

☐ Her son didn't get a
bone marrow donor.

☐ He did.



2016 **ANNUAL REPORT**

FUNDRAISING HIGHLIGHTS 2016

In May, the annual Bone Marrow Donor Programme gala pulled off another successful fundraising event, raising \$644,565 for the organisation.



Guest of Honor, Minister K. Shanmugam stressed to guests the importance of our work, urging them to extend their support into their own communities.



November 19 was the BMDP's inaugural Flag Day and with the support from students and staff at Fuhua Secondary School, National Junior College (NJC) and ITE College East as well as regular volunteers, we were able to raise a sum of \$17,945.



The "Matchstick" concert in August was a resounding success as a team of students from Hwa Chong Institution, Raffles Institution and Nanyang Girls' High School all came together to put on a show.

"Matchstick" signifies how a bone marrow donation can light up the life of a patient in need of a transplant, and also plays on the idea of patients finding a "match".

Renowned local artistes Daphne Khoo, Charlie Lim and Joie Tan headlined the Matchstick Charity Concert at the Kallang Theatre which raised \$93,892. Bone Marrow donor and Parliamentary Secretary, Ministry of Home Affairs, Amrin Amin was the Guest of Honour.

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Cover image taken from the Bone Marrow Donor Programme's "You Decide" advertising campaign which aimed to educate the public on the role of the donor and how a simple choice can have significant impact.

"You Decide" was the Gold Award winner at the SPH Ink Awards 2016 in the Print Single – English category which included a full page complimentary advertisement to help further our awareness in the community

VISION

To provide hope for patients with leukaemia and blood-related diseases.

MISSION

To build a register of Singapore bone marrow donors.

To network and be the conduit of a global marrow database.

To build a world class search process for transplants.

To be an advocacy champion for donors (including their immediate families) from pre-donation to post-donation.

To educate the public and promote further understanding of blood-related diseases.

PRESIDENT'S MESSAGE

The Bone Marrow Donor Programme was set up 23 years ago with one purpose; to “provide hope for patients with leukaemia and other blood-related diseases”. We do this by finding a matching transplant donor for every patient, giving them that one last chance of a cure. This purpose remains at the heart of everything we do.

I am pleased to share in this 2016 Annual Report more details of the programmes and activities the organisation has put in place throughout the year to continue building our register of volunteer donors and making this into a living and long term asset for the whole Singapore community.



At the same time, we further entrenched ourselves within the local community and with the support of the BMDP Patron, Minister K. Shanmugam, we made significant inroads into several government linked organisations including the Police Force and Civil Defence. This is particularly rewarding as we all share the same core values of protecting and being of service to Singapore.

“.. to continue building our register of volunteer donors and making this into a living and long term asset for the whole Singapore community...”

In other ways we were also able to give back to the community and based on our strengthened financial position, we provided financial subsidies for eligible Singaporean and PR patients on the cost of procurement. This has long been a goal but only this year have we been able to commit the financial resources in support of this. Previously most of our efforts went into the provision of services and building the register which has strategic value now, and also well into the future.

I hope you will enjoy learning more about our work and in closing would like to thank the members of the Executive Committee for their on-going support and commitment to the BMDP. I am confident they share my belief that we all emerge from 2016 a stronger team and better positioned to take on the challenges in the future to sustain and extend our work and impact.

Sincerely,
Norman Ho
President

FROM THE CHIEF EXECUTIVE



Looking back on 2016 it was a year of very exciting “firsts” for the organisation; hosting the International Donor Register Conference, recruiting a record number of new donors onto the register, finding more local matches for our patients, strengthening the team and sustaining our financial position.

Using funding from the Tote Board and Care&Share we embarked on a major public education programme to support our three-year, “Project 50k”, which targets to grow the register by another 50,000 new donors in three years. Pivotal in providing the life-saving donors that our patients need, we still have a great way to go in overcoming misconceptions amongst the public and a growing societal lack of willingness to help others. In the final outcome, with greater public awareness and an aggressive outreach into the community, the year delivered on the donor recruitment target with another 17,174 new volunteer donors joining the register.

At the same time, we found a matching donor for 49 patients with 21 coming from our local register which was a significant growth on just 7 local donors the previous year. The importance of finding a local donor cannot be stressed enough because it means we can get the patient from diagnosis to transplant in less time and when there is no Medisave or Medishield subsidy available, the acquisition cost is considerably lower.

The rapid register growth over the past several years with young donors, supported by high resolution tissue typing, has also brought our donors to the top of many international searches. In addition to helping save the lives of Singaporean patients, ten local donors also stepped forward to donate their blood stem cells to patients overseas.

The organisation showed some slight growth during the year and with government funding from the Agency for Integrated Care to support “Project 50k”, we were able to hire additional manpower to assist in the outreach activities which escalated considerably to meet the extended targets. The Executive Committee also expanded during the year and new additions to the team include the Chairs of both the Finance and Audit Committees and further strengthening of the Medical Advisory.

... the year delivered on the donor recruitment target with another 17,174 new volunteer donors joining the register...

Partnering The Local Community

A fundamental principal is that our work must be for the benefit of the community and to ensure we can provide a match for all Singaporean patients, our focus is to build a register that truly represents the population. One of the major challenges throughout our 23-year history has been attracting volunteer donors from the two minority groups; Indians and Malays, making it much less likely that we will find a match for these patients.

In 2016 through our Patron, Minister K. Shanmugam, the BMDP successfully partnered with the Singapore Police Force, Immigration and Checkpoints Authority and the Civil Defence Force. With



Recruiting heroes from the Singapore Civil Defence Force, Division I.

a much higher representation from the minority groups among their staff, we were pleased to see a boost to the numbers with 1419 Malays and 1367 Indians signing up but this is still not adequate and the focus on the minority sectors will sustain throughout “Project 50k”.

Education sector partnerships have continued to grow and from just conducting simple on-campus and in-school donor drives, student initiatives have expanded to include a major concert, street busking, video production and many more creative ideas to help us shift public perception and grow the register.

Significant among these successes was Project Edelstein from Hwa Chong Institution which won the Distinctive Award, Best Volunteer Mobilisation Award and Best Public Outreach Award from YMCA-Citibank Youth For Causes. Raising nearly \$70,000 and reaching more than 86,000 members of the public to raise awareness about bone marrow donation, the team also secured 462 new donor sign-ups.

With support from one of the Board members, the partnership with ITE College West has placed the BMDP and donor recruitment onto the syllabus and each new student intake engages in a BMDP project or initiative. ITE students have stepped forward to not only help us in conducting donor recruitment activities but we have seen a growth in the number of students among our volunteers at roadshows and events.

On the individual level, students are including their work with the BMDP to help secure university scholarships and further education opportunities. Even more relevant, the commitment we are seeing on the institutional level is a positive endorsement that our work and the message of “kampong spirit” resonates at every level.



Minister Tan Chuan Jin (left) signing up as a bone marrow donor, supporting the BMDP's cause.



Playing on a Global Stage

Today there are more than 78 donor registers around the world all cooperating to bring life-saving blood stem cells to patients who are in need of a transplant. Around 50% of all blood stem cell products are shipped across international borders and as the world become even more racially complex, this is not expected to change.

Critical to this system of collaboration is that we all work on the same basis of understanding and a “package” of Haematopoietic Stem Cells collected in Singapore is understood to be consistent with the same product from Australia, Brazil or Canada.

In support of this global quality framework, the BMDP was awarded Qualification status by the World Marrow Donor Association in April; phase one in our accreditation process which is on-going.

