

C H A I R M A N ' S  
M E S S A G E

# VISION IN ACTION

A S C R E E N P L A Y E X C E R P T

## 1. FILM STUDIO IN SINGAPORE

When the Media Development Authority (MDA) was formed on 1 January 2003, we were armed with both passion and a plan. These are two key ingredients for success. A plan without passion is soulless, whereas passion without planning is directionless.

### **A clear vision and boundless passion**

Our vision is Media 21 - a blueprint to develop Singapore's media sector. We set ourselves two key objectives to attain by the year 2012: to increase GDP contribution of the media cluster from 1.7 percent<sup>1</sup> to 3 percent, and to create over 10,000 new jobs for Singaporeans within the media industry. Media 21 has provided a holistic approach to accelerate the media industry's growth.

There are several strategies outlined in Media 21. First, develop Singapore into a Media Exchange. Second, develop exportable Made-by-Singapore content. Third, encourage the growth and deployment of digital media. Fourth, internationalise local media companies and lastly, attract and nurture media talents.

*1. Based on Singapore Department of Statistics 2002 preliminary figures*

Although it is difficult to quantify passion, we're expressing this through the MDA's organisational values: to be creative in outlook, connected to our stakeholders and approach our mission with a can-do attitude.

### **Achievements in the year gone by**

Although Media 21 was launched in July 2003, I am happy to report that we have made encouraging progress towards the targets we have set and that a good foundation has been laid.

From the programmes launched by the MDA, we have achieved the following:

- We have supported over 25 new projects in TV, film and digital media;
- Skills development and upgrading opportunities have been given to more than 3,000 media professionals and students;
- More than 50 local companies have gained international exposure through the overseas missions and trade shows spearheaded by the MDA; and
- We have injected a total of S\$8.25 million into media projects, adding to the S\$2 billion that has been pumped in by the media industry here over the past 15 months.

This first annual report by the MDA has captured in detail many of the projects that the agency supported, as well as the results of our labour. Let me just highlight some key milestones.

In December 2003, Singapore hosted the Asia Media Festival. It attracted more than 6,000 local and overseas visitors. In addition, programmes for the public were organised for the first time during the Festival. These programmes included digital movie-making workshops and an animation symposium.

In the past year, the MDA also accelerated the introduction of new digital services and products to the public. These included partnering the Infocomm Development Authority (IDA) to install digital cinema screens to nurturing game developers and promoting digital broadcasting services.

We partnered MTV Networks Asia, Discovery Networks Asia and MediaCorp Raintree Pictures to produce content for international audiences. Such efforts have borne fruits as some of our Singapore talent have begun to make their mark locally and overseas.

The MDA also spearheaded Singapore's participation at various international events such as the Cannes Film Market, MIPCOM, MIPTV, the International Broadcasting Convention (IBC) and the American and Hong Kong Film Markets. It also led business missions to New Zealand and the United Kingdom.

## A new beginning

In addition to the S\$100 million that had been allocated for industry development over a five-year period, we also announced that a further S\$65 million would be set aside for media developments. With the additional resources, the MDA will be able to do more to accelerate the media industry's growth, and we will do that through a variety of ways, including grants, investments and co-funding.

In the year ahead, the MDA is also actively pursuing a series of new initiatives and they include:

- Setting up media investment funds.
- Continuing to pursue co-productions with countries such as Canada, China and New Zealand.
- Scaling up High Definition capabilities and content.
- Digital Audio Broadcasting development.
- More overseas attachment and training opportunities for our talents in all the media sectors.

That is why the theme of this MDA annual report is a most apt one. It succinctly captures the current stage of development of the local media industry and highlights our ambition of positioning Singapore as a global media city. The efforts by the MDA and the industry have laid the foundation, but it is early days, and we have much ground to cover.

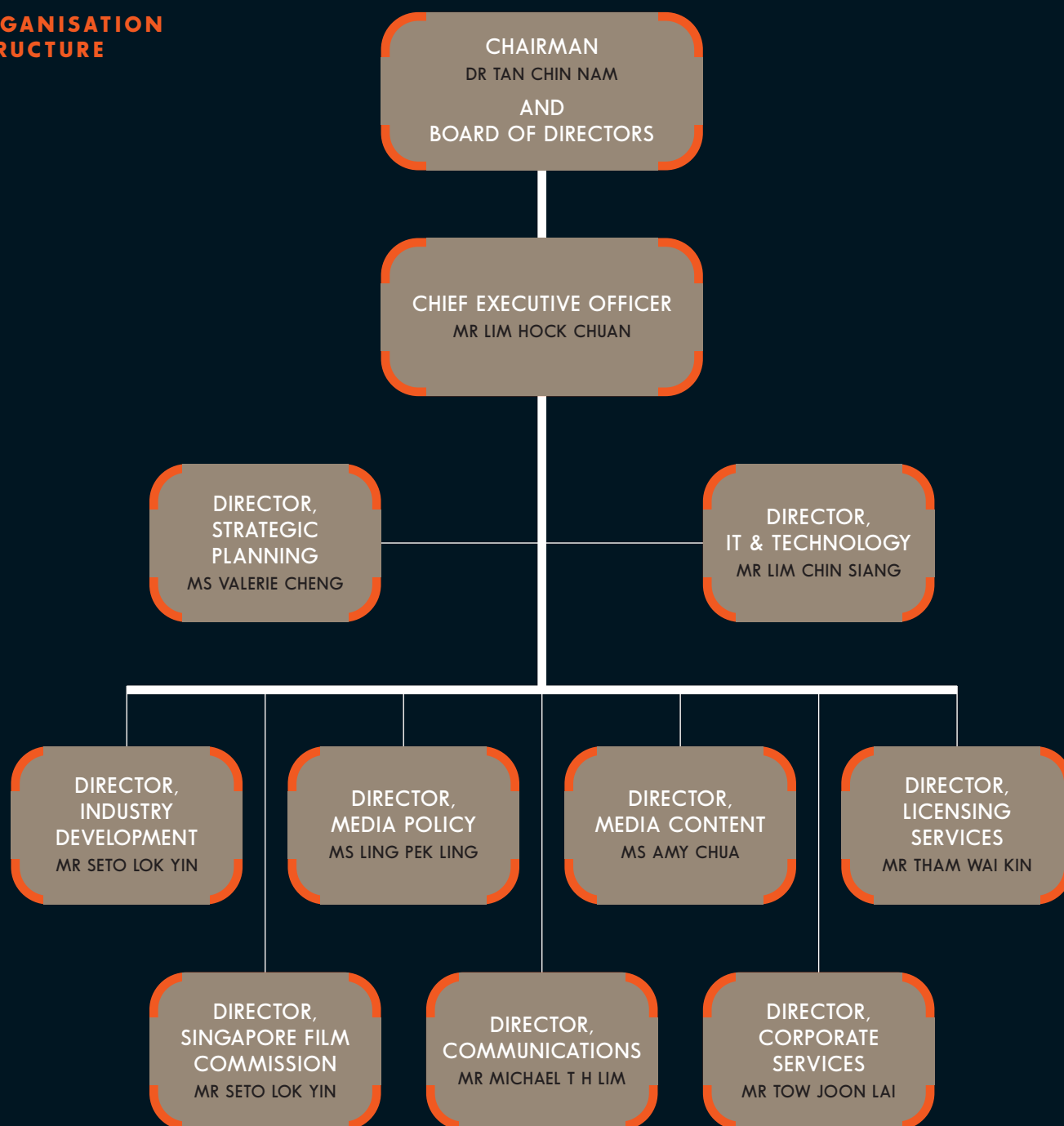
And even as we grow the media industry in Singapore, we have to bear in mind that it is crucial to adopt a collaborative approach with the industry to develop Singapore's industry.

We have made an encouraging start, thanks to the dynamism of the industry as well as the efforts of the MDA team, led ably by Mr Lim Hock Chuan, who was transferred at the end of May 2004 to another assignment. Under the leadership of the MDA's new CEO, Dr Christopher Chia, we intend to build on the momentum generated and accelerate the pace of growth for the media industry of Singapore.

-- END --

**DR TAN CHIN NAM**  
**Chairman, Media Development Authority**

## ORGANISATION STRUCTURE





# BOARD OF DIRECTORS



CHAIRMAN

**Dr Tan Chin Nam**

Permanent Secretary  
Ministry of Information,  
Communications and the Arts



BOARD MEMBER

**Mr Lim Hock Chuan**

Chief Executive Officer  
(1 January 2003 – 31 May 2004)  
Media Development Authority



BOARD MEMBER

**Mr Frank Brown**

President  
MTV Asia



BOARD MEMBER

**Prof Eddie Kuo**

Interim Dean  
(School of Humanities and  
Social Sciences)  
Nanyang Technological University



BOARD MEMBER

**Mr Loh Siu Yin**

Broadcast Technology and  
Management Consultant



BOARD MEMBER

**Dr Abdul Razakjr Omar**

Registrar  
(Department of Cardiology)  
National University Hospital



BOARD MEMBER

**Mr K Shanmugam**

Senior Counsel, Partner and Head  
(Litigation Department)  
Allen & Gledhill



BOARD MEMBER

**Mr Tan Chek Ming**

Assistant Managing Director  
Economic Development Board



BOARD MEMBER

**Mrs Tan Ching Yee**

Chief Executive Officer  
Infocomm Development Authority  
of Singapore





BOARD MEMBER  
**Ms Jennie Chua**  
 Chairman and  
 Chief Executive Officer  
 Raffles International



BOARD MEMBER  
**BG Jek Kian Yee**  
 Director  
 (Military Security Department)  
 Ministry of Defence



BOARD MEMBER  
**Mr Phoon Chiong Kit**  
 Managing Director  
 Golden Harvest Entertainment  
 (Holdings)



BOARD MEMBER  
**Mr Viswa Sadasivan**  
 Chairman  
 The Right Angle Group



BOARD MEMBER  
**Dr Finian Tan**  
 Chairman  
 Vickers Advisory Partners



BOARD MEMBER  
**Mr Andrew Yap**  
 Executive Vice-Chairman  
 Anytime

## AUDIT COMMITTEE

CHAIRMAN  
**BG Jek Kian Yee**

MEMBERS  
**Mr Lim Hock Chuan**  
**Dr Finian Tan**  
**Mr K Shanmugam**

T H E   V I S I O N :

SINGAPORE:  
GLOBAL  
MEDIA CITY

*“The road ahead is not smooth. There will be potholes and pitfalls. It is clearly going uphill. We will walk with you and we will carry some of the baggage needed to complete the journey. But most important of all, you must have the guts and the ideas so that together we can negotiate the hazards and arrive at our destination which is Singapore, A Global Media City.”*

**DR LEE BOON YANG**

MINISTER FOR INFORMATION, COMMUNICATIONS AND THE ARTS

(addressing leaders of the media industry in Singapore at the Media 21 Forum on 8 July 2003)

Connected, Creative, Can-do – were the C-words tossed about all year at the newly-formed Media Development Authority (MDA), charged with the task of turning Singapore into a global media city.

The MDA’s mission is to place Singapore on the world map as a key contender in the world of film, television, digital as well as the print media, in the sights of every movie maker’s camera, every cyber-gamer’s screen, to get a slice of the more than S\$1 trillion pie in global spending on media and entertainment and to nurture the budding Spielbergs or Sondheims in our city state.

Domestically, Singapore’s media sector’s value-add was S\$2.7 billion, employing over 44,000 people and contributing 1.7 percent to the country’s Gross Domestic Product<sup>1</sup>.

But Singapore needs to move beyond its current developmental stage to its next phase of growth, thus the formation of the MDA on 1 January 2003. As a promoter and regulator of the media industry, the agency has been a key catalyst in sparking change and growth in the industry over the past year.

1. Based on Singapore Department of Statistics 2002 preliminary figures



O V E R V I E W :

# ACHIEVEMENTS OF THE YEAR

*“If the path towards our vision seems too remote, let us motivate ourselves with the successes along the way, and they can come in both small and big ways.”*

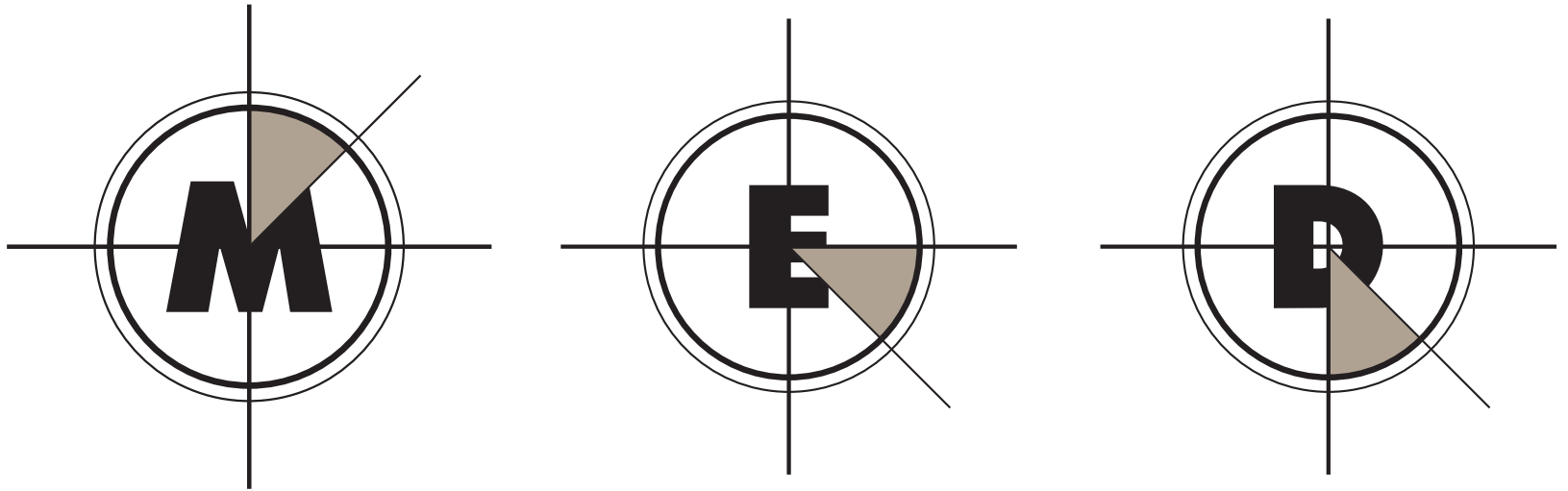
**DR TAN CHIN NAM**

CHAIRMAN, MEDIA DEVELOPMENT AUTHORITY

In the more than one year since its inception from the merger of the Singapore Broadcasting Authority (SBA), Films and Publications Department of the Ministry of Information, Communications and the Arts (MITA) and the Singapore Film Commission (SFC), the MDA has taken significant steps towards making the vision of Singapore as a global media city a reality.

#### HIGHLIGHTS OF THE YEAR:

- an injection of S\$8.25 million by the MDA to help grow and develop the media industry
- over 25 new projects in TV, film and digital media
- international exposure for more than 50 companies
- training for over 3,000 media professionals
- changes in laws and regulations



The MDA launched Media 21, its blueprint for taking the industry forward, in July 2003 and set out immediately to consolidate resources, plunge into many public-private sector collaborations and consultations, rolling out the initiatives aimed at catalysing growth in the media industry.

The Media 21 strategy harnesses Singapore's strengths in finance, education, info-communications and technology to take the country ahead in the world of media.

Media, in the Media 21 blueprint, covers the full range of media industries, from print, broadcasting, film and publishing to new areas of convergent media such as digital and online media.





The targets and challenges for the MDA and the industry are to grow the economic contribution of the media sector to three percent of Singapore's Gross Domestic Product and to increase the number of jobs in the local media industry by more than 10,000 by the year 2012.

These objectives are to be reached via the Media 21 blueprint, which addresses five key strategies:

- developing Singapore as a media exchange
- exporting Made-by-Singapore content
- developing digital media
- internationalising Singapore media enterprises
- augmenting media talent

**SINGAPORE:  
AN INTERNATIONAL MEDIA EXCHANGE**



Where media companies come together to do business – the Asia Media Festival is an annual event which has become the region's premier platform to network, mingle and exchange ideas.

*“We want to transform Singapore into a global media exchange. We will export Made-by-Singapore content, develop digital media, internationalise local media companies and augment or increase the pool of local talent.”*

**LIM HOCK CHUAN**

CHIEF EXECUTIVE OFFICER, MEDIA DEVELOPMENT AUTHORITY  
(1 JANUARY 2003 – 31 MAY 2004)

The MDA wants to place Singapore on the world stage as a strategic gathering place for players in the international media industry. Over the past year, the MDA has been laying the groundwork to heighten the country's profile in the sector, by organising industry events that have drawn key international players to Singapore.

