7.1)	Authority to incur Budgeted Expenditure and reallocation of approved budget.	Authority for Approval of Limited Procurement ¹ to be Carried Out (i.e. waiver of competition)	Authority to Approve the Award of all Procurement	Authority to Approve Payment of all Procurement	Entertainment	Write off of Assets ² (including loss of money)			
								Damaged or Obsolete Assets	Loss of Assets without Fraud or Negligence	Loss of Money without Fraud or Negligence	Loss of Assets (including money) with Fraud or Negligence
CEO	Up to \$30,000	NA	Up to \$30,000	Up to \$30,000	Up to \$30,000	Up to \$30,000	Up to \$2,000	Up to \$30,000			
Hon Secretary	Up to \$40,000	NA	Up to \$40,000	Up to \$40,000	Up to \$40,000	Up to \$40,000	Up to \$4,000	Up to \$40,000			
Treasurer	Up to \$40,000	NA	Up to \$40,000	Up to \$40,000	Up to \$40,000	Up to \$40,000	Up to \$4,000	Up to \$40,000			
President	Up to \$60,000	NA	Up to \$60,000	Up to \$60,000	Up to \$60,000	Up to \$60,000	Up to \$6,000	Up to \$60,000	Up to \$30,000		
Executive Committee	Up to \$120,000	Up to \$120,000	Up to \$120,000	Up to \$120,000	Up to \$120,000	Up to \$120,000	Up to \$10,000	Up to \$120,000	Up to \$50,000	Up to \$30,000	Up to \$20,000
Management Committee	>\$120,000	>\$120,000	>\$120,000	>\$120,000	>\$120,000	>\$120,000	> \$10,000	>\$120,000	>\$50,000	>\$30,000	>\$20,000

¹ As per SSC Financial Regulation 2018, 3 written quotations are required for all procurement above \$6,000. Tender is required for procurement exceeding \$70,000

² In interpreting the write-off limits for assets, the original costs of the asset shall be used.

Appendix 9

GUIDELINES ON WHAT IS “CONFLICT OF INTEREST”

1 Introduction

- 1.1 The term *conflict of interest*, is usually heard in connection with an elected official or judge. This is because people in positions of power are more likely to face charges of conflicts of interest at some point in their careers as well as in the discharge of their duties as elected officials. Many of the decisions they make must not be tainted by the possibility of favouritism or personal gain.
- 1.2 National Sports Associations (NSAs) Board Members (usually known as Management Committee), staff and volunteers serving the NSA shall act in the best interests of the NSA. There should be no vested or personal interest or interest of third parties. Clear policies and procedures shall be set and measures taken to prevent actual, potential or perceived conflict of interest that could affect the integrity, fairness and accountability of the NSA.
- 1.3 NSAs Board, staff and volunteers placed in positions of judgment or power must take extra steps to ensure that their private interests do not compete with their professional or official duties.

2 Purpose

- 2.1 To provide clarity on what is conflict of interest so that NSA Board Members, staff and volunteers can recognise potential problems before they interfere with his / her duties.

3 What is “Conflict of Interest”

- 3.1 To understand what a conflict of interest means, it may help to examine what we mean by 'interest'. Almost all of us have personal or professional interests, whether it is a hobby, an investment in a business or a desire to help our friends and family members succeed in their own interests. Sometimes decisions are based on whether or not they will ultimately benefit one or more of these interests.

3.2 Definition of conflict of interest :

3.2.1 A conflict of interest:

- a) Arises in any situation where the personal or professional concerns of a board / management committee member or a staff member may influence his / her ability to put the welfare of the organisation before personal benefit / vested interest.

- b) Exists whenever an individual can benefit directly / indirectly from information received by, or a decision of, the board, and where someone might reasonably perceive there to be such a benefit.
- c) Is a situation in which an individual has two separate and competing interests and is unclear as to which interest he / she is acting for.

4 Common Instances of Conflict of Interest

4.1 The NSA Board shall establish clear written policies on measures to avoid conflict of interest in areas where such conflict may arise. Examples of such areas are:

- a) Contract with vendors
Where Board or Committee members, staff or volunteers have personal interests in business transactions or contracts that the NSA may enter into, there shall be a policy requiring a declaration of such interest as soon as possible. They shall abstain from decision-making on the matter and shall not vote on the transaction or contract. All such discussion and evaluation by the Board or relevant approving authority in arriving at the final decision on the transaction / contract shall always be well documented.