In May 2016, the BMDP hosted the 11th International Donor Register Conference (IDRC) and World Marrow Donor Association (WMDA) Working Group meetings for the first time in Singapore. The four-day Conference brought together 220 delegates representing donor registers from 42 countries.

The Conference also came at a time as the world is looking to Asia for the next wave of growth and innovation in bone marrow transplants. The challenges presented by Singapore’s multi-racial community and the complex contradiction in attitudes towards bone marrow donations are shared in many countries around the world, making the conference an ideal platform for learning and sharing insights.



From left to right: Dr Yvonne Loh - IDRC Scientific Committee Chair, Jane Prior - CEO of BMDP, Dr Jeremy Chapman - Chairman of Australian Bone Marrow Donor Register and Dr Alejandro Madrigal - Scientific Director of Anthony Nolan Trust UK



From left to right: Dr William Hwang - Past President of World Marrow Donor Association (WMDA), Mr Michael Boo - President of WMDA, Dr Carlheinz Mueller - Upcoming President of WMDA, sharing a moment at the IDRC dinner 2016.

The Conference explored issues that are key to all donor registers; - how to improve donor recruitment; building public awareness, and addressing the myths and misconceptions around bone marrow donation through better public education.

Within the four-day event, a workshop was conducted for those countries just starting out on their transplant journeys. These included participants from Bangladesh, Sri Lanka, Philippines, Vietnam and Malaysia. The BMDP played an invaluable role, sharing experiences in building a highly efficient register through use of outsourced services. Access to more and better regional registers is important in our quest to identify the best match for our local patients.

Speaking to the delegates at the closing dinner, we shared our hopes that “beyond these four days of living and learning together, the relationships and connections forged in Singapore will deliver well into the future through greater cooperation and collaboration as we work together in our shared mission to save lives through finding the perfect match for each and every patient”.

Delivering for Patients

In response to the shift in demands, the Patient Services organisation was realigned into two unique and specialised teams; Search and Donor Selection and Donor Management.

The Search and Donor Selection team manages the incoming requests from the hospitals to identify the best possible matching donor for their patients. Accessing the local and international donor databases, within 4 working days the team delivers a Search Recommendation report to the requesting physician providing the best available choice of donor options.



The Verification Typing and procurement costs were subsidised for a total of 50 eligible patients during 2016. Unable to find a matching local donor, the cost of procuring a bone marrow donor from the United States was fully subsidised for Mr Sivanathan (above) shown here in good health and on his way to a full recovery.

Allowing that some donors may have signed up many years ago, this good news isn't always well received and the team must overcome any fears and misconceptions while providing moral support to donors and their families throughout the procedure.

By the end of the year, bone marrow or blood stem cells were collected from 21 local donors for Singapore patients and a further 10 for patients overseas.

As the only provider of these search services and Singapore's national donor register, this demands highly specialised staff members and training continues to be a priority.

The number of local hospital requests was quite consistent year-on-year at 171 but interest in BMDP donors from overseas grew by 18% on the previous year to 408.

The Donor Management team is responsible for looking after Singapore donors from the time they have been identified as a match through to the stem cell collection, or “harvest”.

Supporting our growth in Patient Services, we implemented a new search and donor management software, Matchpoint, in early 2016 and expect this to be fully implemented by mid-2017. Developed by the Australian Bone Marrow Donor Register (ABMDR), the customised application allows for better tracking of donors, streamlines reporting and facilitates easier cooperation between the BMDP and our global partners.

Once fully implemented, Matchpoint will connect the BMDP to more than 34 registers from around the world providing them with online visibility of BMDP donors and enable donor activation through a single step transaction. In line with our privacy regulations, donor information shared between registers is limited to genetic information and an identifier so that the donor is only accessible to staff at the “home” register where they signed up.



One of the Patient Services staff, Ashminder, (center) sharing a moment with patient, Nureen (left) and her donor, Sheila.

Finally we would like to share one of the highlights of the year that encapsulates our vision. Like so many of our patients, Nureen was enjoying success in her career and living life to the fullest, when she was unexpectedly diagnosed with a blood disease and given just a few months to live. Her life was saved when another young woman stepped forward to donate her blood stem cells and she was able to have a bone marrow transplant.

The poignant meeting between these two extraordinary young women shows the full circle of our work; from recruiting volunteer bone marrow donors onto the register, to identifying the best possible match and finally delivering the precious, life-saving blood stem cells to a hospital ward where a patient is waiting with just one last chance. What better purpose for all of us here at the Bone Marrow Donor Programme and kudos to the BMDP staff who brought passion and determination to their roles throughout a successful year.

In friendship,
Jane Prior
Chief Executive

BMDP ACTIVITIES @ A GLANCE

Growing The Register

Donor Register

- Public education on blood diseases and the need for a bone marrow donor register
- Donor recruitment activities - roadshows and events with education, company and government partners
- Swab processing for HLA typing
- Data verification, donor and database management
- Marketing and fundraising activities

Recruitment Partners

- Junior Colleges, IB Schools, ITE and Polytechnics
- Universities
- Corporate Sector
- Public Sector
- Religious & Affiliated Groups

17, 174 new donors recruited at about \$180 each bringing the BMDP register to 75,000. The total direct cost was \$3,034,695.

Register growth was funded through public donations and direct funding from the Tote Board while the 2016 public education campaign was funded through an SG50 grant from Care and Share.

Search Services

Search & Selection Services

- In-coming requests for individual patients from the local hospitals
- Local/global database searches to identify a match
- Data analysis and donor recommendations based on transplant centre and doctor preferences
- Donor activation instructions and liaison
- Case management, follow through to procurement

Hospital Clients

- NUH
- SGH
- KKWCH
- Mt Elizabeth Hospitals
- Raffles Hospital, CHCC
- Ampang Hospital / UMMC

BMDP received a search request for 171 Singapore patients and submitted a Donor Recommendation Report for each.

In addition, the local register was searched for 408 international patients with 10 local donors going on to donate HPC for patients in the US, UK, Canada, France and Hong Kong.

Procurement Services

BMDP Donor Management

- Activation of BMDP donors and information sessions for consent
- Liaison with the Collection Centres for transplant dates
- Donor counselling and support throughout the medical procedure
- 12 months follow up
- Transportation of stem cell products from Collection Centre to Transplant Centre

International Donors

- Out-going donor activation instructions
- Coordination with local Transplant Centres
- International transportation and local courier activation

191 BMDP donors were called for Verification Typing to confirm if they were the best match for a patient.

49 Singapore patients had a transplant; 21 had a local donor and 28 needed donors from overseas.

Income from Verification Typing and HPC Procurement was \$2,108,506.

With no Medisave/Medishield coverage for HPC procurement-related charges, the BMDP assists Singaporeans and PR patients through subsidies on the Verification Typing. Patients unable to pay the HPC procurement fees can apply for funding from the BMDP. A total of \$170,000 was paid out to assist 50 patients in 2016.

MEET THE BOARD



Back row (left to right): Henry Schindele, Dr Allen Yeoh, Gerti Iwatake, Jane Prior, Dr Yvonne Loh, Peh Wee Leng, Grahame Wright.

Front row (left to right): Dr Theresa Yoong, Dr Lim Zi-Yi, Norman Ho, Stuart McLelland, Abhijit Raha.