**Asian Media Forums and Festivals**

The agency hosted several focal events over 2003, in partnership with established international markets. The aim was to make these must-attend events for the media industry and draw trade professionals to Singapore.

One of the key events was the Asia Media Festival, which attracted more than 6,000 participants from the public and trade sectors from 34 countries.

Another event announced in the year was a forum featuring key players from Singapore's and India's film industry. The IIFA Forum is co-organised by the MDA and the Singapore Tourism Board.

The MDA also created new Singapore Original Animation categories within the annual ComGraph Digital Art and Computer Animation Competition in partnership with SIGGRAPH (Special Interest Group on Computer Graphics) Singapore Chapter, a non-profit society established to promote computer graphics in Singapore and the region. The event as a whole recognises outstanding digital art and animation works in the Asia Pacific region.



A still from "Little Tao Shu", a 26-episode animation series produced by Peach Blossom Media, the first company in Singapore to co-produce an international series for worldwide broadcast.



Singapore animation studio Lights & Shadows' animation works and CGI-based special effects have won awards in Promax World, Promax Asia and New York Festivals for television commercials and broadcast design.

The new categories serve as a means to discover new original animation content from Singapore that could be produced into animated television series and feature films, as well as a platform to expose the content from Singapore to a worldwide audience.

### **Singapore: Media Finance Hub**

The MDA has been keen to draw on Singapore's strengths as a global financial centre for the media industry.

The agency has been actively generating awareness and interest in media financing in the financial community, and is working closely with industry players to set up media investment funds in Singapore.

The MDA organised the inaugural Media Financing Conference in November 2003, as it believes that Singapore's strong financial infrastructure can be capitalised and extended to the media sector to provide debt or equity financing to media companies and projects. This event drew participation from about 200 media and finance professionals and provided the platform for the attendees to gain insights into media financing and to network.

### **Singapore: Regional Headquarters for the Industry**

Over the past year, extensive efforts were made to position Singapore as a strategic location for regional headquarters for international media companies, with several subsequently establishing bases here.



"Homerun", one of the most successful movies made by Singaporean talents, won several awards – including Best New Performer for child actress Megan Zheng – in the Golden Horse Awards 2003.

Promax & BDA located its Asian headquarters here while MGM Networks Asia Pte Ltd (MGM) decided to re-establish operations in Singapore. They joined a host of other international players currently based here, such as CNBC Asia, ESPN and MTV Networks Asia.

MGM, one of the world's global media giants, made its re-appearance in Singapore after a seven-year absence from the local broadcasting scene. The company has forged a strategic alliance with CNBC Asia to launch and market the MGM channel to subscribers across key markets in Asia and will broadcast its MGM channel from Singapore to regional audiences.

AXN, a Sony Pictures Entertainment company that attracts a target audience of more than 70 million households in Asia alone for its TV distribution network, has launched a new 24-hour anime channel, Animax Asia.

It will also be expanding its local operations here to support the new service and the transmission facility is also being rebuilt to house the expanded operations.

The presence of these international players is expected to act as a magnet for more such firms to set up shop here, and generate business opportunities beyond the media industry.

It is a strategy that has worked for Singapore in the past. The presence of global expertise will generate a critical mass to sustain the buzz and inspiration necessary for the creative media industry to flourish.

### **Singapore: Centre for Intellectual Property Rights (IPR)**

The MDA partnered the Intellectual Property Rights Office of Singapore (IPOS) to organise two seminars on intellectual property issues in the media field. The seminars, "Know Your Rights"



The digital age of cinema is also transforming television. Singaporean filmmaker Gerald Lee (in white hat) watches movie rushes shot on High Definition format which allows immediate viewing after filming.

held in August 2003 and “Legally Sound” held in March 2004, aimed to raise the level of awareness and bridge the information gap on copyright issues in the industry.

Together with the Cable And Satellite Broadcasting Association of Asia (CASBAA), the agency also organised an Anti-Piracy Summit at the Asia Media Festival in December 2003.

The key to maximising returns on investment in original creation is the export and delivery of content on multiple platforms. The acquisition and protection of intellectual property is vital in retaining its value.

The MDA will also facilitate training and consultancy to help enhance industry knowledge on the complexities of IPR laws and protection as well as the latest developments in digital rights management tools.

### **The Location: Fusionpolis@one-north**

Key to the strategy of establishing Singapore as a hub for international players is the building of a state-of-the-art home for global media talent.

Fusionpolis@one-north is the future creative lab of Singapore’s media industry aspirations. Located in the academic and research quarter of Singapore and set amidst lush, tropical surroundings, Fusionpolis@one-north is expected to be the central node in the country’s growing media ecosystem.

It is envisaged as a home to an active community of researchers, content creators, financiers and other industry players from all over the world housed under one roof with state-of-the-art technology supporting their needs.

Various agencies, including the Jurong Town Corporation (JTC), the Economic Development Board (EDB), the Infocomm Development Authority (IDA) and the MDA, are actively promoting the one-north location to local and foreign media companies.



**EXPORTING  
MADE-BY-SINGAPORE CONTENT**



Taking Singapore into the international documentary market, "Samurai: Behind the Blade", is co-produced by Singaporean and Canadian companies and aired in the USA, Canada and across Asia.

*"It's a tough fight out there... To have any chance of success, we need to team up and break into the international market together."*

**SUNG LIN GUN**

CHIEF EXECUTIVE OFFICER, PEACH BLOSSOM MEDIA

The strategy to raise the international profile of Made-by-Singapore productions and the export potential of Made-by-Singapore content is multi-pronged.

The MDA has laid the groundwork for international collaboration by signing country-to-country co-production treaties, directly investing in collaborative efforts between Singapore and international media players and has introduced a number of schemes and programmes designed to help producers and directors move ahead.

The agency is facilitator, catalyst and sometimes the broker of marriages between local and international media talent.

**International Co-production**

The agency has been a catalyst in the international co-production of several significant projects over the past year.

Bang Productions Singapore, Wayward Media (Singapore) and one of Canada's most established companies, Alliance Atlantis, co-produced a one-hour documentary, "Samurai: Behind the Blade". The production was supported by the MDA under the Singapore-Canada Co-production Agreement and through the MDA's TV Content Development Scheme.

It was broadcast on National Geographic channels on 18 and 19 January 2004 to coincide with the release of the movie "The Last Samurai", starring Tom Cruise.

"To be able to bring so many different partners to the table was a mammoth achievement. A co-production like this provides the basis for Singapore's documentary industry to reach real commercial development. And it was all due to the efforts of the Media Development Authority who has been a true catalyst in bringing it together with bi-lateral co-production treaties," shared Keiko Bang, President, Bang Productions Singapore.



The cast of "Rice Rhapsody", a movie starring acclaimed Taiwanese actress Sylvia Chang. The movie's screenplay won the "Outstanding Screenplay Award" awarded by the Taiwan Government Information Office in 1999.



Director and writer of "Rice Rhapsody", Kenneth Bi (right) with director of photography, Lam Wah Chuen.

Through the Singapore Film Commission (SFC), the MDA also invested in the movie "Rice Rhapsody", produced with film talent from Hong Kong. "Rice Rhapsody" was written and directed by Hong Kong director, Kenneth Bi and co-produced with international superstar Jackie Chan's JCE Movies, Bi's Kenbiroli Films and Singaporean production company, Ground Glass Images, at a budget of about US\$1 million.

"Rice Rhapsody" starred award-winning Taiwanese actress Sylvia Chang and celebrity chef Martin Yan and featured new acting talents from Singapore. It was shot entirely in Singapore.

In July 2003, the MDA signed a 10-film Memorandum of Understanding (MOU) with MediaCorp Raintree Pictures. Under the MOU, both parties will co-produce a minimum of ten international films with MediaCorp Raintree Pictures over the next five years, with an estimated total investment of S\$10 million.

A total of S\$10 million is expected to be invested on Singaporean elements involved in the 10 projects and is expected to create more job opportunities and economic spin-offs for Singapore and local talents and production crew.

## Exportable Content

In its push to help create local media content that would appeal strongly to international audiences, the MDA introduced a number of schemes and programmes designed to help producers and directors. The schemes included the TV Content Industry Development Scheme (IDS) launched in April 2003.

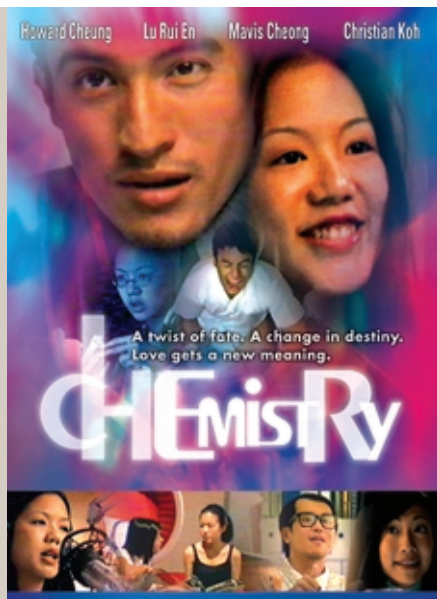
The IDS aims to encourage Singapore-based production firms to co-produce with foreign partners and create content that will appeal to both Singaporean and international audiences.

Additionally, the MDA also launched the Digital Content Development Scheme (DCDS), which has supported six projects to date, and the Digital Technology Development Scheme (DTDS).

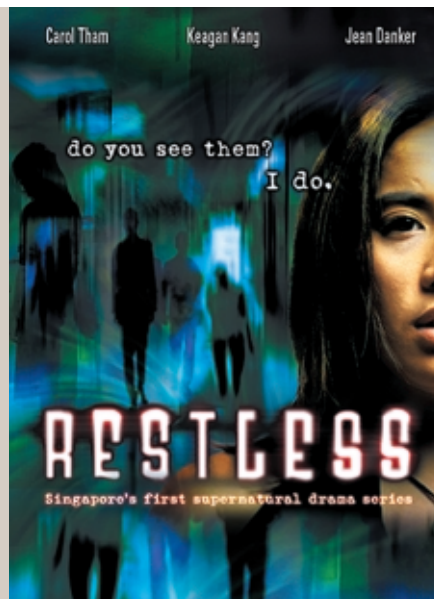
## Partnership with Discovery Networks Asia

In a landmark pioneer collaboration, the MDA partnered Discovery Networks Asia to launch the "Documentary Director's Chair". This exclusive collaboration marks the first time the agency is working together with Discovery Asia.

The "Chair" will be awarded to professional television directors and filmmakers from any genre on an annual basis, and is aimed at creating more quality and exportable Made-by-Singapore content



Jointly produced by the Media Development Authority and MediaCorp TV Singapore, "Chemistry" is a television series about two people exchanging souls.



"Restless", Singapore's first supernatural drama series, is about a reformed juvenile delinquent who discovers she is a channel for restless spirits.

and to offer a commercial outlet for promising talents. The MDA and Discovery will co-fund the production of three hours of documentaries that will be broadcast to an international audience on one of Discovery's channels, namely: Discovery Channel, Animal Planet and Discovery Travel & Adventure.

The individual chosen to occupy the "Chair" will be responsible to oversee the production of three hours of original programmes based on one or more ideas they have proposed. They will also be involved in various activities planned to raise the level of "buzz" in and on the media industry in Singapore.

### Partnership with MTV Networks Asia and Mega Media

The MDA also signed a contract with MTV Networks Asia and Singapore production company, Mega Media Pte Ltd, to produce the first Made-by-Singapore television series.

The 14-episode "Rouge" is for worldwide distribution and will be aired first on MTV's channels across Asia.

### Film Incubator Programme

Describing the efforts of local filmmakers in getting films off the ground, Jonathan Foo, Executive Director of Media Hive Pte Ltd said,

"Many filmmakers spend so much energy and time trying to do it that they become one-hit wonders, who burn out after the first film and go back to their day jobs. We envision career filmmakers, who make films for a living and are able to eat and breathe filmmaking."

Aspiring first-time directors, producers and scriptwriters took heart in December 2003 with the launch of the Film Incubator Programme.

Under the programme, Media Hive, a Singapore media company, will attach experienced industry practitioners to guide first-time filmmakers through the entire film making chain.

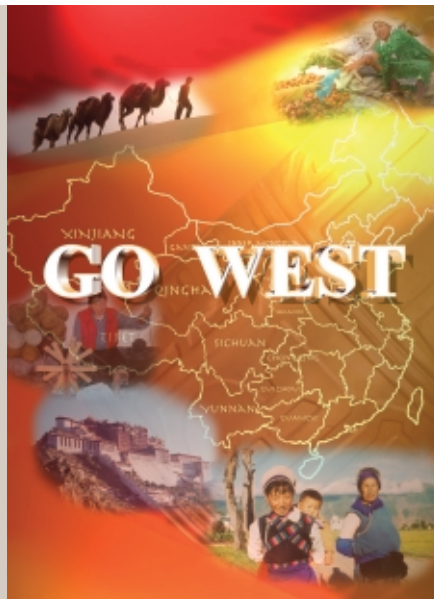
Media Hive and the MDA will co-invest in films that are produced at a low budget.

The aim is to produce a slate of up to five low budget digital films a year. The first film, "S11", by local scriptwriter Gilbert Chan, has already been selected and production started.

The MDA believes these projects and programmes, supported under the content development schemes, have helped develop local media content for a wider, international audience.

This scheme helps to strengthen Singapore's expertise in niche genres such as documentary and educational television, Asian film, animation and post production.





"Go West", a documentary series on business opportunities in three provinces of western China, presents the region through stunning visuals.

### Co-production Treaties

Progress is also being made in the area of co-production treaties with other countries.

A business mission to New Zealand in August 2003 saw the MDA playing matchmaker to facilitate business networking and co-production efforts. Delegates to the mission met over 40 companies involved in television and film production and post-production and left with co-production deals already on the discussion table.

The MDA has also initiated discussions with France in September 2003 on a Singapore-France media co-operation agreement.

These agreements provided the framework for international co-production projects between Singapore and foreign production companies, allowing production companies here to expand into foreign markets and tap on foreign expertise from international companies and foreign funds from private and public sources.

Still in the area of free trading, the MDA participated in the Korea Singapore Free Trade Agreement (KSFTA) Joint Study Group (JSG), which was set up to study the feasibility and desirability of a free trade agreement between Singapore and Korea. The JSG issued a report on 7 October 2003,

recommending both countries enter into formal free trade agreement negotiations and use the report as a framework.

In the broadcast sector, the MDA worked successfully with Korea to set out the framework for broadcast cooperation, which includes exchange of information on broadcasting policies and efforts to promote industry cooperation. Following from the JSG, the MDA has begun negotiating with Korea to finalise the cooperation and implementation details under the KSFTA.

The Japan-Singapore Economic Partnership Agreement (JSEPA), which came into force on 30 November 2002, contains a chapter on broadcast cooperation which we successfully implemented through the year 2003.

Under the JSEPA broadcast chapter, both parties agreed to the exchange of views between their regulatory authorities, including views and information on broadcasting policy issues and emerging broadcasting services. They also agreed to set up a Joint Committee on Broadcasting, which will meet annually, to review and discuss the parties' co-operative relationship in broadcasting.







Singapore gets ready to ride the digital media wave. A Media Development Authority advertisement for this rapidly-developing sector.

*“The media and entertainment industry is moving towards digital technology across the value chain. We have identified digital media as a vital growth area and we intend to promote digital content creation and augment the talent and skills in digital production.”*

**LIM HOCK CHUAN**

CHIEF EXECUTIVE OFFICER, MEDIA DEVELOPMENT AUTHORITY  
(1 JANUARY 2003 - 31 MAY 2004)

Singapore's grasp of information technology and telecommunications gives it an edge in digital media, an area which the MDA has identified as one with tremendous growth potential.

The agency intends to position Singapore as the region's digital cinema hub, a development that will generate new activities in digital post-production and distribution, and create 4,000 to 5,000 jobs in the next five years.

Playing the role of a catalyst, the MDA will encourage the formation of close partnerships with industry players to develop both digital content and digital distribution facilities.

The year in review saw activities in the field of developing digital media run the gamut ranging from digital animation projects to digital cinema and computer games as well as training programmes to nurture local talent.

Digital animation, with a total value of US\$25.4 billion in 1999, is a genre for Singapore to carve a niche in, given the country's strong IT skills base. A subset of this is gaming, which had a global market size of US\$3 billion in 2001.

