



**ANNUAL
REPORT
2016/17** | **KNOWLEDGE
THROUGH INNOVATION**



National Library Board
Singapore

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& CHIEF EXECUTIVE OFFICER

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& PARTNERS

VISION

Readers for Life, Learning Communities,
Knowledgeable Nation.

MISSION

We make knowledge come alive, spark
imagination and create possibilities.



MR CHAN HENG KEE
CHAIRMAN



MRS ELAINE NG
CHIEF EXECUTIVE OFFICER

“ READ MORE,
READ WIDELY,
READ TOGETHER. ”

READ, READ, READ

Promoting lifelong reading and learning remains the core of the National Library Board's mission. It lies at the heart of the many programmes, events and content that the National Library, Public Libraries and National Archives of Singapore have created over the past year.

We are heartened that NLB has reached out to over one in two residents in Singapore, which is more than half of the nation, in our efforts to promote reading and learning habits. 2016 was also the second year in a row that we saw an upturn in library visitorship, a reassuring pattern we hope will continue. Notably, we have seen an increase in our book loans, reversing a downward trend observed in previous years.

Much of these encouraging results are due to the hard work and innovative efforts of our staff. 2016 marked the launch of the National Reading Movement, a five-year initiative designed with a singular purpose to get people to “Read More, Read Widely, and Read Together”. To draw more readers into our libraries, we created innovative spaces to inspire reading and learning.

MAKING HISTORY ACCESSIBLE

Beyond promoting reading, we want to help Singaporeans learn more about our shared history and the world around us through our archives and collections. We recently revamped NewspaperSG to make it easier for people to access old newspaper reports. We launched the Singapore Policy History Project, strengthened our audio and broadcast collections on Archives Online, and made available handwritten letters by Stamford Raffles from the Raffles Institution archive on BookSG.

To bring history alive, our exhibitions over the past year have featured new ways to showcase our collections. These include *From the Stacks: Highlights of the National Library*; *Law of the Land: Highlights of Singapore's Constitutional Documents*; *Script & Stage: Theatre in Singapore from the 50s to 80s*; *Surviving the Japanese Occupation: War and its Legacies*; and *Shakespeare in Print: The First Folio*.

NEXT-GENERATION LIBRARIES

To stay relevant and meet the needs of present and future generations of readers and learners, our libraries and archives must continue to innovate. This is why we are developing next-generation libraries. Sengkang Public Library, which re-opened in March 2017, features a dedicated space for “tweens” aged 10 to 14. Three other libraries re-opening this year are being customised to fit the demographics of nearby residents, including an immersive storytelling room, a volunteer-run floor and a new “maker space”.

In all that we do, we are going more digital to extend our outreach. Reading on the Move via the new NLB Mobile app was launched to get people to read anytime and anywhere – on their daily commutes to work and school, or at home. More than one million digital books have been borrowed from our online collection so far. We experimented with a virtual version of *From the Stacks* so that Singaporeans can visit the gallery in the comfort of their homes.

BUILDING CONNECTIONS

Our work would not have been possible without the support we receive from the community. Strong public participation in our crowdsourcing initiative *Citizen Archivist* enabled us to garner much valuable information and photos for the annotated ebook edition of Song Ong Siang's 1923 classic *One Hundred Years' History of the Chinese in Singapore*. With strong grassroots support, we set up more community reading corners, including the fully community-run Punggol West Container Library and the community-owned reading spot in Yishun Community Hospital.

Together, these efforts have won NLB the Innovation Excellence Award at the Business Excellence Awards 2016. This is a testament to the hard work of our staff, and the strong support we receive from the community. As NLB journeys into the future, we know that we can count on the continued support of our partners, donors, volunteers and the wider public as we seek to create new possibilities for Singaporeans.

“ PROMOTING LIFELONG
READING AND LEARNING
REMAINS THE CORE OF THE
NATIONAL LIBRARY BOARD'S
MISSION. ”

BOARD MEMBERS



MR CHAN HENG KEE

BOARD CHAIRMAN
Chair of Establishment Committee

PERMANENT SECRETARY
Ministry of Health



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Chair of Audit & Risk Committee

**MANAGING DIRECTOR &
REGIONAL HEAD**
DBS Treasures Private Client & Treasures
DBS Bank Ltd



MR ARTHUR FONG

Chair of Finance Committee

MANAGING DIRECTOR
Greater China Market Head
Bank of Singapore



DR LEE SHIANG LONG

Chair of Innovation & Technology
Advisory Committee

DEPUTY CHIEF TECHNOLOGY OFFICER
ST Engineering

DEPUTY PRESIDENT
Defence Business, ST Kinetics



DR SHASHI JAYAKUMAR

Chair of National Archives
Advisory Committee

HEAD
Centre of Excellence for National
Security, S Rajaratnam School of
International Studies