Not in picture: Dave Eng, Donald Lim, Anish Lalchandani, Amy Fam

The Bone Marrow Donor Programme (BMDP) is a registered society and charity governed by an Executive Committee (EXCO) with the responsibility to shape and determine the organisation's vision and mission, as well as charting and advancing the organisation's strategic directions. It provides foresight, oversight and insight, and leaves the managing of day-to-day operations to the CEO and his/her staff team.

All office-bearers and EXCO members were elected and appointed at the Annual General Meeting held on 3 May 2016.

NORMAN HO | PRESIDENT

A partner with leading law firm, Rajah & Tann Singapore LLP, Norman is President of the Bone Marrow Donor Programme. His involvement started in the very early days through a personal friendship with the founder of the organisation.

STUART McLELLAND | VICE PRESIDENT

Stuart McLelland is Vice President and the Chair of the HR committee and supports the annual charity gala fundraising committee. He represents that sector of Permanent Residents for whom Singapore is home.

DR LIM ZI-YI | VICE PRESIDENT

Zi-Yi is a transplant physician in private practice and Vice President. Drawing on his experience working with donor registers in the UK and Europe, Zi-Yi has contributed to the new professional services offering.

ABHIJIT RAHA | HON TREASURER

Abhijit Raha joined the committee in 2016 and was appointed Honorary Treasurer. A banker by profession, Abhijit is currently working as a Consultant. Abhijit has worked extensively in the region and brings a “big picture” perspective to his role at the BMDP.

DR THERESA YOONG | HON SECRETARY

Theresa retired from the public health sector and is an active volunteer. Her strong commitment and support for the BMDP comes from personal experience when a beloved daughter needed a bone marrow transplant.

JANE PRIOR | EXCO MEMBER AND CEO

Jane was appointed Chief Executive in May 2012 with the mandate to implement the strategic goals of the organisation and through expansion ensure the BMDP delivers on our promise to find a donor for every patient.

HENRY H. SCHINDELE | EXCO MEMBER

Having retired from a career in banking, Henry first volunteered with the BMDP almost ten years ago as an international courier before subsequently joining the Executive Committee. In 2013 he was appointed Honorary Treasurer drawing on his background in banking and completed four years in the position.

PEH WEE LENG | EXCO MEMBER

Wee Leng is the Director for the School of Business and Services at ITE College West. He joined the ExCo in April 2016 and is a member of the Donor Recruitment and Community Education committee.

DAVE ENG | EXCO MEMBER

One of the first recipients to receive a transplant from a BMDP donor in 1995, Dave is an articulate advocate for the cause, knowing all too well the impact a bone marrow donation can have on a family and a community.

GERTI IWATAKE | EXCO MEMBER

Retired from professional life, Gerti works tirelessly on behalf of the BMDP as the Chair of the Fundraising Committee and runs our main annual fundraising event.

DONALD LIM | EXCO MEMBER

Donald runs a leading multimedia company and brings his digital and creative expertise to the BMDP in support of our outreach and communications programmes.

DR ALLEN YEOH | EXCO MEMBER

A Paediatric Oncologist at the National University Hospital, Allen acts as a conduit between research and new developments in the field of blood diseases and the treatment of patients through bone marrow transplants.

DR YVONNE LOH | EXCO MEMBER

Yvonne is a transplant physician in private practice. She is the Chairperson of the Medical Advisory which includes representatives from each of the local transplant centres to support the BMDP's professional services.

ANISH LALCHANDANI | EXCO MEMBER

Anish is a Senior Human Resource professional with extensive experience in Asia. He is currently holding a Global Talent Management role with a bank. He joined the EXCO in Jan 2017 and support the HR Committee.

AMY FAM | EXCO MEMBER

Amy first joined the BMDP working together with the Founder, Gerald Loong in the early 1990s. She re-joined the committee in 2015 to support the outreach into the corporate sector and help escalate donor recruitment. (Retired in December 2016)

GRAHAME WRIGHT | EXCO MEMBER

Grahame Wright is active in CSR activities at EY and has supported the BMDP for more than two years. A Fellow of CPA Australia and member of the Institute of Chartered Accountants, he joined the ExCo in April 2016 and is the Chair of the Audit Committee.

ANNUAL HIGHLIGHTS

JANUARY

Ngee Ann Polytechnic's Light Up A Life

Three days, local artistes, lots of food and a passionate team of Mass Communication students – all the ingredients for success with a whopping 568 new donors added to the register to kick off 2016.



APRIL

Project Tomorrow Launch

With funds from the SG50 Care and Share budget, the BMDP launched a public education programme as part of the 3-year project to recruit 50,000 new donors. Themed, “You Decide” the advertising visuals shared the anguish felt by patients and their families when diagnosed with a blood disease.



World Marrow Donor Association Accreditation



Recognising the BMDP's efforts in establishing business standards and meeting international quality guidelines, the BMDP was awarded Qualification status as the first step in our global accreditation initiative.

2016

FEBRUARY

BMDP's Chinese New Year Celebration



Celebrating the start of the lunar new year, and what was planned to be the most ambitious year to date in the BMDP, Board members, volunteers, couriers, supporters and staff all came together to share in the festivities.

MAY

11th International Donor Registry Conference

This 4-day event brought 220 delegates from 42 donor registers worldwide to Singapore to share and discuss the latest learnings in transplant methodology and practice. The first time the event was held in Singapore, it was an important step forward in positioning the BMDP as a leader in the region.



AUGUST

When Nureen Met Sheila



These two extraordinary young women; one who fought for her life and the other who saved her, shared their stories as they met for the first time in a heartwarming and poignant meeting. This and other special moments validate our work in every way when we see life is restored to normal through a successful transplant.

OCTOBER

Cheek Swab Month

Cheek Swab Month is the highlight of our corporate programme and back for the third year, we engaged 48 companies and delivered a fantastic 942 new donors. Other company activities contributed towards fundraising and volunteer engagement as staff got involved in sharing and extending our voice into their own communities.



JULY

Tampines One Roadshow



By July, the fifth roadshow was completed and the team had already signed up 2983 new donors – more than 50% of the annual target for roadshows and events. Interest and engagement showed a positive response to the launch of the public awareness efforts with more positive responses. Throughout 2016 we had 16 roadshows islandwide in malls, libraries and other venues.

SEPTEMBER

World Marrow Donor Day

The world stops for a patient diagnosed with a blood disease and the second World Marrow Donor Day delivered this message to members of the public in Orchard Road. After meeting members of the BMDP Board, Guest of Honour, Minister Tan Chuan-Jin signed up as a bone marrow donor to everyone's delight.