Over the past year, the MDA supported several animated feature film projects and animated television series, including Singapore's



"Sing to the Dawn", Singapore's first full-length animated feature film is based on the award-winning book of the same title by Singaporean writer, Ho Minfong.



"Simeon Rex", an animated television series adapted from the legendary Chinese novel "Journey to the West", but set as a futuristic science fiction gongfu adventure.

first animation feature film "Sing To The Dawn", which the agency co-produced with MediaCorp Raintree Pictures and Silicon Illusions.

"Sing to The Dawn" was the first 2D animated film produced under an MOU with MediaCorp Raintree Pictures and was based on Singapore Cultural Medallion winner Ho Minfong's book of the same title.

Other digital animation projects supported were

- "Simeon Rex", Singapore's first 26-part 3D animation series produced by Digipix, a local animation studio and distributed by Entertainment Network, and
- "Little Tao Shu", a 26-episode 2D Flash animated television series produced by Singapore animation studio, Peach Blossom Media.

In the pipeline are future projects in computer games and interactive digital media, even as the year gone by witnessed support for two animation pilots and four playable computer game demos.

These projects directly lead to increased employment in the digital media industry and original content products that will reap sustained revenue streams for the digital media industry, while establishing Singapore as a centre for digital content creation.

Working with the IDA, the MDA supported Eng Wah Organisation in converting 20 of its cinema screens to digital cinema screens in November 2003, as well as an outdoor screen at the Legends Fort Canning Park over the coming months. Assistance will continue to be provided to the cinema chain in the area of manpower capability development, as they continue with its digital cinema rollout.



The lobby of Eng Wah Organisation's Suntec Cineplex – Singapore's first digital cineplex. Digital cinema heralds a new era for the cinema industry.

The MDA will continue to work closely with the industry to develop and produce more digital movies and has been in touch with the Digital Cinema Initiative Consortium, formed by several Hollywood studios, to understand the development of the digital cinema industry.

In the broadcast sector, the MDA has been working closely with industry players such as MediaCorp to speed up the nationwide digital television and digital audio broadcasting rollouts.

The MDA also launched a Digital Technology Development Scheme to support projects for digital media products, applications and technologies, and believes this will create significant value for Singapore in terms of a dynamic flow of talent and ideas; opportunities for our research talents and indirect benefits of attracting foreigners to Singapore.

This scheme supported several development projects, including an in-vehicle public mobile device that is able to receive and play back terrestrial digital audio broadcasting (DAB) by PGK Media and a single player multi-layer interactive television game by Tube Interactive.

Another product, developed by public-listed Nera Telecommunications, was a Digital Video Broadcasting – Terrestrial (DVB-T) diversity receiver with an inbuilt geo-positioning system (GPS) receiver and vehicle navigation module.

The national development of digital media services was hastened by the MDA's support of the launch of the Digiworkz Digital Broadcast Centre in September 2003 and Zentek's iTV Content Creation Centre in July 2003.



No more crackle and distortion when listening to your radio. "The Bug", a digital radio set for households offers listeners CD-quality sound with its digital audio broadcasting technology.

To speed up the digital transformation of the film and broadcast industries in Singapore, the MDA has begun discussions with MediaCorp on the development of high definition television. The agency also aims to revive the Singapore DAB (digital audio broadcasting) Forum and reposition the National DTV (digital television) Committee.

Based on industry needs, Singapore Polytechnic started a new course in Creative Media Design, to nurture talent and skills in digital content creation. The programme will complement those offered by the Nanyang Polytechnic's School of Design. We believe the growth of talent in this area will support the volume and quality of digital productions in the years ahead.

Together with the IDA and the EDB, the MDA set up the Digital Media Alliance, under the leadership of the Ministry of Information, Communications and the Arts (MITA), to facilitate inter-agency networking.

At the same time, the establishment of a multi-disciplinary digital postproduction studio capable of supporting computer animation and a virtual film studio is being actively considered. Currently, Singapore lacks a state-of-the-art digital production/post-production facility to support an effects-heavy film like "Lord of the Rings". Filmmakers here had to send their post-production work to studios in Thailand and Australia. There is a clear need for a studio with state-of-the-art equipment and capabilities to support the volume and quality of productions of such nature.

**INTERNATIONALISING  
SINGAPORE MEDIA ENTERPRISES**



Another still from "Little Tao Shu", a 26-episode animated series produced by Peach Blossom Media.

*"The mission trip by the MDA afforded us an increased presence in the market. Especially the Sponsored Lunch – I believe it raised the profile of the Singapore industry as a whole. This has been the most productive Banff trip. But success is measured in small steps. This is a slow and steady business where you can't expect overnight success."*

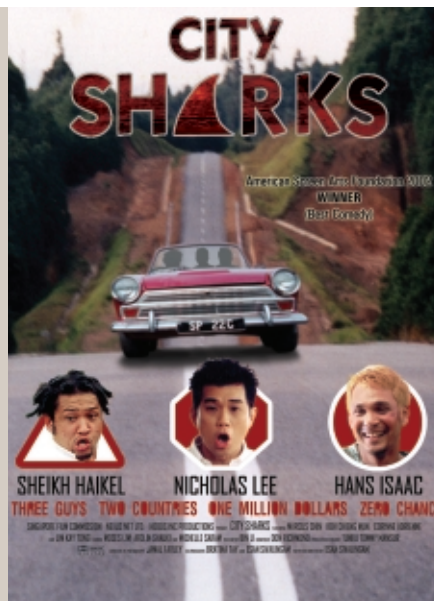
**SUNG LIN GUN**

CHIEF EXECUTIVE OFFICER, PEACH BLOSSOM MEDIA  
(on attending the Banff TV Festival)

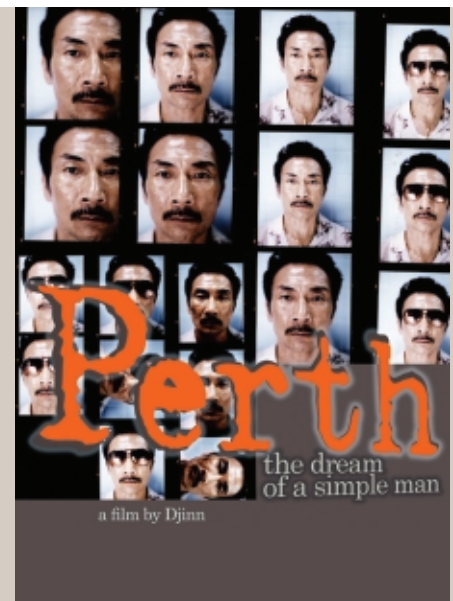
Singapore has a small domestic market and media enterprises need to expand their markets beyond its shores. Home-grown global media enterprises which will provide the scale and scope to create jobs and generate export income will have to be nurtured.

The MDA, recognising the need for Singapore media firms to look beyond the domestic market, has acted as a catalyst and facilitator, taking local media projects to a range of international forums which the agency believes will be critical platforms to showcase local talent.





"City Shark", a comedy about a young man and his two buddies trying to save his foster parents' orphanage.



"Perth" is a Working Man Films/ Ground Glass Images production about a security guard's dream to emigrate.

Over the past year, the MDA has actively partnered agencies such as IE Singapore to help Singapore media firms gain international exposure in order to strengthen export promotion of media products and services.

It set up a Market Development Scheme to assist local media companies to develop overseas markets, led delegations and set up promotional booths at overseas markets across Asia, North America and Europe.

As part of the MDA's continuing effort to assist Singapore-based media companies gain

international exposure and recognition in the international market, reach out to an international clientele and break into the international media marketplace, the MDA coordinated Singapore's participation at key international media events such as the American Film Market, Cannes Film Market, MIPTV, the Banff TV Festival, the Hong Kong Film Market, MIPCOM and the International Broadcasting Convention (IBC).

In addition, the agency also organised and led missions to New Zealand and the United Kingdom.





A scene from "Nanoboy", created by Singapore animation studio - Scrawl Studios.

*"The media business is all about talent. Without this, all plans will come to naught. We can never have enough. Singapore welcomes and invites talent here to let your creative juices flow. The Government will invest more to train and attract people..."*

**DR NG ENG HEN**

MINISTER FOR MANPOWER AND  
SECOND MINISTER FOR EDUCATION

The MDA believes that the availability of good talent will initiate a cycle of attracting employers such as foreign broadcast companies to set up their production operations in Singapore, raise their profiles, and attract even more talent.

The agency believes Singapore's key training needs in traditional and electronic media are in the areas of scripting, directing, producing and cinematography. The MDA is addressing these gaps by working with both local and overseas tertiary institutions to augment media training in Singapore.

In the past year, the MDA facilitated the Singapore Polytechnic's new course in Creative Media Design and in the Nanyang Polytechnic's Business School's Media Studies and Management Programme.

It is also exploring avenues for collaboration with renowned international media schools to provide training opportunities for local media practitioners and students.

To create opportunities for media exposure, the Media Education Scheme was introduced in August 2003, awarding a total of S\$500,000 to 13 talented Singaporeans to help them pursue courses in film and television production, scripting and animation at reputable local and overseas institutions in the United States of America, the United Kingdom and Australia.

Four of the recipients attend producing, directing, cinematography and digital film courses at Ngee Ann Polytechnic and School of Audio Engineering (SAE). The remaining nine are enrolled in courses on film and TV production, scripting and animation courses at reputable overseas institutions.



Yet another first for Singapore. "Tomato Twins", from Peach Blossom Media is the first Singapore-made animation series to be aired regionally on Nickelodeon channels in the Asia Pacific.



Local cinematographer, Amandi Wong gets further international exposure at Camerimage 2003 with funding from the Media Development Authority as part of its efforts to develop and nurture media talent.

In July 2003, another programme, the Capability Development Scheme (CDS), was introduced to help industry professionals attend short advanced courses to gain specialist skills and international experience. The MDA has supported more than 120 professionals to date under the CDS.

The agency also organised the National Scriptwriting Competition, now in its third year and enhanced with a new Film category, and launched the Script Development Grant in December 2003. The grant will award funds to 16 applicants a year to develop full-length feature film scripts.

The MDA also partnered Cable And Satellite Broadcasting Association of Asia (CASBAA) to set up the CASBAA Media College in Singapore (November 2003) to enhance the business skills of media professionals.

The first training programme, launched in 2003, is designed to develop and enhance the marketing and sales skills of young professionals in the broadcast media industry. The programme is open to both CASBAA and non-CASBAA member organisations from Singapore and around the region.

CASBAA has committed to permanently base the CASBAA Media College in Singapore.

Meanwhile, Media Hive Pte Ltd was encouraged to set up a new Digital Media Hub, which will have training facilities for digital filmmaking. The MDA also supported the Asia-Pacific Broadcasting Centre to launch the Digiworkz Regional Broadcast Training Centre. These initiatives will help to develop core competencies to support content development.

And in an effort to maintain ties with Singapore creative talent abroad, the help of Contact Singapore was enlisted even as the MDA held discussions with international media companies on attachment programmes for Singapore media industry professionals, graduates and undergraduates.

More exposure to international talent came in the form of the Masterclass Series, which featured world-renowned media industry professionals such as Robert McKee, Clifton Ko, Christine Olsen and Alan Rosenthal in workshops and seminars for media industry professionals here.





*“You have a brand problem around society and control... US is getting more conservative on these issues while Singapore is getting more liberal... There is opportunity to reverse the brand of Singapore. This could have secondary economic impact... America is looking at Singapore society closely to see how balance can be struck between open and close.”*

**PAUL SAFFO**

DIRECTOR AND ROY AMARA FELLOW, INSTITUTE FOR THE FUTURE

The MDA, together with Reed Exhibitions, held its inaugural Policy Forum as part of the Asia Media Festival 2003 on 5 December 2003 to discuss the phenomenon of convergence and competition.

Convergence is set to develop at an increasing pace, with global competitors offering exciting new media services like iTV, MMS and broadcast data services. With the advent of new digital technologies, the boundaries of broadcasting and telecommunications are blurring. The forum took a look at how regulators and policy makers respond to this trend of increasing convergence between what were once separate and distinct industries.

The Policy Forum comprised two panel discussions, the first entitled “Dynamic Regulations & Policies for the Convergence Market” and the second “Regulating for Competition in the Convergent Media Environment”.

### **Reviews for Licences and Certificates**

In an effort to create a pro-business environment for the media industry, as well as to streamline its work processes and improve work efficiency, the year 2003 saw reviews to various regulations:

- Licence to exhibit ‘NC-16’ and ‘R(A)’ films – Previously, each cinema hall in the same location needed a licence. Now, only one licence is required for all halls in the same location, speeding up processing time and reducing business costs for the industry.
- Security Deposit for exhibitor of ‘NC-16’ and ‘R(A)’ films – The requirement for a security deposit has been waived. Licensees need to produce one performance bond only, thus reducing administrative burden on the licensees.
- Licence to import, make and distribute videos – Previously, one video licence was required for each outlet and for each activity (make, distribute and import). Now, only one composite licence is required to cover all three activities and all branches, thus speeding up processing time and reducing business costs for the industry.



Singapore has seven terrestrial TV channels, 60 cable TV channels and 18 FM radio stations.



Where the news is telecast. A peek inside SPH MediaWorks' TV studio.

- Video certificate fee – The fee has been reduced from S\$1 to S\$0.80 each, thus lowering business costs.
- Requirement for print documents – Documents printed for export purposes only need to bear “Printed in Singapore”, instead of the printer’s and publisher’s names. This helped to enhance the competitiveness of the local printers as overseas clients preferred not to reveal their printer’s name to competitors.
- TVRO – Gazetted hotels, tertiary and international educational institutions can now apply to install TVRO satellite systems. This gives them an opportunity to increase the competitiveness of their service offerings.
- Satellite Broadcasting (SB): Processing time for renewal of SB licences has been reduced from six weeks to two to three weeks, improving our responsiveness to licensees.

The reviews implemented helped industry players reduce their business costs and increase competitiveness, while allowing the MDA to streamline and improve its administration and raise customer service standards.

### Changes in Media Rules

The MDA released the Code of Practice for Market Conduct in the Provision of Mass Media Services on 1 April 2003 to govern fair market conduct within Singapore’s mass media markets and ensure that players in a cross-media ownership environment do not engage in anti-competitive practices arising from dominance in either the broadcast or print media industries. The Code came into force on 15 April 2003.

The goals of the media market conduct code were to:

- Enable and maintain fair market conduct and effective competition in the Singapore mass media services markets;
- Ensure the availability of a comprehensive range of quality mass media services in Singapore;
- Encourage industry self-regulation in the Singapore mass media services markets;
- Foster further investment in, and the development of the Singapore mass media services markets; and
- Safeguard the public interest.

## Changes in Media Content

To understand public sentiments on content standards, the MDA regularly gathers feedback from its advisory committee members and through focus group sessions and informal surveys with members of the public. Dialogue sessions are also held with the industry and various media companies.

Public involvement is a key factor in content regulation, with committees being formed to review censorship issues in totality, and to advise, on a regular basis, on content standards.

With the formation of the MDA, advisory committees representing a range of media including films, videos, broadcast and publications were also re-organised to play a more focused and active role in content regulation. There are now seven advisory committees and four appeal committees which advise the MDA on media content issues.

### *Censorship Review Committee*

Appointed in April 2002 by the Ministry of Information, Communications and the Arts (MITA), the role of the Censorship Review Committee is to review and recommend changes to content regulation policies and practices to ensure that they are in tandem with societal and technological changes.

The Committee, comprising members drawn from various fields of expertise and the media, submitted its recommendations to the Ministry in September 2003. MITA and the MDA have largely accepted the Committee's recommendations which cover film, video, broadcast, print media and arts performances. Some of the recommendations were implemented in 2003 and the remaining will be implemented in 2004.

### *Programme Advisory Committee for English Television and Radio Programmes (PACE)*

In 2003, as part of its regular review, the MDA revised its Free-To-Air (FTA) TV and Radio Programme Codes, taking into account developments in the broadcasting scene and new programme

content issues that needed to be addressed to provide clarity to broadcasters. The revisions were made in consultation with the Programme Advisory Committees and the broadcast industry. The revised Codes came into effect on 23 February 2004.

In the broadcast media, the MDA has continued to rely on the feedback and advice of its four Programme Advisory Committees to monitor programming trends and the quality of broadcast content on radio and television.

While noting that the entertainment genre was dominated by reality programmes, the PACE also noted the improvement in the quality of informational programmes and urged that such programmes be also broadcast on mass channels for a better reach.