All quotations / tenders must be conducted in an open, fair and transparent manner and must be in accordance with the 2006 Financial Regulations For NSAs.

- b) Vested interest in other organisations that have dealings or relationships with the NSA
Where Board or Committee members, staff or volunteers who have vested interest in other organisations that have dealings or relationships with the NSA, and when matters involving the interest of both the NSA and the other organisation are discussed, there shall be a policy requiring a declaration of such interest, and if necessary, they shall abstain from discussion and decision-making on such matters
- c) Joint Ventures
The Board's approval should be sought before the NSA enters into any joint venture with external parties. Where Board or Committee members, staff or volunteers have interest in such ventures, there shall be a policy requiring a declaration of such interest, and if necessary, they shall abstain from discussion and decision-making on such matters

- d) Recruitment of people with close relationships without open search
Recruitment of staff with close relationship (i.e those who are more than acquaintances) with current Board or Committee members, staff or volunteers shall go through the established human resource procedures for recruitment. The Board or Committee members, staff or volunteers shall make a declaration of such relationships and shall refrain from influencing decisions on the recruitment.
- e) Remuneration
Board members and volunteers shall serve without remuneration for their voluntary service to the NSA so as to maintain the integrity of serving for public trust and community good instead of personal gain. However, NSAs may reimburse Board members or volunteers for out-of-pocket expenses directly related to the service.
- f) Paid staff on Board
Paid staff, including the General Manager and staff employed by the NSA, shall not serve as a member of the Board as it can pose issues of conflict of interest and role conflict, and may raise doubts on the independence of Board decisions. The General Manager and staff can attend Board meetings, ex-officio, to provide information and facilitate necessary discussion but shall not take part in the decision-making process.
- g) Code of Athletes Management
The Code of Athletes Management calls for the establishment and implementation of transparent selection policies. In essence, it provides guidelines on :
 - i) Selection Committee – whereby members of this committee are made known to the public.
 - ii) Selection Procedures & Criteria – details of selection criteria and processes must be clearly defined, documented, communicated and distributed to all concerned. Implementation of the policies must also be fair and consistent.
 - iii) Independent Appeals Committee – which is formed well ahead of the selections and tasked to deliberate on queries, appeals and protests lodged by athletes.
 - iv) Athletes Agreement – which outlines and affirms the mutual commitment to common goals and objectives as well as

outlining the mutual responsibilities and obligations placed upon the NSAs and the athletes.

The above examples are not exhaustive. In general, NSAs shall examine areas prone to conflicts of interest and establish clear policies to avoid such conflicts.

5 Why is there a need to ensure that there is NO potential / actual conflict of interest?

- a) Need for accountability and transparency
- b) Need to maintain public trust

6 How to Deal with Conflicts of Interest?

6.1 An important responsibility of an NSA is to assure accountability for the organisation. Actions perceived to involve conflicts of interest brings about a loss of public confidence and a damaged reputation of the organisation. Since public trust is essential to most non-profit organisations, NSA boards should take steps to avoid even the slightest appearance of impropriety. The following are some of the measures that NSA Boards can undertake to avoid conflicts of interest:

- a) Adopt a conflict-of-interest policy.
- b) Disclose conflicts when they occur.
- c) Withdraw from decisions that present potential conflicts of interest.
- d) Require Executive Director / staff to abide by a conflict of interest statement.
- e) Have periodic (e.g. annual) declaration of conflict of interests in common or identified areas.
- f) Keep records of all disclosed conflicts of interest.

Resource Documents

1. The Social Service Training Institute, 2004

SINGAPORE TABLE TENNIS ASSOCIATION

Declaration of Conflict of Interest

STTA's guidelines regarding declaration of conflict of interest

Article 1 – Declaration of Interests

- 1.1 Every STTA MC Member / Sub-Committee Member / Candidate standing for election (all referred to as “Volunteer” hereinafter) & Employee 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 to be made shall be in the form annexed as Schedule “A” and Schedule “B”.
- 1.2 Every STTA Volunteer and Employee shall file an updated Declaration. If at any time following the filing of his or her Declaration there occurs to be any material change in the information contained in the Declaration submitted earlier, either by way of addition or deletion, a supplementary Declaration shall be filed describing such change, as soon as reasonably possible.
- 1.3 Declaration should include but not limited to your positions held in the affiliates of STTA (including Full Members of STTA and etc.).