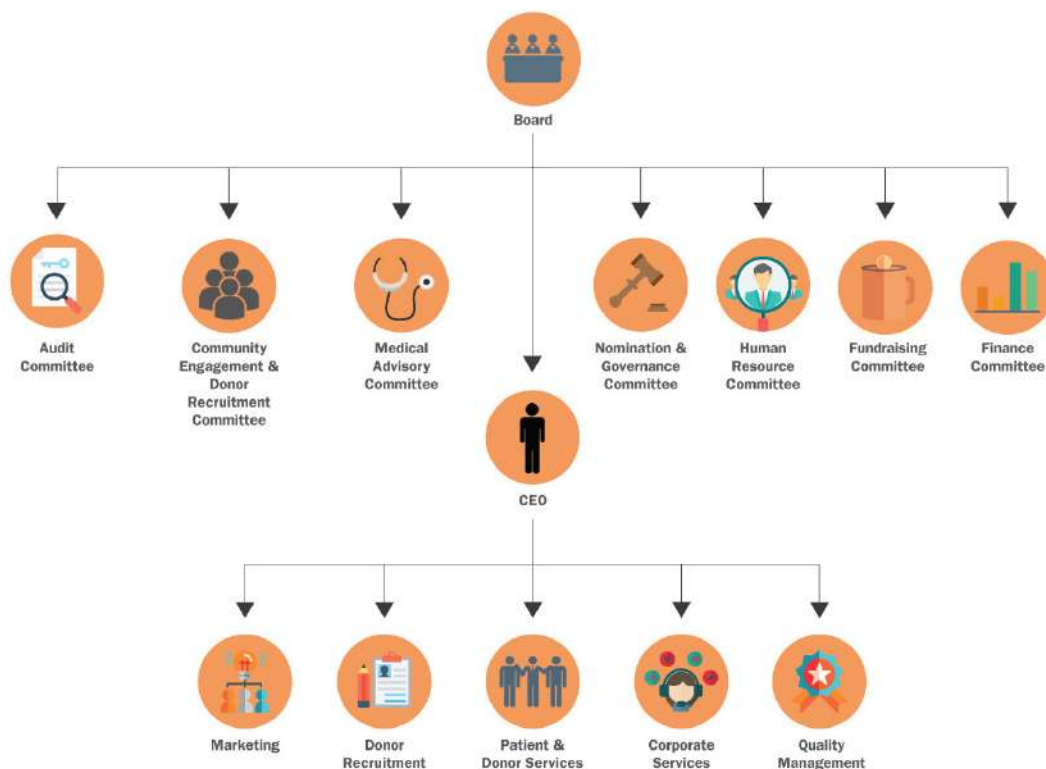
NOVEMBER

Deepavali Appeal

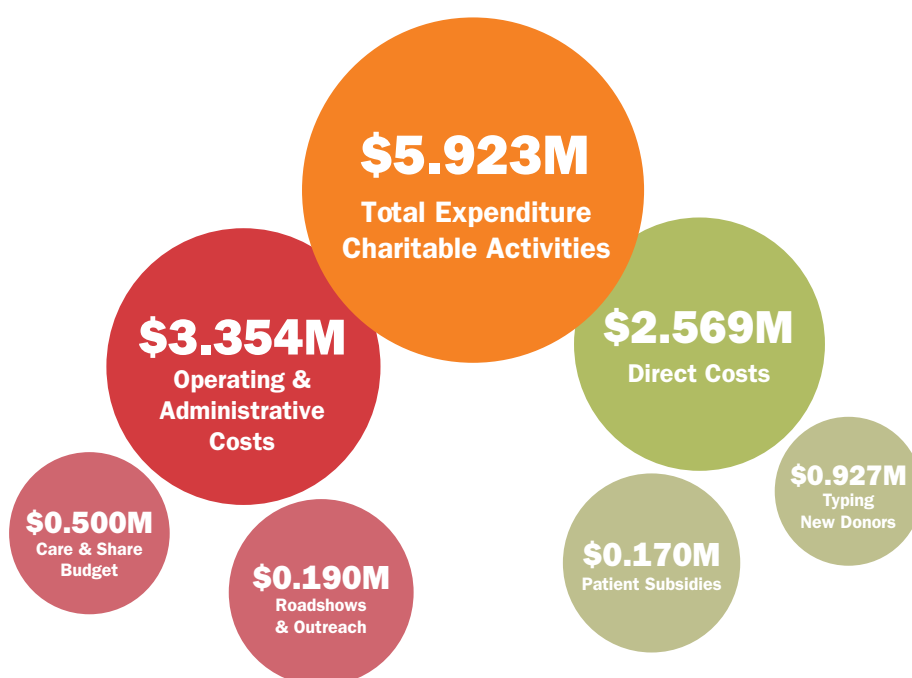


Getting donors from minority groups continues to be a challenge and during Deepavali we focused on patient and volunteer stories to try and raise more awareness that Indian donors are urgently needed. The photo shows four of the BMDP's staff representing our diverse Indian community.

Organisation Chart



How We Use Your Funds



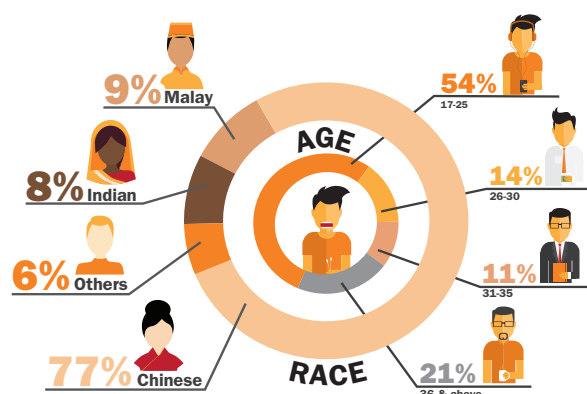
FAST FACTS

Donor Recruitment



17,174
new donors

The BMDP has reached its goal of 17,000 new donors during 2016. This is year 1 of a three-year plan to add 50,000 donors by end 2018.



Where we have recruited donors:



Corporate:

48

companies
&

942

donors



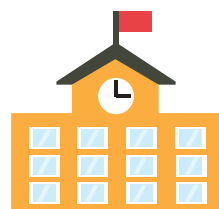
Government:

12

agencies
&

667

donors



Education:

28

educational institutes
&

5,532

donors



Public:

101

BMDP public outreach
&

10,033

donors

Patient and Donor Services

Incoming Local
Patient Requests

171



Local Transplants Facilitated

49



Donors Called For
Verification Typing

191



Local Donors
Harvested For Transplant

31



SPECIAL THANKS TO OUR DONOR RECRUITMENT PARTNERS

CORPORATE SECTOR:

ABB
 Abbott Manufacturing
 Advanced Material Technology
 Allied World
 BHP
 Bukit Batok GRC
 CIMB
 Citibank
 Clifford Chance
 Credit Suisse
 Credit Suisse (Simon's Memorial Trophy)
 DBS
 DDB
 Diageo
 Disney
 Ernest & Young
 Esplanade
 EurekaHedge
 FIL Investment
 GSK
 Health Promotion Board
 ICA Tuas
 ICA Woodlands
 International Accountant's Day
 Johnson & Johnson
 Kaplan
 Kong Meng San
 KPMG
 LinkedIn
 Lloyd's & XL Catlin
 Marco Polo
 Merck (MSD)
 MOM
 NLB
 NSL (Mar 2016)
 NVPC
 OMD
 Pasir Ris CC
 Quest Lab
 Randstad
 Recall
 RGF
 Safinah
 SAiSG (South African's in Singapore)
 SCDF (Division 1)

Singapore Bowling
 Singapore Police Force (Jurong HQ)
 Singapore Police Force (Police Investigation Department)
 Singapore Police Force (Security Command)
 Singapore Police Force Cantonment
 Singtel
 Skyscanner
 ST Engineering
 Starhub
 STVE
 Toteboard
 UOB
 Viva I Trust
 Wellsfargo
 Westpac Bank

EDUCATION SECTOR:

Anderson Junior College
 Anglo-Chinese Junior College
 Anglo-Chinese School (Independent)
 Anglo-Chinese International School
 Catholic Junior College
 Dunman High School
 Hwa Chong Institution
 Jurong Junior College
 National Junior College
 Raffles Institution
 Republic Polytechnic
 River Valley High School
 Serangoon Junior College
 Singapore Management University
 St. Andrew's Junior College
 St. Joseph's Institution
 Tampines Junior College
 Victoria Junior College
 ITE College Central
 ITE College West
 ITE College East
 National University Singapore
 Nanyang Technological University
 Ngee Ann Polytechnic
 Republic Polytechnic
 Temasek Polytechnic
 Singapore Institute of Technology
 NUS SG Marrow
 NTU SG Marrow