Kids Central's effort, to provide advisories for parents on the suitability of children's programmes for different age groups, was also commended. These advisories have also been incorporated into newspaper listings.

For radio, the PACE observed that programme quality and range was generally satisfactory except for the closure of Passion 99.5 FM, an arts station. To make up for the lack of a dedicated arts station, it urged the other radio stations to add regular arts content and information in their programming schedule to introduce and cultivate an interest in the arts amongst the masses.

### *Advisory Committee for Chinese Programmes (ACCESS)*

The Advisory Committee on Chinese Programmes (ACCESS) observed that local broadcasters were able to produce programmes that appeal to local viewers but urged that broadcasters produce programmes that would also appeal to the international market.

Co-production was mooted as one way to lend exposure to local artistes and to gain access to international markets. ACCESS encouraged broadcasters and production houses to participate in the MDA's TV Content Industry Development Scheme.



A promotional shot from TV documentary "More Than Meets the Eye" which focuses on design in Singapore.

ACCESS observed that, in the face of competition, broadcasters had experimented with new programming ideas and formats. For example, programmes, like Channel U's "What Say You" (a discussion programme) and MediaCorp TV Channel 8's 6.30pm news, both of which were recorded in public locations, were able to cultivate an interactive relationship between television and viewers. They also provided a platform for people to voice their views and provide direct feedback to the broadcasters.

#### *Advisory Committee on Malay Television and Radio Programmes (MPAC)*

The Malay Programmes Advisory Committee (MPAC) commended Suria for making headway in Malay TV programming by maintaining the quality of informational and current affairs programming. The MPAC noted the conscious effort made by MediaCorp Radio in improving the range and quality of current affairs and info-educational programming.

#### *Arts Appeal Advisory Committee and Arts Consultative Panel*

Since January 2003, the licensing of Arts Entertainment has come under the purview of the MDA. Arts Entertainment includes plays, dance, music, exhibitions, variety shows and concerts. In 2003, a total of 1,336 Arts Entertainment licences were issued.

Following the Censorship Review Committee's recommendations, in February 2004, the MDA established an Arts Consultative Panel to advise on content in arts entertainment and the guidelines for arts licensing. An Arts Appeal Advisory Committee was also set up to look into appeals relating to the issuance of Arts Entertainment licences. The Committees were briefed on current policies and the initiatives that will be introduced this year.

### *National Internet Advisory Committee*

The MDA provided secretariat and funding support to various National Internet Advisory Committee (NIAC) projects last year to promote online safety among teenagers through a Cyberwellness Initiative and greater IT usage among the disabled. The NIAC also helped review and update the MDA Class Licence to bring it more in line with technology and industry trends.

The Cyber Wellness Task Force (CWTF) was formed under the NIAC in December 2002. The CWTF aims to develop a strategy to promote cyber wellness among Internet users and educate Singaporeans, particularly teenagers, on the safe and responsible use of the Internet.

The CWTF aims to develop cyber wellness programmes that would recommend teaching resources and content templates for organisations to adopt. These included working with the schools, uniform groups, the National Institute of Education (NIE) and the National Library Board (NLB).

The NIAC has stepped up efforts in promoting greater use and access to the Internet among the disabled. The NIAC views the Internet as a powerful tool which can level the playing field for the disadvantaged and open up greater opportunities for people to participate and contribute to society. Technological aids such as automated voice control software, screen magnifiers, and text-to-speech synthesizers for the visually handicapped, allow persons with disabilities to overcome some of the obstacles they face in accessing the Internet.

The NIAC works with agencies such as the National Council of Social Services, the Infocomm Development Authority, the Singapore Association for the Visually Handicapped, the Society of the Physically Disabled, and the Singapore Association for the Deaf, to explore ways to help make resources available to the disabled to access the Internet.

The agency believes the issues and challenges brought about by the Internet and new media technologies cannot be addressed by regulations alone, and the industry has an important role to play in protecting Internet users, particularly the young, from harmful aspects of the Internet.

The MDA has supported the efforts by the industry to develop and adopt industry codes of practice that would guide responsible industry behaviour.

The MDA also encouraged and supported efforts of the three main Internet Service Providers (ISPs) to offer Family Access Network (FAN) services to concerned parents and to improve the existing FAN features. FAN is an optional, hassle-free network-level filtering service that filters out undesirable content on the Internet.

The MDA has also worked with the industry to explore the possibility of developing additional features under FAN that gives greater flexibility for parents to manage their children's use of the Internet, for example allowing parents to set different levels or categories of filtering, to track the sites visited by their children, and to set time limits to their children's use of the Internet.

The MDA emphasises the importance of public education to complement the use of tools to protect the young from undesirable content on the Internet.

In this regard, the MDA actively supports the efforts by the industry and community organisations such as TOUCH Community Services and the Parents Advisory Group for the Internet (PAGi) to reach out to the public with online safety messages and to empower them with the skills to guide their children in the safe and discerning use of the Internet.





The cast of popular Singapore sitcom "Phua Chu Kang" which runs on MediaCorp TV Channel 5.



A scene from a MDA-supported family series "Secrets of Marriage" shown on MediaCorp TV 12 Suria.

## Setting Standards

In 2003, the number of films evaluated increased by 6 percent to 973. Of the entertainment films approved, 66.5 percent were rated 'PG' or 'Parental Guidance', 10.8 percent 'NC16' or 'No Children under 16', and 21.2 percent were 'R(A)' or 'Restricted (Artistic)'.

In October 2003, the MDA introduced Sequential Dual Rating for films, a recommendation by the Censorship Review Committee 2003. Film distributors now have the option of releasing the same film under two different ratings, with a gap of a week between the two screenings to cater to the different segments of the market. The first film to be screened under the Sequential Dual Rating was "Love Actually", a film about the life and love of six couples in London. It was screened first as 'PG' and then 'R(A)'.

To provide a wider choice for film goers, the MDA revised the film classification system and introduced an additional rating, 'Mature 18' or 'M18', which allows young adults access to

quality films with some mature theme and content. With the revised film classification system, consumer advice was also introduced for selected 'PG' films and all 'NC16', 'M18' and 'R21' films. To encourage greater parental guidance and responsibility, such advice is made available on print advertisements, at box office counters and on the MDA website.

With the streamlining and introduction of more exempted categories for videos, the number of videos vetted decreased by 11 percent. During the year, the MDA increased the number of categories of videos that are exempted from vetting. Under previous guidelines, categories included children's programmes, info-educational programmes and pre-1966 movies from selected countries. In 2003, the number of exempted categories was further expanded to include arts and cultural performances, family entertainment programmes, quiz and game shows and pre-1966 movies from all countries.

### *Local Programmes*

The past year saw the following milestones achieved for local programmes:

- The revision of local content requirements in December 2003. With the emphasis now on prime time hours rather than total transmission hours, the new requirements mean mass channels have to broadcast a weekly average of 12 hours of first-run local programmes between 7pm and 11pm.
- The completion of a quantitative Public Service Broadcast (PSB) survey which showed that all respondents gave high ratings to the importance of funding for PSB programmes across different programme genres.
- The provision of English subtitles for the English version of the National Day Message in 2003 following requests from the hearing-impaired community for programmes to be captioned.
- The introduction of a new scheme known as the TV Content Industry Development Scheme which aims to create a critical mass of high quality and internationally marketable Made-by-Singapore TV content, and to cultivate an outward perspective and a commercial mindset to TV content creation in the local production industry.

Over the past year, the MDA provided a wide and diverse range of quality PSB programmes on the seven free-to-air channels. The genres supported included current affairs, information, children, culture, local sports, quality drama and minority (Malay and Indian) programmes.

The MDA supported programmes on various topics of interest to Singaporeans including the family ("No Place Like Home" on MediaCorp TV Channel 5, "Rahsia Perkahwinan" or "Secrets of Marriage" on MediaCorp TV12 Suria, "Bundle of Joy" on MediaCorp TV Channel 8); women ("Ladies

First" on MediaCorp TV Channel 5, "What Women Want... Really" on ChannelNewsAsia, "Beautiful Life" on MediaCorp TV Channel 8, "Ikon Wanita" or "Female Icons" on MediaCorp TV12 Suria); and Singapore history and culture ("Site and Sound" on Channel 1, "The Changing Face of Rivers" on MediaCorp TV Channel 8, "Ode to the Past" on ChannelNewsAsia and "Festivals of Asia" on MediaCorp TV12 Arts Central). The MDA also commissioned a documentary which traced the evolution of TV in Singapore (entitled "40 Years of TV") and another documentary on Singapore design entitled "More Than Meets the Eye".

During the SARS outbreak, the MDA worked closely with StarHub, MediaCorp and MediaWorks to ensure that key messages on SARS were made available on the SARS channel, to enable the public to get up-to-date information. The MDA also worked with the broadcasters to ensure that the programmes were accessible in the four official languages. In addition, many of the local free-to-air programmes carried on the SARS channel were Public Service Broadcast (PSB) programmes funded by the MDA. Examples of SARS-related programmes supported are "SARS: Facts and Myths" on ChannelNewsAsia, "Living With SARS" on MediaCorp TV Channel 5, special episodes of "Air Your Views" on MediaCorp TV Channel 8 and "Everyone's Talking" on Channel U, "Thisaigal" (Directions) on MediaCorp TV 12 Vasantham Central and "Badai" (Turbulence) on MediaCorp TV12 Suria. Some dialect programmes were also produced on SARS to reach out to the elderly.

### *Internet Public Education Fund*

In 2001, the MDA established a S\$5 million Internet Public Education (IPE) Fund to support initiatives and projects that promote online safety awareness and the safe and discerning use of the Internet.



As part of public service broadcasting, the Media Development Authority also supported the production and telecast of SARS-related programmes during the outbreak in 2003.



A scene from local production "Site and Sound", which takes a light-hearted look at the changes in Singapore's historical and cultural landmarks.

The Fund supports the development of products, processes and programmes that aim to equip Internet users with the knowledge, skills and tools to manage undesirable Internet content and the development of positive content. To date, a total of about S\$1.75 million has been granted to some 11 online safety projects, which include development of positive online safety content, training programmes and resources, promotional material, and outreach activities to promote online safety.

In 2003, some S\$200,000 was granted to fund three online safety projects. Funding assistance was granted to TOUCH Community Services to run its CRuSH programmes in schools. These programmes aim to raise online safety awareness among students and to train them to be role models and mentors to their peers on the safe and responsible use of the Internet. PAGi's Internet survey project, which sought to understand the latest trends of Internet use by teenagers and the perceptions of parents and educators on teenagers' use of the Internet, was also funded under the MDA's IPE Fund. The MDA also supported the National Youth Council's conference held in August 2003, which addressed the issues and challenges of youth cyber culture and trends.

### Business Process Review and System Enhancement

The MDA reviews its business processes regularly to ensure that they are updated and streamlined so that customers are better and more efficiently served. Eight additional work processes were certified under ISO in December 2003.

In addition, system applications are enhanced constantly so as to keep up with the needs of reviewed rules and business processes. Using in-house expertise, a new Media Licensing System (MLS) was developed and launched in October 2003 to process films, videos and publications licences. More user-friendly, with a host of enhanced features, MLS helped to improve staff's productivity and service responsiveness level.

Other than improving its internal systems, the agency works with external agencies to improve work related to the MDA.

For instance, it co-operated with the Warrant Enforcement Unit to obtain online updates on warrant cases to provide more timely responses to customer queries. In addition, the MDA works closely with external agencies such as Singapore Post, Inland Revenue Authority of Singapore (IRAS) and the Land Transport Authority (LTA) to improve the effectiveness of the billing and collection processes for TV and Radio Licence fee.



#### *New e-service Initiative*

The MDA is one of the agencies participating in Phase 1 of the government-wide e-service initiative – Online Application System for Integrated Services (OASIS).

The films and videos licence application modules were soft-launched on 22 December 2003 on the one-stop e-government portal ([www.business.gov.sg](http://www.business.gov.sg)) for licences and permits. More licensing modules are in the pipeline for the coming year. OASIS provides a pro-business environment by making it less costly and much quicker for businessmen to start up their businesses.

#### *Enforcement*

The MDA conducts regular inspections and raids jointly with the Police to enforce compliance with the licensing conditions as well as to deter people from dealing with uncensored and obscene videos.

A total of 1,348 raids were carried out and 269,679 videos were seized in 2003. In addition, the MDA carries out regular inspections on households as well as commercial properties to ensure compliance with TV Licence requirements.

#### *SARS Relief Package for Hotels*

In early 2003, the tourism sector was badly hit by the Iraq war and the SARS outbreak. To help alleviate the financial burdens of the affected sector, the government announced a SARS relief package which included a full waiver of TV licence fees for hotels for 2003.

#### *Disaster Recovery for Licensing Services*

A Disaster Recovery Awareness presentation and site visit was conducted in October 2003 to familiarise new Licensing Services staff with the disaster recovery process.

In addition, a SARS Contingency plan was drawn up to guide staff on the contingency measures and course of actions to take if the office is closed and staff quarantined, so as to ensure continuity in providing customer service to licensees.

#### **Organisational Excellence**

The MDA received the Public Service Award (PS Award) in August 2003. The PS Award was launched in June 2000 as the premier organisational excellence award for all public service organisations that have attained key organisational standards such as ISO 9000 Certification, the People Developer Award and the Singapore Quality Award/Class.

#### **Staff Development**

Several staff development initiatives were implemented in the past year to augment the variety of learning and career opportunities open to MDA staff.

With the merger of the then Singapore Broadcasting Authority with the Singapore Film Commission and the Films & Publications Department, the MDA's range of key learning programmes has expanded to encompass not just competition law and public consultation training, but also media and marketing training to equip officers with requisite skills to promote Singapore's media industry. Overseas seminars and conferences feature among key learning programmes as they help staff keep abreast of technological and regulatory developments and promotional efforts in other countries.

The MDA's management is also committed to providing staff with greater career development options to fulfill their career aspirations. Apart from postings, the MDA has set up a secondment scheme for selected officers to its parent ministry, MITA, and is exploring inter-agency secondment schemes with other agencies. In addition, the MDA is considering an industry attachment scheme. Besides giving officers yet another avenue for personal and professional development, the schemes will in the long term help forge closer collaboration between the MDA and its partner agencies.



The cheerful cast of MediaCorp local sitcom "Double Happiness", which airs on MediaCorp TV Channel 8.

## The Year Ahead

The past year has been challenging and one demanding quick, decisive action. While an encouraging start has been made, much more needs to be done.

The MDA is building on what has already been put in place and is using the momentum generated to speed up the pace of growth and change in the year ahead.

The agency will continue to work closely with the media industry and international partners to help local talent showcase their products worldwide, help companies in the print and publishing sector internationalise their business and grow their market share, and continue to boost the local talent critical for the industry's growth.

It also remains committed to regulatory reviews in order to ensure that the regulatory environment stays conducive to business growth.

The MDA, together with its partners in the industry, is ready to do what it can to realise the vision of Singapore as a Global Media City.