Article 2 – Disclosure of Conflicts and Participation

- 2.1 Every STTA Volunteer and Employee who has any interest in any matter or thing before the Committee, for which the Committee will be rendering a decision, shall orally disclose the nature and extent of his or her interest to the Chair of the Committee, and provide a written Declaration, if requested by the Chair. Accordingly, all declaration shall be minuted on the notes of the meeting where the declaration is made.
- 2.2 Every STTA Volunteer and Employee, who is interested in a matter, shall not participate in any decision by the Committee regarding that matter. The disclosure required by the Volunteer and Employee shall be recorded in, or annexed to, the minutes at the meeting at which such disclosure was made or the minutes of the next meeting following such disclosure.

When do you need to declare Conflict of Interest?

1. When you first joined STTA.
 - For MC members, Independent Delegates and Sub-Committee members, please submit within the first month of joining STTA.
 - For employees, please submit on the first day of work.
 - Candidate for election, please submit together with Consent for Election
 - Any other Volunteers, please submit within the first month of joining STTA
2. Subsequently, anytime when there is a change in situation where your previous COI is no longer correct. Submit an updated COI within 5 working days.
3. During MC meeting / EXCO meeting, attendees are given a chance to update the meeting of any new COI and submit an updated COI within 5 working days.
4. Annually:
 - MC members – every October (or annually one month after election).
 - Independent Delegates, Sub-Committee members and staff – every January.

SINGAPORE TABLE TENNIS ASSOCIATION
Declaration of Conflict of Interest

I have read and understood the STTA's guidelines regarding the declaration of conflict of interest.

Declaration as at _____ (date)

Please tick 1 box below:

- I hereby declare, to the best of my knowledge and belief, that there are no circumstances I am aware of that may be construed as a direct or indirect conflict of interest.

- I hereby declare that I have a conflict of interest or a perceived conflict of interest. A comprehensive written submission of the complete nature of this actual or perceived conflict of interest is detailed in Schedule B.

Name: _____

Designation: _____

(Leave blank if you are a Candidate standing for election)

Signature: _____ Date: _____

SINGAPORE TABLE TENNIS ASSOCIATION
Declaration of Conflict of Interest

Details of Declaration

Table 1: Declaration of Shares in Private or Public Companies

Type of Company	Name of Company	Number of Shares	Name of Owner(s):
Private Company			
Non-Listed Public Company			

Table 2: Table of Interest in Business Firms

Type of Business Firm	Name of Business Firm	% of Ownership	Name of Owner(s):	Specify the Role in Business Firm
Sole Proprietorship				
Partnership				

Table 3: Table of Directorship & Board Representations

Directorship / Board Representations	Name of Company

Table 4: Others (Please Specify)

Nature of Interest (e.g. child (name) is training in JDS)	Description

Note:

1. If there is insufficient space, please write details on a separate sheet of paper (and attached it with this form)
2. STTA Volunteer and Employee must undertake to inform the STTA at the earliest possible date should there be any changes (as stated in this declaration form) leading to any real or perceived conflict of interest.

Name: _____

Designation: _____
(Leave blank if you are a Candidate standing for election)

Signature: _____

Date: _____

RELATED PARTY TRANSACTION

What is Related Party Transaction:

“Related party transaction” means “any transfer of resources, services or obligations among related parties, regardless of whether or not a consideration has been agreed”.

Identification of Related Party:

Related party can be identified by way of declaration prior to Management Committee (MC) meetings, ad-hoc and annual Conflict of Interest declaration.

A list of related party is generated from the COI declaration and declaration prior to or during MC meeting. The updated list is circulated to the MC members at least once a year.

Related Party Transaction:

If there is an intention to carry out a transaction with related party, the objectives and details of the transaction shall be brought up to the MC members for approval. The related party, shall abstain from discussion and approval of the transaction.

The Charity shall ensure arms-length transaction by calling at least 3 quotes for amounts up to \$70,000. For amounts greater than \$70,000, it shall call for tender.

The calling for quotes or tender will help to determine market rate and that no favouritism or preferential treatment is given to the related party.

The total amount of the related party transactions must be reported in the Audited Financial Statements.