CORPORATE GOVERNANCE

S/No.	Code Description	Code ID	Compliance
Board Governance			
1	Are there Board members holding staff appointments?		Yes
2	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Complied
3	Staff does not chair the Board.	1.1.2	Complied
4	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied
5	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied
6	The Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied
7	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied
Conflict of Interest			
8	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied
9	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
10	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied
11	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
Human Resource Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied
14	There is a system to address grievances and resolve conflicts.	5.11	Complied
Financial Management and Controls			
15	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied
16	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
18	The charity discloses its reserves policy in the annual report.	6.4.1	Complied
19	Does the charity invest its reserves?		Yes
20	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors.	6.2.1	Complied
Fundraising Practices			
21	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied
Disclosure and Transparency			
22	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied
23	Are Board members remunerated for their Board services?		No
24	Does the charity employ paid staff?		Yes
25	No staff is involved with setting his or her own remuneration.	2.2	Complied
26	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied
Public Image			
27	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied

Staff with Annual Remuneration above \$100K (including employer's CPF contribution)

Remuneration Band	2016	2015
\$100,001 - \$150,000	1	1
\$150,001 - \$200,000	-	-
\$200,001 - \$250,000	1	1

Reserves Policy

The reserves of the Organisation comprise the unrestricted funds that are freely available for its operating purposes and do not include restricted funds, endowment funds and designated funds.

The Organisation adopts a prudent approach in determining its reserves level, and strives to achieve a reserve of not more than three years of its annual operating expenditure. This is to ensure the Organisation's long-term financial sustainability and ability to provide continued services to its beneficiaries.

The Executive Committee reviews the level of reserve that is adequate to fulfil the continuing obligations of the Organisation on a regular basis.

Investment Policy

The Investment Policy serves to guide the Executive Committee/Finance Committee to exercise good stewardship of the funds of the Organisation. As a registered charity and approved Institution of a Public Character, the funds of the Organisation are derived from donations/funding from the public and the Executive Committee/Finance Committee has the fiduciary responsibility to manage and invest surplus funds with prudence and care.

The Organisation adopts a conservative investment approach and does not wish to take significant risks in managing its financial matters. Its priority is the safeguarding of investment capital and it is prepared to sacrifice higher returns to achieve this.

Given the above, the investment instruments may be fixed deposits, bonds issued by government/government-linked companies/blue chip companies (with credit rating A- to AAA as rated by S&P or Moody's), structured deposits (which the principal amount of the deposit will be returned in full when held to maturity), as a guide to the Executive Committee/Finance Committee.

It is preferred that investments be made in the 'home' currency, that is, Singapore dollars (SGD).

Should the Finance Committee decide to recommend otherwise, that is, investment instruments not mentioned under 2.3 above, it must obtain the approval of the Executive Committee.

Conflict of Interest Policy

The Executive Committee puts in place a policy to ensure that all members of the Executive Committee, Sub-Committees, staff and volunteers (collectively refer to as "members") fulfill their obligations to act in the best interest of the BMDP at all times.

All members are required to declare any actual, potential and/or perceived conflicts of interest in accordance to the Policy and documented procedures. Executive Committee members are not allowed to vote nor participate in the decision-making on matters where they have actual, potential and/or perceived conflicts of interest.

Corporate Information

Registered Address:	8 Sinaran Drive, #03-02, Novena Specialist Centre, Singapore 307470		
UEN:	S93SS0141J	Tel:	(65) 6340 1040
IPC Number:	HEF0015/G	Fax:	(65) 6340 1041
URL:	www.bmdp.org	Email:	admin@bmdp.org
CEO:	Jane Prior - appointed since 1 May 2012	Lawyers:	Wong Partnership LLP
Auditors:	HM Accountants		
Bankers:	OCBC Bank Standard Chartered Bank United Overseas Bank		
Governing Instrument:	Constitution		
Principal funding sources:	Individual and corporate donations, grants and funding, administrative fees on marrow procurement and verification typing		

DONOR RECRUITMENT HIGHLIGHTS

Recruiting 17,174 new donors onto the register was a significant achievement for the BMDP and our sincere thanks to the partner organisations who helped us to deliver this success.



Skyscanner signing up!



No-Car Sunday, Shenton Way



Showtime at the Esplanade!

As shown in the photographs, we worked together with companies and communities in a whole range of venues from a branch of the National Library to the streets of Shenton Way during no-car Sunday. Pharmaceutical giant GSK invited us to join their family day celebrations on Sentosa and even visitors coming to the office were given the opportunity to sign up and join a great cause.



Recruitment drive at the National Library.



GSK's Family Day At Universal Studios.



SG Marrow at the NUS Campus.



Vivo City recruitment drive in October.



Huge support from the ITE community.

THE BONE MARROW DONOR PROGRAMME

UEN: S93SS0141J

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

S STATEMENT BY THE EXECUTIVE COMMITTEE

THE BONE MARROW DONOR PROGRAMME
Statement by The Executive Committee
For the financial year ended 31 December 2016

In the opinion of The Bone Marrow Donor Programme (the “Society”) Executive Committee,


(a) the accompanying financial statements are properly drawn up so as to give a true and fair view of the state of affairs of the Society as at 31 December 2016 and the results of its financial activities, and cash flows of the Society for the financial year then ended; and

(b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

On behalf of the Executive Committee,



Norman Ho
President



Abhijit Raha
Honorary Treasurer

Dated: 04 April 2017

INDEPENDENT AUDITOR'S REPORT

To the Members of
THE BONE MARROW DONOR PROGRAMME

Report on the Financial Statements

We have audited the accompanying financial statements of The Bone Marrow Donor Programme (the "Society") which comprise of the balance sheet as at 31 December 2016, the statement of financial activities, statement of cash flows for the year financial year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provision of the Societies Act, Cap. 311, Singapore Charities Act, Cap. 37, (collectively known as the "Act") and Charities Accounting Standard for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that, they are recorded as necessary to permit the preparation of true and fair presentation of the statement of financial activities and balance sheet and to maintain accountability of assets.

The management is also responsible for ensuring that the 30% cap mentioned in Regulation 15(1) of the Charities Act, Cap 37 (Institutions of a Public Character) (Amendment) Regulations 2008 has not been breached.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risk of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Charities Accounting Standard so as to give a true and fair view of the state of affairs of the Society as at 31 December 2016 and the financial activities, changes in funds and cash flows of the Society for the financial year ended on that date.

INDEPENDENT AUDITOR'S REPORT

To the Members of
THE BONE MARROW DONOR PROGRAMME
(continued)

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Society have been properly kept in accordance with the provisions of the Charities Act.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year;

(a) the use of donation money was not in accordance with the objectives of the Society as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations;

(b) the fundraising appeals conducted by the Society during the financial year ended 31 December 2016 have not been carried out in accordance with Regulations 6 of the Society Regulations issued under the Act and proper accounts and other records have not been kept of the fundraising appeals; and

(c) the Society have not complied with the 30/70 fund-raising rule in Regulation 15(1) of the Charities Act, Cap 37 (Institutions of a Public Character) (Amendment) Regulations 2008.