*Pictures courtesy of:*  
 Mr Amandi Wong Choon Fatt  
 Digipix  
 Eng Wah Organisation  
 Gateway Entertainment  
 Ground Glass Images  
 Hoods Inc. Productions  
 Lights & Shadows  
 MediaCorp Raintree Pictures  
 Media Corporation of Singapore  
 Peach Blossom Media  
 Scrawl Studios  
 SPH MediaWorks  
 Working Man Films

## MDA ADVISORY COMMITTEES

### Broadcasting Appeal Advisory Committee

#### CHAIRMAN

**Prof Eddie Kuo**  
Interim Dean,  
School of Humanities  
and Social Sciences,  
Nanyang Technological  
University

#### VICE-CHAIRMAN

**Assoc Prof Ngiam  
Tee Liang**  
Chairman,  
Social Work Programme,  
National University of  
Singapore

#### MEMBERS

**Assoc Prof Anne Pakir**  
Department of English  
Language and Literature,  
National University of  
Singapore

**Mrs Belinda Charles**  
Principal,  
St Andrew's Secondary  
School

**Mr Liew Chin Choy**  
Senior Director,  
Corporate Development,  
Nanyang Academy of  
Fine Arts

**Dr Tan Sze Wee**  
Managing Director,  
Rockeby biomed  
Corporation

**Mr M Ma'mun bin  
HMF Suheimi**  
President,  
Singapore Malay  
Teachers' Union

**Mr Abdul Rahman bin  
Mohd Said**  
Managing Director,  
Maxinfo  
Communications

**Ms Chia Meng Tze**  
Deputy Executive  
Director,  
Singapore International  
Foundation

**Mr Tan Chin Siong**  
Executive Director,  
Chinese Development  
Assistance Council

**Dr Uma Rajan**  
Acting Executive  
Director,  
Man Fut Tong  
Nursing Home

**Mr M HariKrishnan**  
Chief Executive Officer,  
International  
Business Management  
Consultants

**Ms Ang Bee Lian**  
Director,  
Welfare/Rehabilitation  
and Protection,  
Ministry of Community  
Development and Sports

**Ms Wang Look Fung**  
General Manager,  
Group Corporate  
Communications,  
Keppel Corporation

### Programme Advisory Committee for English Television and Radio Programmes

#### CHAIRMAN

**Mdm Claire Chiang**  
Executive Director,  
Banyan Tree Gallery (S)

#### MEMBERS

**Mr Ahmad Nizam**  
Lawyer,  
Muzzamil, Nizam &  
Partners

**Mr John Ang**  
Senior Lecturer,  
National University of  
Singapore

**Mr Ang Peng Siong**  
Managing Director,  
APS Swim School

**Ms Caroline  
Balhetchet**  
Director,  
Youth Development  
Centre,  
Singapore Children's  
Society

**Mr Chan Keen Len**  
Manager,  
Systems Development,  
SBS Transit

**Mrs Chan Lin-Ho**  
Director,  
Regional Training and  
Resource Centre in  
Early Childhood Care  
and Education for Asia  
(RTRC Asia)

**Mr Chia Ti Yu**  
Financial Controller,  
Mactus International

**Mrs Choo Cheh Hoon**  
Deputy Director,  
School of Film and  
Media Studies,  
Ngee Ann Polytechnic

**Ms Peggie Chua**  
President,  
The Teochew Drama  
Association

**Mr Louis Chui**  
Manager  
(Lifelong Learning),  
Central Singapore  
Community  
Development Council

**Ms Sita Devi**  
Principal,  
River Valley Primary  
School

**Ms Pearly Gan**  
Alumni Manager,  
Student Affairs,  
Singapore Polytechnic

**Ms Anna Leong**  
Homemaker

**Mrs Doris Lim**  
Principal,  
Yusof Ishak Secondary  
School

**Mr Raphael Lim  
Swee Ann**  
Executive Director,  
Singapore Anti-Narcotics  
Association

**Ms Sharon Liu**  
Associate Professor and  
Division Head,  
Electronic and Broadcast  
Media Division,  
School of Communications  
and Information,  
Nanyang Technological  
University

**Ms Lock Lai Yee**  
General Manager,  
Metmar Petrochemicals  
(Far East)

**Mr Raymond Lye**  
Lawyer,  
Tay, Lye & Ngaw  
Partners

**Ms Braema Mathi**  
Nominated  
Member of Parliament;  
Manager,  
Corporate  
Communications,  
Alexandra Hospital

**Ms Nooraini Noordin**  
Director,  
Nooris Consultants

**Mr Andrew Ong C L**  
Lawyer,  
Drew & Napier  
Info-Communications  
and Technology  
Business Group

**Mr Bala Reddy**  
Senior State Counsel,  
Attorney-General's  
Chambers

**Mr James Soh**  
Executive Director,  
National Youth  
Achievement Council

**Ms Zalina Gazali**  
Senior Assistant  
Director,  
Organisational Learning  
and Systems,  
National Youth Council

**Ms Pauline Mo Kit Ling**  
Assistant Director  
(Family Policy),  
Family Development  
Division,  
Ministry of Community  
Development and Sports

**Dr Kenneth Lyen**  
Consultant  
Paediatrician,  
Lyen Children's Clinic

**Mrs Lay See Neufeld**  
Principal,  
Tampines North Primary  
School

**Ms Florence Oh**  
Executive Director,  
Association of  
Accredited Advertising  
Agents Singapore

**Mr Adrian Quek**  
General Manager,  
Fitness and Health  
International

**Mr Casimir Rozario**  
Retiree/Lecturer,  
Civil Service College

**Mrs Yeo Chin Nam**  
Principal,  
Henderson Secondary  
School

### Advisory Committee on Malay Television and Radio Programmes

#### CHAIRMAN

**Mr Ahmad Khalis  
Abdul Ghani**  
Member of Parliament,  
Hong Kah GRC;  
Lawyer,  
Wong, Khalis & Partners

#### MEMBERS

**Mr Ahmad Nizam  
Abbas**  
Lawyer,  
Muzzamil, Nizam &  
Partners

**Mr Abdul Rahman bin  
Mohd Said**  
Managing Director,  
Maxinfo  
Communications

**Ms Ellia bte Effendi**  
Manager,  
People's Association



**Mdm Aini Maarof**  
Principal,  
Woodsville Secondary  
School

**Dr Mohd Maliki Osman**  
Member of Parliament,  
Sembawang GRC;  
Assistant Professor,  
Department of Social  
Work and Psychology,  
National University of  
Singapore

**Mdm Siti Haslinda  
Putri Harun**  
Homemaker

**Mr Bahren Haji Shaari**  
Executive Director,  
Union Bank of  
Switzerland

---

### **Advisory Committee on Indian Television and Radio Programmes**

#### **CHAIRMAN**

**Mr K Shanmugam**  
Member of Parliament,  
Sembawang GRC;  
Partner,  
Allen & Gledhill

#### **MEMBERS**

**Mr Naseer Ghani**  
Head of Department  
(PE & CCA),  
Compassvale Secondary  
School

**Mr M HariKrishnan**  
Chief Executive Officer,  
International  
Business Management  
Consultants

**Mr S Iswaran**  
Member of Parliament,  
West Coast GRC;  
Managing Director,  
Temasek Holdings

**Col Punniamoorthy**  
Director,  
Singapore Civil Defence  
Academy

**Mdm Kunawathyammal**  
Director,  
Rugantex

**Mr V Maheantharan**  
Director,  
School of Business,  
Singapore Polytechnic

**Mr R Rajaram**  
Deputy Director,  
Office of Admissions,  
National University of  
Singapore

**Mr Bala Reddy**  
Senior State Counsel,  
Attorney-General's  
Chambers

**Dr Chitra Sankaran**  
Assistant Professor,  
Department of English  
Language and Literature,  
National University of  
Singapore

**Mrs Chitra Varaprasad**  
Lecturer,  
Centre for English  
Language Communication,  
National University of  
Singapore

**Mr V Bimel Ram**  
Managing Director,  
AIM Connections

**Dr Vineeta Sinha**  
Assistant Professor,  
Department of Sociology,  
National University of  
Singapore

---

### **Advisory Committee for Chinese Programmes**

#### **CHAIRMAN**

**Prof Wang Gungwu**  
Director,  
East Asian Institute,  
National University of  
Singapore

#### **MEMBERS**

**Mr Lau Ping Sum**  
Executive Director,  
PAPHQ/PAP Community  
Foundation

**Dr Chou Mei Ling**  
Consultant Therapist,  
Care Corner (Mandarin)  
Counseling Centre

**Mr Chua Thian Poh**  
Chairman,  
Ho Bee Holdings

**Mr Yeo Guat Kwang**  
Member of Parliament,  
Aljunied GRC;  
Director,  
Quality Lifestyle and  
Productivity Development  
Departments,  
National Trades Union  
Congress

**Mdm Claire Chiang**  
Executive Director,  
Banyan Tree Gallery (S)

**Mrs Ho Woon Ho**  
Principal,  
Nanyang Junior College

**Assoc Prof Hao  
Xiaoming**  
Head, Journalism  
and Publishing,  
School of Communications  
and Information,  
Nanyang Technological  
University

**Dr Quah Sy Ren**  
Assistant Professor,  
Asian Languages  
and Cultures,  
National Institute of  
Education

**Dr Kwok Kian Woon**  
Managing Director and  
Sociologist,  
Cruxible

---

### **Arts Appeal Advisory Committee**

#### **CHAIRMAN**

**Prof Edwin Nadason  
Thumboo**  
Director,  
The Centre for the Arts,  
National University of  
Singapore

#### **VICE-CHAIRMAN**

**Mr Toh Weng Cheong**  
Partner/Lawyer,  
Low Yeap Toh & Goon

#### **MEMBERS**

**Ms Anne Durray**  
Senior Director (Legal),  
Subordinate Courts

**Ms Chia Meng Tze**  
Deputy Executive  
Director,  
Singapore International  
Foundation

**Mr Choo Thiam Siew**  
President,  
Nanyang Academy of  
Fine Arts

**Ms Sabrina Goh**  
Section Head, Arts (PAO),  
Temasek Polytechnic

**Ms Agnes Law Mei Lin**  
Senior Social Worker,  
Fei Yue Family Service  
Centre

**Mr Raphael Lim  
Swee Ann**  
Executive Director,  
Singapore Anti-Narcotics  
Association

**Mr Muhammad Taufiq  
bin Ahmad**  
Teacher,  
Northland Secondary  
School

**Mdm Som bte  
Mohamed Said**  
Founder/  
Artistic Director,  
Sri Warisan Som Said  
Performing Arts

**Mrs Tan Chee Koon**  
Executive Director,  
National Volunteer &  
Philanthropy Centre

**Ms Tan Siew Piang**  
Principal,  
Ang Mo Kio Secondary  
School

**Mr Venka  
Purushothaman**  
Lecturer,  
Arts Management,  
LASALLE-SIA College  
of the Arts

**Dr Valerie Wee Su-Lin**  
Assistant Professor,  
Department of English  
Language and Literature,  
National University of  
Singapore

**Mr David Wong  
Cheong Fook**  
Director/  
Business Advisor,  
ECO Industrial  
Environment Engineering

**Mr Wong Suen Kwong**  
Co-Founder/Director,  
Centre for Fathering

**Ms Wong Yim Kuan**  
Retiree

---

### **Arts Consultative Panel**

#### **CHAIRMAN**

**Prof Bernard Tan  
Tiong Gie**  
Professor,  
Department of Physics,  
National University of  
Singapore

#### **VICE-CHAIRMAN**

**Dr Uma Rajan**  
Acting Executive  
Director,  
Man Fut Tong  
Nursing Home

#### **MEMBERS**

**Mr Almahdi Al-Haj bin  
Ibrahim**  
Managing Director,  
Nadivision

**Ms Asmah Atan**  
Homemaker

**Ms Angeline Cheong  
Wei Ling**  
Welfare Officer,  
Central Singapore  
Community  
Development Council

**Dr Chitra Sankaran**  
Assistant Professor,  
Department of English  
Language and Literature,  
National University of  
Singapore

**Mr Choo Woon Hock**  
Journalist,  
Singapore Press Holdings

**Mr Raymon Huang  
Thien Hui**  
Retiree

## MDA ADVISORY COMMITTEES (CONTINUED)

**Mrs Laura Hwang Cheng Lin**  
Managing Director,  
*Memories of The East*

**Prof Koh Tai Ann**  
Dean of Students and  
Professor,  
School of Humanities  
and Social Sciences,  
Nanyang Technological  
University

**Dr Lakshmi M S Shri**  
Private Tutor/Member,  
Singapore Writers'  
Festival Organising  
Committee

**Ms Joanna Lee**  
Partner,  
*Sapere Art Management  
and Consultancy*

**Mr James Ng**  
Director,  
*Asia Integration  
(Marketing and  
Communication)*

**Mr Teo Han Wue**  
Writer/Translator and  
Editorial Consultant

**Mrs Sheila Wee**  
Founder and  
Partner/Storyteller,  
*Asian Storytelling  
Network (ASN)*

**Dr Yong Li Lan**  
Senior Lecturer,  
Department of English  
Language and Literature,  
National University of  
Singapore

**Mr Lee Tian Tee**  
Musician

**Mr Liew Chin Choy**  
Senior Director,  
Corporate Development,  
Nanyang Academy of  
Fine Arts

**Ms Mona Lim**  
Lecturer,  
Performing Arts Division  
(Music),  
LASALLE-SIA College  
of Arts

**Mdm Lelaina Lim Siew Li**  
Regional Financial  
Controller,  
*International SOS China*

**Mrs Clara Lim-Tan**  
Vice-Principal,  
*Beatty Secondary  
School*

**Mr Jim Lim Teck Hwee**  
Social Worker,  
Subordinate Courts

**Ms Margaret Thomas**  
Associate Editor,  
*MediaCorp Press*

**Mdm Rebecca Mok**  
Retiree/Part-time tutor

**Ms Felicia Nah**  
Lecturer,  
Diploma in  
Communications and  
Media Management,  
Temasek Polytechnic

**Mr Jimmy New Cheng Tee**  
Managing Director,  
*Smiling Star*

**Assoc Prof Shaharuddin Maaruf**  
Acting Head,  
Department of Malay  
Studies,  
National University of  
Singapore

**Mr Vaughan Tan Wee Han**  
Music Teacher,  
*Vaughan & Associates*

**Ms Wang Chu Chiao**  
Masters Research  
Scholar  
(English Literature),  
National University of  
Singapore

**Ms Yap Foon Lyn**  
Vice-Principal,  
Paya Lebar Methodist  
Girls' School (Primary)

**Dr Yu Wei Jie**  
Director,  
School of  
Performing Arts,  
Nanyang Academy of  
Fine Arts

### Films Appeal Committee

**CHAIRMAN**  
**Ms Pang Cheng Lian**  
1st Vice-President,  
United Overseas  
Banking Group

**MEMBERS**  
**Mr Koh Buck Song**  
Mason Fellow,  
Harvard University

**Mr Arun Mahizhnan**  
Deputy Director,  
Institute Of Policy  
Studies

**Dr Isa Hassan**  
Director,  
Special Duties,  
*Yayasan Mendaki*

**Mr Quek See Tiat**  
Partner,  
*PricewaterhouseCoopers*

**Col (NS) Koh Tin Fook**  
Director,  
Human Resource,  
Ministry of  
Foreign Affairs

**Mr Johnny Tan Cheng Hye**  
Partner,  
*LT & T Architects*

**Mr Benedict Cheong**  
Chief Executive Officer,  
National Council of  
Social Service

**Mr Philip Jeyaretnam**  
Lawyer/Partner,  
*Rodyk & Davidson*

**Mr John Yip**  
Chief Executive Officer,  
Singapore Institute of  
Management

**Ms Rosmawati Sulaiman**  
Assistant Vice-President,  
*MediaCorp News*

**Dr Seet Kiam Keong**  
Senior Lecturer,  
National University of  
Singapore

**Mr Han Fook Kwang**  
Editor,  
The Straits Times,  
*Singapore Press Holdings*

**Mr Lenn Wei Ling**  
Principal (Retired)

**Dr Foong Pui Yee**  
Associate Professor,  
National Institute of  
Education

### Films Consultative Panel

**CHAIRMAN**  
**Mr David Wong Wei Li**  
Managing Director,  
*ACE 2000*

**VICE-CHAIRMAN**  
**Mdm Tan Seow Peer**  
Lawyer,  
*Lee Bon Leong & Co*

**MEMBERS**  
**Mr Abdul Rahman Ibrahim**  
Principal,  
*Jiemin Primary School*

**Ms Alwiyah Ali**  
Training and Business  
Development Manager,  
United Overseas Bank

**Ms Amelia Ahmad**  
Plans and  
Communications Officer,  
Ministry of Education

**Dr Balbir Singh**  
Medical Doctor,  
Singapore Airport  
Terminal Services,  
Singapore Airlines

**Mr S Chandra Mohan**  
Executive Advisor, (RSI),  
*MediaCorp Group*

**Mr Felix Cheong**  
Freelance Writer

**Ms Grace Cheong Mei Lin**  
Policy Officer,  
Rehabilitation and  
Protection Division,  
Ministry of Community  
Development and Sports