MR JOHN KOH

Chair of National Library
Advisory Committee

INDEPENDENT DIRECTOR
NSL Limited



MRS TENG SOON LANG

Chair of Public Library
Advisory Committee

EXECUTIVE VICE PRESIDENT
Head (Group Quality & Service Excellence)
OCBC Bank



MR CHAN CHEOW HOE

**DEPUTY CHIEF EXECUTIVE &
GOVERNMENT CHIEF INFORMATION OFFICER**

Government Technology Agency
(GovTech)

BOARD MEMBERS



MR MICHAEL KOH

FELLOW, CENTRE FOR LIVEABLE CITIES
Ministry of National Development



MR KOK PING SOON

DEPUTY SECRETARY (DEVELOPMENT)
Ministry of Manpower



ASSOC PROF ALBERT LAU

ASSOCIATE PROFESSOR
Department of History
National University of Singapore



MS NEO GIM HUAY

MANAGING DIRECTOR
Enterprise Development Group
Temasek International Pte Ltd



MR SAJJAD AKHTAR

MANAGING PARTNER
PKF-CAP LLP

CHAIRMAN
Board of PKF International

CHAIRMAN
Asia Pacific, PKF-CAP LLP



MS SIA AIK KOR

DEPUTY CHIEF COUNSEL
(Transactions & Administration)
Civil Division
Attorney-General's Chambers



MDM ZURAIDAH BINTE ABDULLAH

DOMAIN COMMANDER (AIR)
Integrated Checkpoints Command (Air)
Immigration & Checkpoints Authority

SENIOR MANAGEMENT
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CHIEF EXECUTIVE OFFICER

**MS TAY AI CHENG**DEPUTY CHIEF EXECUTIVE
CHIEF LIBRARIAN**MR WILLIAM TAN**ASSISTANT CHIEF EXECUTIVE
Corporate
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Finance & Administration**MS CATHERINE LAU**ASSISTANT CHIEF EXECUTIVE
Public Library Services**MR ERIC CHIN**DIRECTOR
National Archives of Singapore
GENERAL COUNSEL**MR LEE KEE SIANG**DIRECTOR
Resource Discovery & Management
CHIEF INFORMATION OFFICER**MR CHUA KIM PAU**DIRECTOR
Properties & Facilities Management**MS JUDY NG**DIRECTOR
Libraries of the Future

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People Management & Development

**MR RAMACHANDRAN NARAYANAN****DIRECTOR**

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**MS SABITRI DEVI****DIRECTOR**Communications, Relations &
Development**MR SIOW SHONG SENG****DIRECTOR**

Technology & Service Innovation

**MS VALERIE CHENG****DIRECTOR**

Content & Services

**MRS WAI YIN PRYKE****DIRECTOR**

National Library

**MR KEVIN CHEAH****DIRECTOR**

Strategic Planning & Research

**MR STANLEY TAN****DIRECTOR**

Public Library Operations

VIEW
2016 NATIONAL READING
HABITS STUDY ON ADULTS
(KEY FINDINGS)
HERE

VIEW
NLB'S KEY TRENDS
2014 - 2016
HERE





HIGHLIGHTS

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2016/17

NATIONAL READING MOVEMENT

We took the first step in a five-year journey with the launch of the National Reading Movement on 3 June 2016, encouraging Singaporeans to “Read More, Read Widely and Read Together”. Readers could pledge to do just that, in the two-month lead-up to Singapore’s first National Reading Day on 30 July 2016 -- to be celebrated on the last Saturday of July each year. The new NLB mobile app with downloads of popular books also got commuters reading on the go.





The National Reading Movement is a five-year initiative by NLB to promote reading in Singapore. It aims to encourage all to Read More by setting aside some time to read regularly, Read Widely by going beyond the usual genres and reading in mother tongue languages, and to Read Together with family and friends.

The inaugural National Reading Day on 30 July 2016 marked the start of an annual celebration of the joy and importance of reading. We invited everyone to read together as a nation, and to participate in reading activities island-wide at all NLB's libraries. The National Reading Day will fall on the last Saturday of every July.