Other matter

The financial statements of the Society for the financial year ended 31 December 2015 were audited by another auditor who expressed an unqualified opinion on those statements on 22 April 2016.



HM Accountants

Public Accountants and
Chartered Accountants
Singapore
Dated: 04 April 2017

S STATEMENT OF FINANCIAL ACTIVITIES

THE BONE MARROW DONOR PROGRAMME
Statement of Financial Activities
For the financial year ended 31 December 2016

			2016		2015
	Note	Unrestricted funds	Restricted funds	Total funds	Total funds
		\$	\$	\$	\$
INCOME					
Income from generated funds					
Voluntary income	4	13,421,836	-	13,421,836	9,668,393
Activities for generating funds					
Charity Gala Dinner income		641,693	-	641,693	642,105
Sponsorship income		249,357	-	249,357	20,000
Investment income					
Fixed deposit interest		146,610	-	146,610	49,106
		14,459,496	-	14,459,496	10,379,604
Income from Charitable activities					
Care & Share grant from MSF		-	964,973	964,973	-
Grant from Toteboard Community					
Health Care fund		-	-	-	89,468
Grant from FIL Foundation Fund		-	-	-	56,700
Grant from VWOS - Charities					
Capability Fund		-	-	-	11,556
International Donor Registry					
Conference (IDRC) 2016 expenses		227,185	-	227,185	-
Confirmatory testing (CT)		357,844	-	357,844	354,329
Marrow procurement (MP)		1,921,960	-	1,921,960	2,012,984
Subsidy for CT and MP		(171,297)	-	(171,297)	(51,500)
		2,335,692	964,973	3,300,665	2,473,537
Other income	5	45,889	-	45,889	32,121
TOTAL INCOME		16,841,077	964,973	17,806,050	12,885,262
EXPENDITURES					
Costs of generating funds					
Costs of generating voluntary income	6	3,947,877	-	3,947,877	2,835,262
Fundraising trading	6	120,742	-	120,742	95,164
		4,068,619	-	4,068,619	2,930,426
Charitable activities	7	4,958,289	964,973	5,923,262	4,470,805
Governance costs	8	16,157	-	16,157	9,000
TOTAL EXPENDITURES		9,043,065	964,973	10,008,038	7,410,231
NET INCOME		7,798,012	-	7,798,012	5,475,031
<i>Reconciliation of funds:</i>					
Total funds brought forward		9,649,465	56,700	9,706,165	4,231,134
TOTAL FUNDS CARRIED FORWARD		17,447,477	56,700	17,504,177	9,706,165

The accompanying notes form an integral part of the financial statements.

BALANCE SHEET

THE BONE MARROW DONOR PROGRAMME
Balance Sheet
As at 31 December 2016

	Note	2016 \$	2015 \$
ASSETS			
Non-current asset			
Plant and equipment	9	55,428	140,541
Current assets			
Trade and other receivables	10	877,382	560,210
Cash and cash equivalents	11	17,477,294	10,847,995
		18,354,676	11,408,205
TOTAL ASSETS		18,410,104	11,548,746
LIABILITIES			
Current liabilities			
Trade and other payables	12	905,927	1,842,581
NET ASSETS		17,504,177	9,706,165
FUNDS			
Unrestricted funds			
General fund		16,745,139	8,775,830
Designated needy patient fund		702,338	873,635
		17,447,477	9,649,465
Unrestricted funds		56,700	56,700
TOTAL FUNDS		17,504,177	9,706,165

The accompanying notes form an integral part of the financial statements.

S STATEMENT OF CASH FLOWS

THE BONE MARROW DONOR PROGRAMME
Statement of Cash Flows
For the financial year ended 31 December 2016

	Note	2016 \$	2015 \$
OPERATING ACTIVITIES			
Net income for the year		7,798,012	5,475,031
Adjustments for:			
Depreciation of plant and equipment	9	97,501	68,669
Interest expenses		(146,610)	(49,106)
Operating cash flows before changes in working capital		7,748,903	5,494,594
Trade and other receivables		(317,172)	(303,810)
Trade and other payables		(936,654)	813,078
Net cash flows from operating activities		<u>6,495,077</u>	<u>6,003,862</u>
INVESTING ACTIVITIES			
Purchase of plant and equipment	9	(12,388)	(49,495)
Net cash flows used in investing activities		<u>(12,388)</u>	<u>(49,495)</u>
FINANCING ACTIVITIES			
Interest received		146,610	49,106
Net cash flows from financing activities		<u>146,610</u>	<u>49,106</u>
Net increase in cash and cash equivalents		6,629,299	6,003,473
Cash and cash equivalents, beginning balance		10,847,995	4,844,522
Net cash flows from operating activities	11	<u><u>17,477,294</u></u>	<u><u>10,847,995</u></u>

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

1. General Information

The Society is registered under the Societies Act, Chapter 311 and domiciled in the Republic of Singapore.

The registered address and principal place of activities is at 8 Sinaran Drive #03-02, Novena Specialist Centre Singapore 307470.

The principal activities of the Society are to educate the public about the role of transplantation in the treatment of blood-related diseases and to build a register of volunteer bone marrow donors in Singapore. In addition, the Society provides a service to the hospitals to search the registers to match the donors to their patients and to facilitate the transfer of blood stem cells from donor to patient.

The Society has been accorded with the status of an Institute of a Public Character "IPC" for the period from 08 July 2016 to 07 July 2017.

The Executive Committee has authorised and approved these financial statements for issue on the date of the Statement by Executive Committee.

2. Summary of significant accounting policies

2.1 Basis of preparation

The financial statements of the Society have been prepared in accordance with the provision of the Societies Act, Cap 311 and Singapore Charities Act, Cap 37, collectively known as the "Act". The accounting policies of the Society are consistent with the Charities Accounting Standard (CAS) and are applied consistently to similar transactions, events and conditions.

The financial statements are prepared under the historical cost basis, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars (\$) which is the Society's functional currency.

2.2 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Home and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

2.3 Plant and equipment

All items of plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

The initial cost of plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Any trade discounts and rebates are deducted in arriving the purchase price.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

2. Summary of significant accounting policies (cont'd)

2.3 Plant and equipment (cont'd)

Expenditure incurred after the plant and equipment have been put into operation, such as repairs and maintenance is charged to the statement of financial activities in the period in which the costs are incurred. In the situation where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of plant and equipment beyond its originally assessed standard of performance, the expenditure is capitalised as an additional cost of plant and equipment.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows: -

Furniture & fittings	3 years
Office equipment	3 years
Computers	3 years
Website development	3 years
Renovation	3 years

The carrying amounts of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The useful lives, residual values and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. A gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

2.4 Impairment of non-financial assets

The Society assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Home makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increase to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2.5 Financial instruments

a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. The Society determines the classification of its financial assets at initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

2. Summary of significant accounting policies (cont'd)

2.5 Financial instruments (cont'd)

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in active market are classified as loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

Loans and receivables comprise trade and other receivables and cash and cash equivalents.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. The Society determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Such financial liabilities comprise trade and other payables.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

2.6 Impairment of financial assets

The Society assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

2. Summary of significant accounting policies (cont'd)

2.6 Impairment of financial assets (cont'd)

Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Society first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Society determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in profit or loss.

When the asset becomes uncollectible, the carrying amount of impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Society considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in profit or loss.

2.7 Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand, time deposit which are subject to an insignificant risk of changes in value.

2.8 Provisions

Provisions are recognised when a present obligation (legal or constructive) as a result of a past event, it is probable that a transfer of economic benefits in settlement will be required and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the amount of provision is reversed.