**Mr Chia Ti Yu**  
Financial Controller,  
*Mactus International*

**Mr Chin Heng Ee**  
Project Manager,  
*IBM Singapore*

**Mr Hasan Zolkifly Rahim**  
Lecturer in  
Art Education,  
Content and Pedagogy,  
National Institute of  
Education

**Mrs Juliet McCully**  
Managing Director,  
*Speech Training Centre*

**Mr Andrew Khng**  
Company Director,  
*Tiong Seng Contractor*

**Ms Adelina Koh Kui Hong**  
Associate Financial  
Planner,  
*Philip Capital*

**Mr Eric Lian Kok Kheng**  
Principal Consultant,  
*Swiftech*

**Dr John Lim Boon Seng**  
Executive Chairman,  
*Altron Education Group*

**Ms Lim Kar Yee**  
Director, Public Affairs/  
Corporate Planning,  
People's Association

**Ms Lock Lai Yee**  
General Manager,  
*Metmar Petrolchemical*

**Mr Philemon Loh Whee Khee**  
General Manager,  
Synphonics

**Ms Lye Choy Lean**  
Consultant,  
Arkhivez Business  
Solutions

**Mr Mohamad Fahmi bin Ahmad Rais**  
Chief Executive Officer  
The Advocate Group

**Mr V R Nathan**  
Chairman,  
Hindu Endowment  
Board

**Ms Ng Soh Hua**  
Principal,  
Gan Eng Seng Primary  
School

**Dr Tan Su-Ming**  
Private Medical  
Practitioner,  
Changi Clinic

**Mdm Eugenia Tan Yun Chin**  
Vice-Principal,  
Clementi Town  
Secondary School

**Mr Vijay Chandran**  
Lecturer/  
Course Coordinator,  
School of Film and  
Media Studies,  
Ngee Ann Polytechnic

**Mr Alan Yeo Kong Leong**  
Counsellor,  
Psychotherapist,  
Psychologist

**Ms Ethel Chong Ai Leng**  
Curriculum  
Planning Officer,  
Ministry of Education

**Mrs Choo Cheh Hoon**  
Deputy Director,  
External and  
Industry Relations;  
Lecturer,  
School of Film and  
Media Studies,  
Ngee Ann Polytechnic

**Ms Chua Seow Ling**  
Assistant Manager,  
Probation Operations/  
Youth Team,  
Ministry of Community  
Development and Sports

**Mr Darryl David**  
Lecturer,  
Communications and  
Media Management,  
School of Business,  
Temasek Polytechnic

**Mr Foo Moo Kwang**  
Patent Attorney,  
Axis

**Dr Gan Su-Lin**  
Assistant Professor,  
School of Communications  
and Information,  
Nanyang Technological  
University

**Ms Amy Gay Suan Choo**  
Deputy Director,  
Communications and  
Community Partnership,  
Family Education  
Department,  
Family Development  
Division,  
Ministry of Community  
Development and Sports

**Mr Jackie Goh Wei Chin**  
CollegePrep, Consultants

**Ms Han Li June**  
Assistant Director,  
Family and Juvenile  
Justice Centre

**Mr Adelbert Ngui Hin Liang**  
Manager,  
Building and  
Construction Authority

**Mrs Dolly Ong Kim Leng**  
Principal,  
Bartley Secondary  
School

**Mr Adrian Peh Nam Chuan**  
Lawyer/  
Managing Director,  
Yeo-Leong & Peh LLC

**Mr Edmund Phang Chin Sian**  
Executive Officer,  
Feedback Unit

**Mr Michael Poh Cheng Hock**  
Manager,  
Ever-Gro Insurance  
Agency

**Mr Sathinathan M R Karuppiah**  
On overseas study

**Mr Daren Shiau V L**  
Lawyer,  
Allen & Gledhill

**Mr Charlie Sim Kok Yong**  
Patent Associate/  
Businessman,  
Axis Intellectual Capital

**Mdm Siti Haslinda Putri Harun**  
Homemaker

**Mr S B Sivaganesh**  
Teacher,  
Canberra Secondary  
School

**Mr Suhardi Saaban**  
Vice-Principal,  
Xishan Primary School

**Prof Tan Hun Tong**  
Head, Accounting,  
Nanyang Business School,  
Nanyang Technological  
University

**Mr Richard Tan Kai Huat**  
Product Design Specialist,  
Cooper Cameron  
Singapore

**Ms Tan May Jee**  
Senior Community  
Development Officer,  
People's Association

**Ms Louisa Tan-Kang Sung Choo**  
Marketing Director,  
Megatrend Holdings

**Mr Kelvin Tong Weng Kian**  
Film maker/Film critic

**Mr Ian Wong Hong Yen**  
Internal Audit Manager,  
Meritus Hotels (Overseas  
Union Enterprise)

**Dr Yeoh Lean Weng**  
Deputy Director,  
Defence Science and  
Technology Agency

### **Publications Appeal Advisory Committee**

#### **CHAIRMAN**

**Dr Ong Teck Chin**  
Chief Executive Officer/  
Principal,  
Anglo-Chinese School  
(Independent)

#### **VICE-CHAIRMAN**

**Mr Tan Seck Sam**  
Partner/Lawyer,  
Tan Seck Sam & Partners

#### **MEMBERS**

**Dr Abbas bin Mohd Shariff**  
Assistant Professor,  
Nanyang Technological  
University

**Assoc Prof Hadijah bte Rahmat**  
Asian Languages  
and Cultures,  
National Institute of  
Education

**Assoc Prof Hing Ai Yun**  
Lecturer,  
Department of Sociology,  
National University of  
Singapore

**Ms Kong Kum Peck**  
Senior Assistant  
Director,  
Community Relations  
and Voluntary Sector  
Development,  
Ministry of Community  
Development and Sports

**Ms Norwita bte Mohd Ariff**  
Teacher,  
Tampines Junior College

**Dr Uma Rajan**  
Acting Executive  
Director,  
Man Fut Tong  
Nursing Home

**Mr Jordan Woo Chi Yong**  
General Manager,  
Singapore Discovery  
Centre

**Mr Gautam Banerjee**  
Executive Chairman  
Elect,  
PricewaterhouseCoopers

**Mr Patrick Daniel Han Chi Kwang**  
Deputy Director,  
South West Community  
Development Division,  
People's Association

**Dr Khoo Kim Choo**  
Adjunct Assoc Professor,  
Department of Social  
Work and Psychology,  
National University of  
Singapore

**Ms Lai Wan Li**  
Scriptwriter,  
SPH MediaWorks

**Mr Ong Sin Tiong**  
Principal Executive,  
National Trades Union  
Congress

**Mr Wan Chong Hock**  
Deputy General Manager,  
Ang Mo Kio Town  
Council

## MDA ADVISORY COMMITTEES (CONTINUED)

### Publications Consultative Panel

#### CHAIRMAN

**Mr Basskaran Nair**  
Senior Vice-President,  
Communications  
Capitaland

#### VICE-CHAIRMAN

**Ms Wang Look Fung**  
General Manager,  
Group Corporate  
Communications,  
Keppel Corporation

#### MEMBERS

**Mr Casimir Rozario**  
Retiree

**Mr Chin Heng Ee**  
Project Manager,  
IBM Singapore

**Ms Lina Chong Lin Lin**  
Student Affairs Officer,  
Nanyang Polytechnic

**Mr Chua Chim Kang**  
Editor,  
Commentary Desk,  
Singapore Press Holdings

**Mr Edward Bernard Neubronner**  
Chief Executive Officer,  
Recording Industry  
Association (Singapore)

**Mr Er Ker Jia**  
Senior Manager,  
Corporate Affairs,  
People's Association

**Assoc Prof Hao Xiaoming**  
Lecturer,  
School of Communications  
and Information,  
National Technological  
University

**Assoc Prof Habibul H Khondker**  
Lecturer,  
Department of Sociology,  
National University of  
Singapore

**Mr Charles Ho Nai Chuen**  
Company Director,  
On Cheong Co

**Ms Fiona Hu Ai Lan**  
Senior Director  
(Research and  
Publications),  
Singapore Chinese  
Chamber of Commerce  
and Industry

**Mr Low Chee Meng**  
Company Director,  
Autoacc Trading

**Mr Mohamed Noor bin Mohammad Said**  
Industrial Relations  
Consultant,  
National Trades Union  
Congress

**Ms Nadiyah Yusof**  
Teacher,  
Junyuan Primary School

**Ms Cheryl Ng**  
Homemaker

**Ms Noor Suzanne bte Nasir**  
Research Assistant  
and Tutor,  
Centre for Research in  
Pedagogy and Practice,  
National Institute of  
Education

**Ms Noor'aini bte Abdul Hamid**  
Senior Executive Officer,  
Majlis Ugama Islam  
Singapore

**Mr Ong Liang Peng**  
Manager,  
Mactus International

**Ms Phua Mei Pin**  
General Manager,  
South East Community  
Development Council,  
People's Association

**Mr Seeni Syed Ahamed Kabeer**  
Partner,  
Alain A Johns Partnerships

**Assoc Prof Oliver Seet Beng Hean**  
Lecturer,  
English Language  
and Literature,  
National Institute of  
Education

**Mr Charlie Sim Kok Yong**  
Patent Associate/  
Businessman,  
Axis Intellectual Capital

**Mr James Soh Nga Kok**  
Executive Director,  
National Youth  
Achievement Award  
Council

**Mr William Wu Teng Cheong**  
Administration  
Supervisor,  
Singapore Airport  
Terminal Services

**Mr Robin Yee**  
Lecturer,  
Print and Online  
Journalism,  
Ngee Ann Polytechnic

**Mr Yoganathan s/o Ammayappan**  
Assistant Director  
(Strategic Policy and  
Research Division),  
Ministry of Community  
Development and Sports

**Mr Jeyabalen**  
Lawyer and Partner,  
Jeyabalen & Partners

**Ms Joan Pereira**  
General Manager,  
Social Development  
Service,  
People's Association

**Ms Nelly Kwa**  
Lecturer,  
Singapore Polytechnic

**Mr Kenneth Kwok Siew Loong**  
Teacher,  
Anderson Secondary  
School

**Mr Winston Lee Piak Nam**  
Human Resource  
Management Specialist,  
National University of  
Singapore

**Ms Lee Yan Peng**  
Consultant (IT),  
TS Consultant

**Mrs Lim Siew Kim**  
Deputy Director,  
Library Supply Services,  
National Library Board

**Ms Sharon Loh Sook Hui**  
Management  
Support Officer,  
Nanyang Polytechnic

**Ms Loon Shiah Lian**  
Manager  
(Arts and Lifestyle),  
People's Association

**Ms Tan Gee Keow**  
General Manager,  
Central Singapore  
Community  
Development Council,  
People's Association

**Mr Tan Hiap Keong**  
Industrial  
Engineering Manager,  
Chartered  
SemiConductors

**Ms Tan Sher Leen**  
Executive,  
Children, Youth and  
Family Services  
Department,  
National Council of  
Social Services

**Mr Tan Soon Yong**  
Principal,  
Bukit Batok Secondary  
School

**Mr Tan Wu Cheng**  
President,  
Singapore Book  
Publishers Association

**Ms Adeline Tay Yui Harn**  
Family Services Officer,  
Ministry of Community  
Development and Sports

**Ms Teo Li Hwee**  
Project Executive,  
Singapore Exhibition  
Services

**Dr Timothy Teo Kheng Guan**  
Lecturer,  
Singapore Polytechnic

**Ms Vivi Yanti Zainol**  
Journalist,  
Singapore Press Holdings

**Assoc Prof Lionel Wee Hock Ann**  
Lecturer,  
Department of English  
Language and Literature,  
National University of  
Singapore

**Ms Lily Wong Min Chin**  
Librarian,  
Singapore Polytechnic

**Ms Rene Yap Bin Ping**  
Corporate  
Communications  
Executive,  
Health Sciences Authority

**Mr Yeo Wico**  
Lawyer,  
Allen & Gledhill

**Ms Zalina bte Mohd Gazali**  
Senior Assistant  
Director,  
Organisational Learning  
and Systems,  
National Youth Council

### National Internet Advisory Committee

#### CHAIRMAN

**Prof Bernard Tan**  
Professor,  
Department of Physics,  
National University of  
Singapore

#### MEMBERS

**Mr Charles Lim Aeng Cheng**  
Principal Senior State  
Counsel (Law Reform  
and Revision Division),  
Attorney-General's  
Chambers



**Assoc Prof Toh See Kiat**  
Chairman,  
CommerceNet  
Singapore

**Ms Ngian Lek Choh**  
Assistant Chief  
Executive (Operations),  
National Library Board

**Mr Michael Yap Kiam Siew**  
Chief Executive Officer,  
Commerce Exchange

**Mr Anthony Chia**  
Executive Vice-President  
(Operations),  
Yeo Hiap Seng

**Mr Ivan Chong**  
Chairman,  
Advertising Standard  
Authority of Singapore

**Mr Foong Hin Cheong**  
Director,  
National Youth Council

**Mr Niren Hiro**  
General Manager,  
Yahoo! Singapore and  
Southeast Asia

**Mr John Ho Chi**  
Principal,  
(Technology and  
Security Risk Services),  
Ernst & Young;  
Member,  
National Trust Council

**Mr Koh Su Haw**  
Amicus,  
Giskard

**Ms Betsy Lim Hai Boey**  
Deputy Director  
(Professional  
Development and  
Consultancy Branch),  
Educational  
Technology Division,  
Ministry of Education

**Mrs Carmee Lim**  
Chairman,  
Parents Advisory Group  
for the Internet

**Mr Lim Yan Hock**  
Principal,  
Geylang Methodist  
Secondary School

**Mr Low Huan Ping**  
Executive Vice-President  
(Technology Division),  
Singapore Press Holdings

**Mr Mock Pak Lum**  
Chairman,  
Broadband Media  
Association;  
Chief Executive Officer,  
1-Net Singapore

**Mr Ong Tong San**  
Assistant Director  
(Competition  
Management),  
Infocomm Development  
Authority of Singapore

**Ms Ooi Lay Yong**  
Chief Executive Officer  
(SingNet),  
Singapore  
Telecommunications

**Ms Zubaidah Osman**  
Policy Manager,  
Yayasan Mendaki

**Mr Saw Ken Wye**  
Chairman,  
Singapore infocomm  
Technology Federation;  
General Manager  
(Asia NSP),  
Microsoft Operations

**Mr Alex Siow Yuen Khong**  
Vice-President  
(Strategic Relations and  
Government Affairs),  
StarHub

**Mr S Vivakanandan**  
Chief Executive Officer,  
Singapore Indian  
Development Association

**Mr Woon Tai Ho**  
Chief Executive Officer,  
MediaCorp News

---

## Legal Sub-Committee

### CHAIRMAN

**Mr Charles Lim Aeng Cheng**  
Principal Senior  
State Counsel  
(Law Reform and  
Revision Division),  
Attorney-General's  
Chambers

### MEMBERS

**Assoc Prof Ang Peng Hwa**  
Dean,  
School of Communications  
and Information,  
Nanyang Technological  
University

**Mr Goh Seow Hiong**  
Director,  
Software Policy (Asia),  
Business Software  
Alliance

**Ms Aileen Koh**  
Manager/Legal Counsel,  
Accenture

**Ms Lau Joon-Nie**  
Producer,  
MediaCorp News

**Mr Gilbert Leong**  
Partner,  
Rodyk & Davidson

**Mr Jim Lim Kheng Huat**  
Partner,  
Shook Lin & Bok

**Ms Michele Anne Lim**  
Former Vice-President  
(Legal, Regulatory,  
Interconnect and  
Secretariat),  
Starhub Cable Vision

**Mr Lim Seng Siew**  
Chief Executive Officer,  
Lexloci

**Mr Mah Swee Keong**  
Assistant General  
Counsel,  
Levi Strauss Asia Pacific  
Division

**Assoc Prof Daniel Seng Kiat Boon**  
Director of Research,  
Singapore Academy  
of Law;  
Associate Professor,  
National University of  
Singapore

**Mr Tan Ken Hwee**  
State Counsel  
(International Affairs  
Division),  
Attorney-General's  
Chambers

**Mr Lawrence Tan Meng Kiat**  
Senior Manager  
(Development Policy),  
Infocomm Development  
Authority of Singapore

**Ms Wendy Yap Peng Hoon**  
State Counsel  
(Law Reform and  
Revision Division),  
Attorney-General's  
Chambers

**Assoc Prof Yeo Tiong Min**  
Associate Professor,  
Faculty of Law,  
National University of  
Singapore

**Mr Yeong Zee Kin**  
Assistant Director,  
Singapore Academy of  
Law

---

## Industry Sub-Committee

### CHAIRMAN

**Assoc Professor Toh See Kiat**  
Chairman,  
CommerceNet  
Singapore

### MEMBERS

**Mr Steven Chan**  
Director,  
Internet Services and  
Product Development,  
MobileOne

**Mr Niren Hiro**  
General Manager,  
Yahoo! Singapore and  
Southeast Asia

**Mr Koh Su Haw**  
Amicus,  
Giskard

**Mr Low Huan Ping**  
Executive Vice-President  
(Technology Division),  
Singapore Press Holdings

**Mr V Mathivanan**  
Chief Executive Officer,  
CrimsonLogic

**Mr Mock Pak Lum**  
Chairman,  
Broadband Media  
Association;  
Chief Executive Officer,  
1-Net Singapore

**Mr David Ng**  
Regional Enterprise  
Sales Director  
(South East Asia),  
Symantec Singapore

**Ms Ooi Lay Yong**  
Chief Executive Officer,  
Singapore  
Telecommunications

**Mr Saw Ken Wye**  
Chairman,  
Singapore infocomm  
Technology Federation;  
General Manager  
(Asia NSP),  
Microsoft Operations