2.9 Income

Income is recognised in the statement of financial activities when the effect of a transaction or event results in an increase in the Society's net assets which arises where the Society has the control over the rights and access to the resource, the amount of income received is probable and the can be measured reliably.

Donations

Donations are recognised upon receipt basis.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

2. Summary of significant accounting policies (cont'd)

2.9 Income (cont'd)

Grants

For grants without performance condition attached are recognised upon receipt. However, for performance related grants, Income is recognised to the extent the Society has performed the specific level of service according to the grant funding arrangements.

Interest

Interest income is recognised on the accrual bases and calculated on the effective interest method.

2.10 Expenditures

Expenditures are recognised when services have been rendered which resulted in outflow of economic resources and it is probable that the amount can be measured reliably. Expenditure on performance – related grants shall be recognised to the extent that the recipient of the grant has met such contractual performance.

Expenditures in the statement of financial activities are classified under the cost of generating funds, charitable activities, and governance cost.

Costs of generating funds

This category includes the costs of generating voluntary income, costs of fundraising trading and cost of managing investments (if any). These costs are associated with cost of generating all source of income apart from undertaking the charitable activities.

Charitable activities

Expenditure on charitable activities comprises all the resources required in meeting the Society's objectives as opposed to the cost of raising the funds to finance these activities and governance costs.

Governance costs

This relates to the general cost incurred in running the Society as opposed to the direct management functions inherent in generating funds, service delivery and programme and project work.

2.11 Apportionment of cost

The society uses per capita method in allocating the expenditures between its cost centre based on the number of people employed within the activity centre.

2.12 Employee benefits

Defined contribution plan

The Society makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they are accrued to employees. A provision is made for the estimated liability for leave as a result of services rendered by employees up to the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

2. Summary of significant accounting policies (cont'd)

2.13 Operating leases

Where the Society as lessee

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are taken to the statement of financial activities on a straight – line basis over the year of the lease term.

2.14 Related parties

A related party is a person or entity that is related to the Society and includes:

- a) A person or a close member of that person's family is related to the Society if that person:
 - i) has control or joint control over the Society;
 - ii) has significant influence over the Society; or
 - iii) is a member of the key management personnel of the Society or of a parent of the Society,
- b) An entity which is related to the Society if any of the following condition applies.
 - i) The entity and the Society are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - iii) Both entities are joint ventures of the same third party.
 - iv) One entity is a joint venture of a third entity and the other entity is an associate of the third party.
 - v) The entity is a post-employment benefit plan for the benefit of employees of either the Society or any related party to the Society. If the Society is itself such a plan, the sponsorship employers are also related to the Society.
 - vi) The entity is controlled or jointly controlled by a person identified in (a).
 - vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

2.15 Contingencies

A contingent liability is:

- a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society; or
 - b) a present obligation that arises from past events but is not recognised because:
 - (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) the amount of the obligation cannot be measured with sufficient reliability.
- A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

3. Significant accounting judgements and estimates

3.1 Judgments made in applying accounting policies

The management is of the opinion that there are no significant judgments made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to be carrying amounts and liabilities within the next financial year are discussed below.

a) Impairment of loans and receivables

The impairment of trade and other receivables is based on the aging analysis and management's continuous evaluation of the recoverability of the outstanding receivables. In assessing the ultimate realisation of these receivables, management considers, among other factors, the creditworthiness and past collection history of each customer. If the financial conditions of these customers were to deteriorate, resulting in an impairment of their ability to make payments, allowance or additional allowance may be required. The carrying amounts of the Society's trade and other receivables were \$494,821 (2015: \$402,961 respectively).

b) Estimated useful lives of plant and equipment

Management estimated the useful lives of plant and equipment based on the period over which the plant and equipment are expected to provide economic benefits. Management's estimation of the useful lives of plant and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.

These estimations are reviewed periodically and could change significantly due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of plant and equipment.

Based on management's assessment, no change in the estimated useful lives of plant and equipment is required as of the reporting date. The carrying amount of plant and equipment as at 31 December 2016 was \$55,428 (2015: \$140,541).

4. Donations

	2016 \$	2015 \$
Donations:		
Tax exempted receipts	12,318,864	8,295,205
Non-tax exempted receipts	1,102,972	1,373,185
	13,421,836	9,668,393

During the financial year, the Society issued total tax-exempt receipts as follows:

Income:		
Voluntary income - tax exempted	12,810,804	8,295,208
Charity Gala Dinner income - tax exempted	626,295	626,697
	13,437,099	8,921,905

There were no other donor imposed conditions other than the funds be allocated / used for the respective specific fund.

NOTES TO THE FINANCIAL STATEMENTS

THE BONE MARROW DONOR PROGRAMME
Notes to the Financial Statements
For the financial year ended 31 December 2016

5. Other income

	2016 \$	2015 \$
Sale of swab kits	467	-
Sale of wines	3,417	-
Special/temporary employment credit	10,033	4,191
Wage credit scheme	31,972	27,930
	45,889	32,121

6. Cost of generating funds

	2016 \$	2015 \$
<i>Costs of generating voluntary income:</i>		
APPCO's commission	2,765,089	1,956,717
APPCO's charges from credit cards	284,556	224,735
Donor database management	896,924	649,444
Donor drive expense	1,308	4,366
	3,947,877	2,835,262
<i>Costs of generating voluntary income:</i>		
Charity Gala Dinner	120,742	95,164
	4,068,619	2,930,426

7. Charitable activities

	2016 \$	2015 \$
<i>Unrestricted funds - General fund:</i>		
Bone marrow procurement cost	1,126,668	1,491,854
Confirmatory testing cost	200,768	186,598
IDRC 2016 expenses	371,920	9,470
Marketing	283,680	168,896
Staff salaries and bonuses	1,427,230	1,029,315
Tissue typing cost	366,429	991,493
<i>Restricted funds - Care & Share:</i>		
Marketing	404,297	-
Tissue typing cost	560,676	-

8. Governance costs

	2016 \$	2015 \$
<i>Unrestricted funds - General fund:</i>		
Auditor's remuneration	11,450	9,000
Professional fee	4,707	-

NOTES TO THE FINANCIAL STATEMENTS

9. Plant and equipment

	Furniture & fittings \$	Office equipment \$	Computers \$	Website Development \$	Renovation \$	Total \$
Cost						
At 1 January 2015	11,154	3,453	48,945	125,469	177,481	366,502
Additions	-	537	21,038	23,500	4,420	49,495
At 31 December 2015	11,154	3,990	69,983	148,969	181,901	415,997
Additions	6,742	1,681	3,616	350	-	12,388
At 31 December 2015	17,896	5,671	73,598	149,319	181,901	428,385
Accumulated depreciation						
At 1 January 2015	4,059	2,410	16,417	118,788	65,113	206,787
Depreciation	246	378	7,797	719	59,529	68,669
At 31 December 2015	4,305	2,788	24,214	119,507	124,642	275,456
Depreciation	8,147	1,211	29,492	4,214	54,437	97,501
At 31 December 2016	12,452	3,999	53,706	123,721	179,079	372,957
Net carrying amount						
At 31 December 2016	5,444	1,672	19,892	25,598	2,822	55,428
At 31 December 2015	6,849	1,202	45,769	29,462	57,259	140,541

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10. Trade and other receivables

	2016	2015
	\$	\$
<u>Trade Receivables:</u>		
Receivable from patients	494,821	402,961
<u>Other Receivables:</u>		
Deposits paid	20,730	14,730
Grants receivables	290,879	51,976
GST receivables	23,416	13,527
Interest receivables	31,635	6,657
Prepayments	15,901	70,359
	<u>382,571</u>	<u>157,249</u>
Trade and other receivables	<u>877,382</u>	<u>560,210</u>

11. Cash and cash equivalents

Cash and cash equivalents included in the statement of cash flows comprise the following:

	2016	2015
	\$	\$
Cash on hand	266	322
Cash at banks	2,477,028	2,847,673
Fixed deposits	15,000,000	8,000,000
	<u>17,477,294</u>	<u>10,847,995</u>

The fixed deposits bear interest rates ranging from 0.88% to 1.45% (2015: 1.50% to 1.80%) per annum with maturities from 3 to 6 months (2015: 3 to 6 months).