**Mr Alex Siow Yuen Khong**  
Vice-President  
(Strategic Relations and  
Government Affairs),  
StarHub

**Mr Thomas Wee**  
Senior Manager  
(Product and Marketing),  
Pacific Internet

**Mr Woon Tai Ho**  
Chief Executive Officer,  
MediaCorp News

## MDA ADVISORY COMMITTEES (CONTINUED)

### Public Education Sub-Committee

#### CHAIRMAN

**Ms Ngian Lek Choh**  
Assistant Chief  
Executive (Operations),  
National Library Board

#### MEMBERS

**Mr Foong Hin Cheong**  
Director,  
National Youth Council

**Ms Pam Hu**  
Director  
(e-Lifestyle Marketing),  
Infocomm Development  
Authority of Singapore

**Ms Betsy Lim Hai Boey**  
Deputy Director  
(Professional  
Development and  
Consultancy Branch),  
Educational  
Technology Division,  
Ministry of Education

**Mr Lim Yan Hock**  
Principal,  
Geylang Methodist  
Secondary School

**Mrs Maureen Ng Boey Lin**  
Director,  
SEAMEO RELC

**Ms Zubaidah Osman**  
Policy Manager,  
Yayasan Mendaki

**Ms Judy Quek**  
Deputy Director  
(Learning),  
National Library Board

**Mr Tan Kee Hai**

**Mr S Vivakanandan**  
Chief Executive Officer,  
Singapore Indian  
Development Association

**Mr Felix Oen**  
Consultant,  
Mil-Com Aerospace

**Mr Wong Lok Oon**  
Principal,  
Dunearn Secondary  
School

### Cyber Wellness Task Force

#### CHAIRMAN

**Mr Michael Yap Kiam Siew**  
Chief Executive Officer,  
Commerce Exchange

#### MEMBER

**Mr Anthony Chia**  
Executive Vice-President  
(Operations),  
Yeo Hiap Seng

**Dr Gan Su-lin**  
Deputy-Director,  
Centre for Culture and  
Communication,  
Republic Polytechnic

**Mr Patrick Han**  
Acting Director,  
CDC Planning and  
Development Division,  
People's Association

**Ms Pam Hu**  
Director  
(e-Lifestyle Marketing),  
Infocomm Development  
Authority

**Ms Joy Lee**  
Senior Head (Professional  
Development and  
Consultancy Branch),  
Educational  
Technology Division,  
Ministry of Education

**Mrs Carmee Lim**  
Chairman,  
Parents Advisory Group  
for the Internet

**Mr Johnathon Ng**  
Secretary,  
Gold Award Holders'  
Alumni,  
National Youth  
Achievement Award  
Council

**Mr Peter Pak**  
Assistant Manager  
(Library Operations and  
Management Division),  
National Library Board

**Mr Poh Yeang Cherng**  
Programme Executive,  
TOUCH Community  
Services

**Mr Eugene Seow**  
Executive Director,  
TOUCH Community  
Services

### Singapore Digital Audio Broadcasting Forum Steering Committee

#### CHAIRMAN

**Mrs Toh-Chua Foo Yong**  
Chief Executive Officer,  
MediaCorp TV

#### MEMBERS

**Mr Asaad Bagharib**  
Senior Director  
(Technology Services),  
MediaCorp Radio

**Ms Florence Tay**  
Group Chief Executive  
Officer,  
LKN-Primefield

**Prof Lye Kin Mun**  
Deputy Director,  
Institute of Infocomm  
Research

**Mr Seto Lok Yin**  
Director  
(Industry Development),  
Media Development  
Authority

**Mr John Chia**  
General Manager,  
Sales and Marketing  
Division,  
Pioneer Electronics

**Mr Kelvin Ma**  
Senior Vice-President  
(Engineering and  
Operations),  
SPH MediaWorks

**Mr Seah Kian Peng**  
Chairman,  
UnionWorks

### National Digital Television Steering Committee

#### CHAIRMAN

**Mr Ernest Wong**  
Group Chief Executive  
Officer,  
Media Corporation of  
Singapore

#### MEMBERS

**Prof Er Meng Hwa**  
Deputy President  
and Dean,  
School of Electrical and  
Electronics Engineering,  
Nanyang Technological  
University

**Mr Tay Joo Thong**  
Group Chief Technology  
Officer,  
MediaCorp Technologies

**Assoc Prof Kenneth Ong**  
Lecturer,  
National University of  
Singapore

**Ms Deborah Lee Kent**  
Senior Vice-President  
(Network Operations),  
Discovery Asia

**Mr Lim Yew Gee**  
Senior Consultant,  
Technology Direction,  
Infocomm Development  
Authority

**Mr Ray Dempsey**  
Managing Director,  
McCann-Erickson  
Singapore

**Mr Seto Lok Yin**  
Director  
(Industry Development),  
Media Development  
Authority

**Mr Tsuyoshi Sakata**  
Managing Director,  
Panasonic Labs

**Mr Yap Tye San**  
Chief Technology Officer  
(Multimedia),  
Singapore  
Telecommunications

**Mr Takashi Nakamura**  
Deputy Senior General  
Manager  
(System and Platform),  
Sony Corporation

**Mr Kelvin Ma**  
Senior Vice-President  
(Engineering and  
Operations),  
SPH MediaWorks

**Mr Philip Tan**  
Senior Vice-President  
(Operations and  
Support),  
StarHub



# FINANCIAL STATEMENTS

MEDIA DEVELOPMENT AUTHORITY 2003/04

---

›58 AUDITORS' REPORT

---

›59 STATEMENT BY THE MEDIA DEVELOPMENT AUTHORITY

---

›60 BALANCE SHEET

---

›61 STATEMENT OF INCOME AND EXPENDITURE

---

›62 STATEMENT OF CHANGES IN EQUITY

---

›63 STATEMENT OF CASH FLOWS

---

›64 NOTES TO THE FINANCIAL STATEMENTS

# AUDITORS' REPORT

TO THE MEMBERS OF MEDIA DEVELOPMENT AUTHORITY

We have audited the financial statements of Media Development Authority (the "Authority") for the period from 1 January 2003 (date of establishment) to 31 March 2004, set out on pages 57 to 80. These financial statements are the responsibility of the Authority's management. 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 plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion:

- (a) the financial statements are properly drawn up in accordance with the provisions of the Media Development Authority Act (Chapter 172) (the "Act") and the Accounting Standards for Statutory Boards issued by Ministry of Finance in October 2003 so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2004 and of the results, changes in equity and cash flows of the Authority for the financial period from 1 January 2003 (date of establishment) to 31 March 2004; and
- (b) the accounting and other records required by the Act to be kept by the Authority have been properly kept in accordance with the provisions of the Act.

During the course of our audit, nothing came to our notice that caused us to believe that the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Authority during the period have not been made in accordance with the provisions of the Act.



**ERNST & YOUNG**  
**Certified Public Accountants**

*Singapore*  
*15 June 2004*

## STATEMENT BY THE MEDIA DEVELOPMENT AUTHORITY

In our opinion, the accompanying financial statements of the Media Development Authority (the "Authority") are drawn up so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2004, and of the results, changes in equity and cash flows of the Authority for the financial period from 1 January 2003 (date of establishment) to 31 March 2004.

On behalf of the Authority,



**Dr Tan Chin Nam**  
Chairman

*15 June 2004*



**Dr Christopher Chia**  
Chief Executive Officer

*15 June 2004*

# BALANCE SHEET

AS AT 31 MARCH 2004

	NOTE	31 MARCH 2004 \$'000
Capital account	3	131,614
Accumulated surplus	4	44,660
		176,274
Trust and agency funds	5	2,063
		178,337
<b>Fixed assets</b>	6	1,454
<b>Staff loans</b>	7	42
<b>Current assets</b>		
Trade debtors		6,537
Staff loans	7	13
Other debtors, deposits and prepayments	8	4,444
Amounts under fund management	9	179,287
Fixed deposits		114,830
Cash and bank balances		2,650
		307,761
<b>Current liabilities</b>		
Trade creditors		25,538
Other creditors and accrued operating expenses	10	8,448
Licence fees received in advance		56,088
Advances and deposits		2,920
Provision for contribution to consolidated fund	11	12,596
		105,590
<b>Net current assets</b>		202,171
<b>Non-current liabilities</b>		
Provision for pensions and gratuities	12	27,045
Provision for ex-gratia payments		348
		176,274
<b>Net assets of trust and agency funds</b>	5	2,063
		178,337

*The accounting policies and explanatory notes on pages 64 to 80 form an integral part of the financial statements.*

# STATEMENT OF INCOME AND EXPENDITURE

FOR THE PERIOD FROM 1 JANUARY 2003 (DATE OF ESTABLISHMENT) TO 31 MARCH 2004

	NOTE	1 JANUARY 2003 TO 31 MARCH 2004 \$'000
<b>Operating income</b>		
Television and radio licence fees	13	135,482
Broadcast licence fees	14	18,715
Film and video fees	15	11,714
Other income		740
		166,651
<b>Operating expenditure</b>		
Public service broadcast expenses		108,915
Salaries and staff welfare	16	16,610
Licensing expenses		9,225
Industry expenses	17	7,224
Depreciation of fixed assets		1,613
Office rent		997
Auditors' remuneration		54
Board members' fees		110
Training and recruitment		932
Consultancy expenses		1,349
Other operating expenses		3,795
Write-back of provision for pensions and gratuities		(829)
Total operating expenditure		149,995
Operating surplus		16,656
Financial income, net	18	19,359
Surplus before grants		36,015
Government grants	19	21,241
Surplus before contribution to consolidated fund		57,256
Contribution to consolidated fund		(12,596)
Net surplus for the period		44,660

*The accounting policies and explanatory notes on pages 64 to 80 form an integral part of the financial statements.*

# STATEMENT OF CHANGES IN EQUITY

FOR THE PERIOD FROM 1 JANUARY 2003 (DATE OF ESTABLISHMENT) TO 31 MARCH 2004

	CAPITAL ACCOUNT \$'000	ACCUMULATED SURPLUS \$'000	TRUST AND AGENCY FUNDS \$'000	TOTAL \$'000
Capitalisation of net assets/ (liabilities) transferred on 1 January 2003, date of establishment, from:				
– the Singapore Broadcasting Authority	131,809	–	–	131,809
– the Singapore Film Commission	(195)	–	–	(195)
Net surplus for the period	–	44,660	–	44,660
EDB and STB Funds transferred from the Singapore Film Commission on 1 January 2003, date of establishment	–	–	3,079	3,079
EDB and STB Funds utilised during the period	–	–	(1,016)	(1,016)
Balance as at 31 March 2004	131,614	44,660	2,063	178,337

*The accounting policies and explanatory notes on pages 64 to 80 form an integral part of the financial statements.*



# STATEMENT OF CASH FLOWS

FOR THE PERIOD FROM 1 JANUARY 2003 (DATE OF ESTABLISHMENT) TO 31 MARCH 2004

**1 JANUARY 2003  
TO 31 MARCH 2004**  
\$'000

## Cash flows from operating activities

Surplus before grants	36,015
Adjustments:	
Depreciation of fixed assets	1,613
Financial income, net	(12,398)
Write-back of diminution in value of investments, net	(6,961)
Write-back of provision for pension and gratuities	(829)
Provision for pensioners' medical benefits	48
Provision for ex-gratia payments	(37)
Gain on disposal of fixed assets	(13)

Surplus before working capital changes	17,438
Decrease/(increase) in:	
Trade debtors	6,817
Other debtors, deposits and prepayments	(1,930)
(Decrease)/increase in:	
Trade creditors	(3,571)
Other creditors and accrued operating expenses	2,398
Advances and deposits	2,038
Licence fees received in advance	38,227

Cash generated from operations	61,417
Decrease in staff loans	12
Payment of pension and gratuities	(1,951)
Payment of pensioners' medical benefits	(2)
Contribution to consolidated fund	(3,080)
Net cash generated from operating activities	56,396

## Cash flows from investing activities

Purchase of fixed assets	(1,193)
Increase in investments	(89,946)
Investment income received, net	12,398
Proceeds from sale of fixed assets	13
Cash injection from establishment of Media Development Authority	118,571
Net cash generated from investing activities	39,843

## Cash flows from financing activity

Government grants received, representing net cash from financing activity	21,241
Cash and cash equivalents at the end of the period (Note 20)	117,480

*The accounting policies and explanatory notes on pages 64 to 80 form an integral part of the financial statements.*

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 1. Principal activities

Media Development Authority, a Statutory Board under the Ministry of Information, Communications and the Arts, was established in The Republic of Singapore under the Media Development Authority Act (Chapter 172) on 1 January 2003.

The establishment of the Authority was by way of a merger of the Singapore Broadcasting Authority, the Singapore Film Commission and the Films and Publications Department from the Ministry of Information, Communications and the Arts.

The Authority's registered office and principal place of operations is at 140 Hill Street, #04-01, MITA Building, Singapore 179369.

The Authority is the national regulatory authority for media in Singapore and is engaged in the following principal activities:

- (a) to exercise licensing and regulatory functions in respect of media services in Singapore, including the establishment of guidelines and standards relating to the content of media services, and any equipment or facility used in connection with the provision of media services;
- (b) to encourage, promote and facilitate the development of the media industries in Singapore;
- (c) to advise and make recommendations to the Government on matters, measures and regulations related to or connected with the media;
- (d) to facilitate the provision of an adequate range of media services in Singapore which serve the interests of the general public;
- (e) to maintain fair and efficient market conduct and effective competition in the media industries in Singapore or, in the absence of a competitive market, to prevent the misuse of monopoly or market power;
- (f) to ensure that media services in Singapore are maintained at a high standard in all respects and, in particular, in respect of the quality, balance and range of subject-matter of their content;
- (g) to encourage and regulate public service broadcast programming by broadcasting licensees; and
- (h) to ensure that nothing is included in the content of any media service which is against public interest or order, or national harmony, or which offends against good taste or decency.

The total number of employees of the Authority at the end of the financial period was 228.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 2. Significant accounting policies

### (a) Basis of preparation

The financial statements of the Authority, which are expressed in Singapore dollars, have been prepared under the historical cost convention and in accordance with the Accounting Standards for Statutory Boards issued by the Ministry of Finance in October 2003 and applicable requirements of Singapore Law.

The Accounting Standards for Statutory Boards adopts all the Singapore Financial Reporting Standards (FRS), except for FRS 20, Accounting for Government Grants and Disclosure of Government Assistance.

The accounting policies have been consistently applied by the Authority during the financial period.

### (b) Fixed Assets

Fixed assets are stated at cost, net of accumulated depreciation and any provision for impairment.

Depreciation is provided on all fixed assets, at rates calculated to write off the cost of each asset on a straight-line basis over its estimated useful life as follows:

Vehicles	5 years
Furniture, fittings and equipment	5 years
Computers	3 years
Renovation	3 years

Fixed assets costing less than \$2,000 each are charged to the Statement of Income and Expenditure in the year of purchase.

### (c) Impairment of assets

Fixed assets and investments are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in income for items of fixed assets and investments carried at cost. The recoverable amount is the higher of an asset's net selling price and value in use. The net selling price is the amount obtainable from the sale of an asset in an arm's length transaction. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

Reversal of an impairment loss recognised in prior years is recorded when there is an indication that the impairment loss recognised for an asset no longer exists or has decreased. The reversal is recorded in income.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 2. Significant accounting policies (continued)

### (d) Amounts under fund management

Investments managed by fund managers are accounted for as current assets and valued at the lower of cost or market value determined on an individual fund manager portfolio basis.

Reductions to market value and reversals of such reductions required to state current investments at the lower of cost and market value are taken to the Income and Expenditure Statement.

Transactions in foreign currencies and foreign currency monetary assets and liabilities are accounted for in accordance with Note 2(m).

### (e) Income recognition

Interest income is recognised on the accrual basis. Dividend income from quoted investments is recognised gross when received.

Broadcast licence fees are recognised when services are rendered.

Television and radio licence fees are recorded when the licences are granted and recognised evenly over the licence period.

Film and video licence fees are recorded when the licences are granted and recognised evenly over the licence period.

Film and video censorship fees are recognised when services are rendered.