12. Trade and other payables

	2016	2015
	\$	\$
<u>Trade payables:</u>		
Payables for marrow procurement and confirmatory testing	156,721	1,006,797
<u>Other payables:</u>		
Accruals	52,818	48,508
Advances from patients	110,508	286,191
Advance receipts from IDRC	-	67,776
Provision for unbilled invoices from suppliers	294,019	275,947
Provision for variable bonus	291,861	157,362
	<u>749,206</u>	<u>835,784</u>
Trade and other payables	<u>905,927</u>	<u>1,842,581</u>

Trade payables are non-interest bearing and are generally on 30 to 90 days' terms.

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12. Trade and other payables (cont'd)

The trade and other payables denominated in foreign currencies are as follows:

	2016	2015
	\$	\$
Hong Kong dollar	1,653	-
United State dollar	36,119	496,351
European dollar	25,026	3,687
Danish Krone	1,237	-
	<u>64,035</u>	<u>500,038</u>

13. Taxation

The Society is an approved charitable organisation under the Charities Act, Cap. 37 and an Institute of a Public Character under the Income Tax Act, Cap. 134. Therefore, the Society is exempted from income tax under section 13 (1) (ZM) of the Income Tax Act. No provision of income tax payable is made in the financial statements.

14. Funds

(a) Unrestricted funds

General Funds

This fund is expendable at the discretion of the Society's executive member for the furtherance of the Society's key objective.

Designated needy patient fund

This fund is solely for patients in need of medical and transplant treatment, depending on the types of ward accommodated in the hospital. Singapore patients and Permanent Residents are subsidised at a percentage of the medical cost for confirmatory typing and marrow procurement for the first trial.

(b) Restricted funds

Care & Share Matching Grant

The Care & Share movement is disbursed by the Ministry of Social and Family Development for developing the Society's social services and programme for all the beneficiaries. This grant is capped at \$2,250,000 with a dollar and twenty-five cents for every dollar donation for the first \$1,000,000 and another dollar for the subsequent \$1,000,000. The Society has met this criterion in the financial year ended 31 December 2015 and currently received \$675,000 as at reporting date. A further 30% of \$2,250,000 will be disbursed upon submission of Care & Share Matching Grant Usage Report in coming June 2017. The difference of \$289,973, amount received \$675,000 less Care & Share's expenditure \$964,973, was included as grant receivables under Note 10 to the financial statements.

15. Related party transactions

A related party includes the executive committee and key management of the Society. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons. It also includes members of the key management personnel or close members of the family of any individual referred to herein and others, who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual. Key management personnel include the Chief Executive Officer (CEO) and direct reporting senior officers.

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15. Related party transactions (cont'd)

It is not the normal practice for the Executive Committee members, or people connected with them, to receive remuneration, or other benefits, from the Society for which they are responsible, or from institutions connected with the Society except that the CEO and the direct reporting senior officers have employment relations with the Society and have received remuneration in these capacities.

All executive committee members, chairman and staff members of the Society are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holding that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staffs shall abstain from participating in the discussion, decision making and voting on the matter.

The key management personnel's remuneration are as follow:

	2016	2015
	\$	\$
Staffs salaries and bonuses	348,192	323,962
Contributions to CPF	29,698	26,979
Transportation	2,054	2,054
	<u>379,944</u>	<u>352,995</u>

The number of employee in the bands of:

	2016	2015
	\$	\$
\$100,001 - \$150,000	1	1
\$200,001 - \$250,000	-	1
\$250,001 - \$300,000	1	-
	<u>1</u>	<u>-</u>

In addition to the related party information disclosed elsewhere in the financial statements, the Society has related party transactions with its related parties, which were based on terms agreed by both parties which are as follows:

	2016	2015
	\$	\$
Per diem allowance paid to CEO / Hon. President	-	186
Professional fee	-	1,656
Database management services	-	3,180
	<u>-</u>	<u>3,180</u>

16. Commitments

The Society has entered commercial lease of office premises from non-related parties for a period of three year under non-cancellable operating lease agreement. The future minimum lease payable under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

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16. Commitments (cont'd)

	2016	2015
	\$	\$
Within one year	65,943	54,952
After one year but not more than 5 years	120,895	-
	<u>186,838</u>	<u>54,952</u>

Minimum lease payments recognised as an expense in profit or loss for the financial year ended 31 December 2016 amounted to \$65,943 (2015: \$68,161).

Additionally, the Society leased a photocopier for five years' period under a non-cancellable operating lease agreement. The future minimum lease payable under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	2016	2015
	\$	\$
Within one year	1,920	1,197
After one year but not more than 5 years	5,760	-
More than 5 years	1,440	-
	<u>9,120</u>	<u>1,197</u>

Minimum lease payments recognised as an expense in profit or loss for the financial year ended 31 December 2016 amounted to \$1,411 (2015: \$1,596).

17. Reserves Policy

The Society regards its unrestricted general fund as its reserves to ensure the financial stability for the furtherance of its social services and programmes for the benefits of the public.

The executive committee meeting was carried among members to discuss on the quarterly income and expenditures incurred and the usage of restricted and unrestricted funds to ensure the free flowing of funds for the continuing operation of the Society.

	2016	2015	% increase/ (decrease)
	\$	\$	\$
<i>Unrestricted funds</i>			
General fund	16,745,139	8,775,830	90.8
Designated needy patient fund	702,338	873,635	(19.6)
	<u>17,447,477</u>	<u>9,649,465</u>	<u>71.2</u>
Restricted fund	56,700	56,700	-
Total	<u>17,504,177</u>	<u>9,706,165</u>	<u>71.2</u>
Operating expenditures:			
Charitable activities	5,923,262	4,470,805	32.5
Governance costs	16,157	9,000	79.5
	<u>5,939,419</u>	<u>4,479,805</u>	<u>112.0</u>
Ratio of reserves to annual operating expenditures	<u>2.94</u>	<u>2.15</u>	<u>36.7</u>

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18. Tax deductible receipts

During the financial year, the Society has issued tax-deductible receipts for donations collected amounting to \$13,437,099 (2015: \$8,921,905).

19. Events occurring after the reporting period

No significant event regarding the Society's activities have occurred since 31 December 2016.

20. Comparative figures

The comparative figures to the financial statements for the financial year ended 31 December 2015 were audited by another firm of auditor. Certain income has been reclassified to conform with the Charities Accounting Standard to better present the activities of the Society in relating to income from generated funds and income from charitable activities and the corresponding cost of generating funds and fundraising trading costs.

21. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 December 2016 were authorised for issue in accordance with a resolution of the Executive Committee of the Society on 04 April 2017.



Bone Marrow Donor Programme

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