### (f) Grants and Contributions Received

Government grants and contributions from other organisations to meet current financial year's operating expenditure are recognised as income on the accrual basis.

### (g) Trust and Agency Funds

Government grants and contributions from other organisations where the Authority is not the owner and beneficiary of the funds are accounted for as trust and agency funds. Income and expenditure in respect of such funds are taken directly to the funds accounts and the net assets relating to these funds are shown as a separate line item in the balance sheet.

### (h) Trade and other debtors

Trade and other debtors are recognised and carried at original invoiced amount less provision for doubtful debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 2. Significant accounting policies (continued)

### (i) Trade and other creditors

Trade and other creditors are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received.

Trade creditors relate to amounts payable to broadcasters for programmes commissioned by the Authority and for the broadcasting of public service programmes.

### (j) Provisions

Provisions are recognised when the Authority has a present obligation as a result of a past event where it is probable that it will result in an outflow of economic benefits that can be reasonably estimated.

### (k) Provision for pensions and gratuities

The provision for pensions and gratuities is in respect of retirement benefits to pensionable officers transferred to the Authority on 1 January 2003. The provision has been calculated based on the length of service of employees and in accordance with the Pensions Act (Chapter 225). The computations have been verified by professional actuaries and incorporate assumptions on the projected salaries, expected retirement dates and average lifespan of the employees.

### (l) Provision for ex-gratia payments

This amount is provided for payments to be made to former Singapore Broadcasting Corporation ("SBC") staff transferred from Singapore Broadcasting Authority to the Authority at the point in time when the initial public offering is made by the successor companies of the former SBC. The provision is computed based on the guidelines contained in the Ministry of Finance (Revenue) Circular No. 4/94 dated 10 August 1994.

### (m) Foreign currencies

Transactions in foreign currencies during the year are recorded in Singapore dollars using exchange rates approximating those ruling at transaction dates. Foreign currency monetary assets and liabilities at the balance sheet date are translated into Singapore dollars at exchange rates approximating those ruling at that date. All resultant exchange differences are dealt with through the Income and Expenditure Statement.

### (n) Cash and cash equivalents

Cash consists of cash in hand and cash with banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. It excludes cash and cash equivalents with fund managers.

### (o) Financial instruments

Financial assets and financial liabilities carried on the balance sheet include cash and cash equivalents, investments, trade and other accounts receivables and payables. The accounting policies on recognition and measurement of these items are disclosed in the respective accounting policies found in this Note.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 2. Significant accounting policies (continued)

### (p) TV Content Industry Development Scheme

#### Content Development – Film

Under the Authority's industry development schemes, the cost of investments in the production of TV programmes and films for purpose of catalysing the growth of Made-By-Singapore content for international markets will be expensed off as and when incurred. The Authority's share of returns from the marketing and sale of these completed films and TV programmes are recognised as revenue as and when received.

## 3. Capital account

The capital account comprises of the capitalisation of net assets/(liabilities) transferred from the Singapore Broadcasting Authority and the Singapore Film Commission on 1 January 2003, the date of establishment of the Authority.

## 4. Accumulated surplus

	31 MARCH 2004	
	\$'000	\$'000
Accumulated surplus		44,660

Accumulated surplus utilised or committed are as follows as of 31 March 2004:

Fixed assets (Note 6)		1,454
Commitments on future projects (Note 21(a))		6,076
Media 21		
Amount committed (Note 21(c))	100,000	
Amount utilised (Note 17)	(4,746)	95,254
Non-cancellable operating lease commitments (Note 21(b))		3,330



# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 5. Trust and agency funds

Trust and agency funds represent funds received from Government and other statutory boards that are held by the Authority as agent for purposes relating to Singapore Film Commission (SFC)'s funding of local feature film projects and co-productions, overseas promotion of Singapore films, as well as promotion of Singapore as a location for films shots.

The income and expenditure for the period are taken directly to the funds accounts, and the net assets of these funds at the balance sheet date are as follows:

	31 MARCH 2004 \$'000
Income	
Interest income	16
Miscellaneous income	11
	27
Expenditure	
Film Incubator Programme	50
Feature Film Investment Programme	280
SFC Co-Production Investment Programme	347
Overseas Travel Grant	59
Sponsorships/Other Funding	223
Miscellaneous Expenses	84
	1,043
Net deficit for the financial year	(1,016)
Balance transferred on establishment of the Authority on 1 January 2003	3,079
Balance as at 31 March 2004	2,063
Represented by:	
Fixed deposits	1,800
Cash and bank balances	319
Receivables	4
Payables	(60)
Balance as at 31 March 2004	2,063

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 6. Fixed assets

	VEHICLES \$'000	FURNITURE, FITTINGS AND EQUIPMENT \$'000	COMPUTERS \$'000	RENOVATION \$'000	TOTAL \$'000
Cost					
Transferred on establishment of the Authority on 1 January 2003	602	1,966	7,631	1,591	11,790
Additions	146	209	769	69	1,193
Disposals	–	–	(200)	–	(200)
Written off	(301)	(33)	(251)	–	(585)
As at 31 March 2004	447	2,142	7,949	1,660	12,198
Accumulated depreciation					
Transferred on establishment of the Authority on 1 January 2003	391	898	7,169	1,458	9,916
Charge for the period	134	704	615	160	1,613
Disposals	–	–	(200)	–	(200)
Written off	(301)	(33)	(251)	–	(585)
As at 31 March 2004	224	1,569	7,333	1,618	10,744
Net book value					
As at 31 March 2004	223	573	616	42	1,454

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 7. Staff loans

	31 MARCH 2004 \$'000
Receivable within 12 months	13
Receivable after 12 months	42
	55

Staff loans comprise staff housing loans and microcomputer loans.

Staff housing loans are repayable with interest at 2.25% to 5% per annum by monthly instalments over periods of up to 25 years.

Microcomputer loans are interest-free and are repayable over 4 years.

## 8. Other debtors, deposits and prepayments

	31 MARCH 2004 \$'000
Other debtors	460
Deposits	952
Prepaid agency fees	1,559
Interest receivable	231
Amount due from Ministry of Information, Communications and the Arts	67
Accrued licence fee	1,175
	4,444

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 9. Amounts under fund management

	31 MARCH 2004 \$'000
Quoted equity investments, at cost	87,497
Quoted bonds, at cost	83,926
Amount due from brokers	6,417
Amount due to brokers	(5,586)
Accrued interest	913
Fixed deposits	4,027
Cash	3,255
	180,449
Less:	
Provision for diminution in value of investment	(1,162)
	179,287

The terms of the management agreements, which are subject to review every 3 years, provide the following:

- (a) base fee payable on a quarterly basis; and
- (b) performance fee payable to the fund manager (determined at the end of the relevant fund management period) for out-performance against relevant benchmarks.

During the period, MDA invested an additional \$80 million with fund managers.

Movements in provision for diminution in value of investments during the period are as follows:

	31 MARCH 2004 \$'000
Transferred on establishment of the Authority on 1 January 2003	8,123
Write-back of provision	(6,961)
At end of period	1,162
Market value of quoted equity investments	97,508
Market value of quoted bonds	84,255
	181,763

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 10. Other creditors and accrued operating expenses

	31 MARCH 2004 \$'000
Sundry creditors	1,998
Amount due to Ministry of Information, Communications and the Arts	2,506
Accrued operating expenses	3,944
	8,448

## 11. Provision for contribution to consolidated fund

	31 MARCH 2004 \$'000
Transferred on establishment of the Authority on 1 January 2003	3,080
Provision for the period	12,596
Payments during the period	(3,080)
At end of period	12,596

This represents the contribution to the Consolidated Fund to be made in accordance with the Statutory Corporations (Contribution to Consolidated Fund) Act 1989 (Chapter 319A). This contribution is based on 22% of the net surplus of the Authority.

## 12. Provision for pensions and gratuities

	31 MARCH 2004 \$'000
Transferred on establishment of the Authority on 1 January 2003	29,779
Payments during the period	(1,951)
Write-back during the period	(829)
	26,999
Provision for pensioners' medical expenses during the period	48
Payments during the period	(2)
At end of period	27,045

The last actuarial valuation which was carried out as at 1 January 2003, showed that the value of accrued benefits in respect of service up to the valuation date, should be \$21.9 million. The Authority is in the process of reducing the excess through a yearly write-back as recommended by the actuarial report. The recommended write-back amounts are \$877,051, \$851,527 and \$778,501 for year beginning 1 April 2004, 1 April 2005 and 1 April 2006, respectively. The recommended amounts to be written back is derived after taking into consideration service cost, interest cost and fluctuations in medical liabilities.

The Authority intends to obtain the next actuarial valuation of the pension scheme no later than 1 April 2006. The appropriateness of the yearly write-back will be reviewed accordingly.



# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 13. Television and radio licence fees

Television and radio licence fees are paid or payable by users and include late payment fees.

## 14. Broadcast licence fees

The broadcast licence fees are payable by broadcasters operating in Singapore. It is computed based on a percentage of the broadcasters' total qualifying income. Concession rates are accorded to broadcasters providing new or innovative services .

## 15. Film and video fees

Film and video fees include licence and censorship fees which are payable by persons engaged in the exhibition, distribution and importation of films and videos.

## 16. Salaries and staff welfare

	31 MARCH 2004 \$'000
Salaries and bonuses	14,117
Central Provident Fund and Medisave contributions	2,100
Other staff expenses	393
	16,610

## 17. Industry expenses

	31 MARCH 2004 \$'000
Media 21 Schemes	
Media Education Scheme	316
Capability Development Scheme	146
Market Development Scheme	45
Digital Technology Development Scheme	552
Digital Content Development Scheme	229
TV Content Industry Development Scheme	2,219
Content Development – Film	1,000
SFC Short Film Grant	239
	4,746
Internet Public Education Fund	171
Industry Promotional Expenses	2,307
	7,224

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 17. Industry expenses (continued)

### (a) Media Education Scheme

This is an initiative to build up manpower capabilities in the media industry. It is targeted at Singapore citizens or permanent residents who wish to pursue full-time advanced diploma, undergraduate and post-graduate media-related courses at a recognised overseas or local institution.

### (b) Capability Development Scheme

The scheme is designed at encouraging companies to send their employees for short courses or attachment programmes to gain specialist media-related skills, international experience and networking opportunities.

### (c) Market Development Scheme

The scheme encourages Singapore-based media companies to develop their business and expand their market overseas, through subsidies for key travel costs and participation at key market events and overseas missions. Such missions or events are to be undertaken on a group basis under the MDA for market development activities.

### (d) Digital Technology Development Scheme

This scheme aims to support the development of original and innovative products or processes that could lead to significant improvements in existing applications and services for the broadcasting industry, investment for new products, introduction of new applications and services, or the adoption of new technology.

### (e) Digital Content Development Scheme

This scheme is launched to seed the development of innovative ideas and concepts into real content products such as pilot episodes for original TV animation, playable technical demo for game series and interactive media projects, which could subsequently be developed into full TV animation or game series.

### (f) TV Content Industry Development Scheme

This scheme aims to encourage and help the Singapore production industry to develop and create more quality Made-By-Singapore content for international markets, including Singapore. MDA, together with the industry and other investors, assess and participate in co-funding arrangements on a project-by-project basis. The scheme provides companies with opportunities to take ownership and commercially exploit the media assets that they have created.

### (g) Content Development – Film

Funds are set aside to raise the standards of the local film industry through selectively supporting projects that would contribute to the local film-making scene. Currently, MDA had signed a Memorandum of Understanding (MOU) with Raintree Pictures Pte Ltd to collaborate on the production of a minimum of 10 international films over a 5-year period.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 17. Industry expenses (continued)

### (h) SFC Short Film Grant

The aim of the SFC Short Film Grant is to help develop budding local filmmaking talents by providing the necessary financing that will enable them to experiment with the film genre. A short film typically is one that is less than 30 minutes in length.

### (i) Internet Public Education Fund

To encourage online safety in Singapore, the Authority has set up this fund for the industry and community groups to develop content management tools, develop positive local content on the internet and embark on more public education initiatives.

### (j) Industry Promotional Expenses

These are expenses incurred primarily for the purpose of organising the Asian Media Festival and Media Financing Seminar, MDA's participation and marketing in overseas media events and conferences, sponsorship and support of manpower upgrading events, as well as costs incurred by Singapore Film Commission (SFC) for sponsorship, as well as project and event administration.

## 18. Financial income, net

	31 MARCH 2004	
	\$'000	\$'000
<b>Interest income</b>		
– fixed deposits and bank accounts		994
– staff loans		3
– quoted bonds		11
		1,008
<b>Investment income/(loss) derived from funds placed with fund managers</b>		
Gain on sale of investments		5,943
Interest income		3,364
Dividend income (gross)	2,126	
Tax deducted at source (dividend)		
– overseas	(160)	
– local	(33)	1,933
Write-back for diminution in value of investments, net		6,961
Foreign exchange gain, net		1,162
Others		5
		19,368
<b>Non-operating expenditure</b>		
Management fees and other expenses		(1,017)
		19,359

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 19. Government grants

This account comprises:

- A Public Service Broadcasting Grant received from the Government annually. This grant of approximately \$20,362,000 is calculated based on 15% of radio and television licence fees received quarterly and is used for funding public service programme broadcasts.
- A dedicated Malay Channel grant of \$725,000 relating to the funding of Suria.
- Other grants received amounted to \$154,000.

## 20. Cash and cash equivalents

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

	31 MARCH 2004 \$'000
Fixed deposits	114,830
Cash and bank balances	2,650
	117,480

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 21. Commitments

### (a) Capital expenditure commitments

Capital expenditure approved by the Authority for the financial year ending 31 March 2005 but not provided for in the current financial statements is as follows:

	31 MARCH 2004 \$'000
Amount approved but not contracted	6,076

### (b) Non-cancellable operating lease commitments

The Authority has various operating lease agreements for office premises. Most leases contain renewable options. Lease terms do not contain restrictions on the Authority's activities concerning additional debts or further leasing.

	31 MARCH 2004 \$'000
Future minimum lease payments	
– not later than 1 year	1,562
– 1 year to 5 years	1,768
	3,330

### (c) Media 21

As announced by Minister for Information, Communications and the Arts, Dr Lee Boon Yang, during the Media 21 Forum on 8 July 2003, MDA will be setting aside \$100 million over the next 5 years to support the development of the media industry through a comprehensive slate of industry development schemes. These schemes will focus on 4 key areas, namely content development, capability development, digital media development and market development.

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## 22. Financial instruments

### Financial risk management objectives and policies

The main risks arising from the Authority's financial instruments are interest rate risk, liquidity risk and credit risk. The Management's policies for managing each of these risks are summarised below.

### Interest rate risk

The Authority's policy is to obtain the most favourable interest rates available without increasing its foreign currency exposure.

Surplus funds are placed with reputable banks.

### Liquidity risk

The Board monitors and maintains a level of cash and cash equivalents deemed adequate by management to finance the Authority's operations and mitigate the effects of fluctuation in cash flows.

### Credit risk

The carrying amount of cash and cash equivalents, trade debtors, staff loans and other debtors represent the Authority's maximum exposure to credit risk in relation to financial assets. No other financial assets carry a significant exposure to credit risk.

The Authority has no significant concentrations of credit risk.

### Fair values

Fair value is defined as the amount at which the instrument could be exchanged in a current transaction between knowledgeable willing parties in an arm's length transaction, other than in a forced or liquidation sale. Fair values are obtained from quoted market prices, discounted cash flow models and option pricing models as appropriate.

The following methods and assumptions are used to estimate the fair value of each class of financial instrument:

#### *Cash and cash equivalents, other current assets and liabilities*

The carrying amount of cash and cash equivalents, trade debtors, amounts under fund management (excluding equity investments and bonds) and other current receivables and trade creditor and other current payables approximate their fair values due to the relatively short-term maturity of these financial instruments.

#### *Non-current staff loans*

The fair value of non-current staff loans are determined by discounting the relevant future cash flows using current interest rates for similar instruments at balance sheet date. The carrying amounts approximate fair values as the interest rates on similar loans have not varied materially.



# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2004

## **23. Comparative figures**

There were no comparative figures as the Authority was established on 1 January 2003 with the merger of Singapore Broadcasting Authority, Singapore Film Commission and the Films and Publications Department from the Ministry of Information, Communications and the Arts.

## **24. Authorisation of financial statements**

The financial statements for the financial period from 1 January 2003 (date of establishment) to 31 March 2004 were authorised for issue by the Board of Media Development Authority on 15 June 2004.