THE BIG BOOK GIVEAWAY



The Big Book Giveaway (BBG) is a National Reading Movement (NRM) outreach and promotion drive. It is an annual event that features the setup of a pop-up library in different public spaces where people least expect one to appear, and the giveaway of “pre-loved” library books.

In the 2016 inaugural edition of the BBG, we worked with the National Parks Board to bring our BBG pop-up libraries to the parks. Each park visitor was able to pick three pre-loved books of his/her choice, when he/she pledged to read and support the NRM.

LITTLE AVID READERS READING CLUB



NLB organises mother tongue language reading clubs conducted in Chinese, Malay and Tamil for children aged four to six and seven to ten. This programme aims to encourage children to pick up the habit to read regularly in their mother tongue languages from young.

Reading in mother tongue languages is important as it connects readers to their culture and supports bilingualism. As

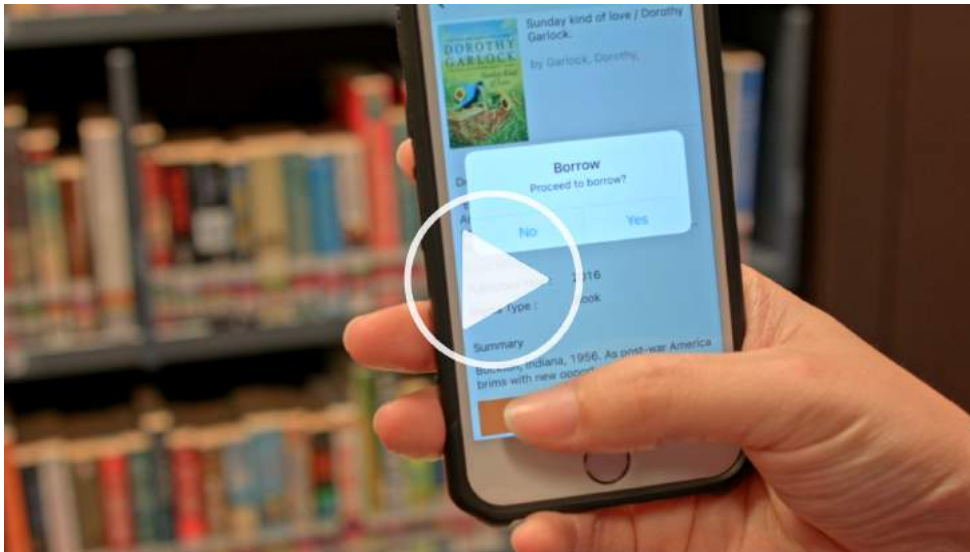
SMART HEROES MALAY READING CLUB



part of NLB's National Reading Movement, NLB has increased the number of mother tongue language reading clubs for children to 11.

These reading clubs are supported by volunteers and community partners, who facilitate the sessions and engage children through activities such as storytelling, independent reading and interactive group activities.

NEWLY ENHANCED NLB MOBILE APP



One of the initiatives under the National Reading Movement is Reading on the Move, through which NLB aims to reach out to working adults to encourage them to read on the go. NLB launched the NLB Mobile, an app available for free on iOS and Android mobile devices that provides convenient access to library information and transactions.

In October 2016, in collaboration with the Land Transport Authority, NLB featured two trains dressed-up in the following themes: mystery, fantasy, self-help and autobiography. The two trains ran along the North East Line (NEL) and Downtown Line (DTL) for four weeks, and had QR codes linked to a website with recommended reads. The recommended reads site contained book excerpts which users could read before proceeding to download the mobile app.

Read@Work is one of the key programmes under the National Reading Movement. It is an outreach programme to bring the library to working adults. It aims to encourage them to make use of pockets of time in their daily lives to read and eventually develop the habit to read regularly.

As part of this programme, NLB works with organisations to provide curated content for their employees. This includes reads on the essential skills for 21st century workers, as well as on topics such as sustaining success and overcoming difficulties, which are relevant to working adults.



READING EXCELLENCE AWARDS

The Reading Excellence Awards, a collaboration between NLB and Ministry of Education (MOE), recognises schools' efforts and motivates them to engage students through reading programmes. The Awards, as part of NLB's pursuit to encourage students to Read More, Read Widely, and Read Together, reinforces

NLB's efforts in seeking new means to inspire students to read in fun and innovative ways. The Awards will be held once every three years to encourage continued interest in reading and learning as NLB strives towards building a nation of readers.

Left to right:

Dr Janil Puthuchery, Senior Minister of State, Ministry of Communications and Information & Ministry of Education at the inaugural Reading Excellence Awards on 20 March 2017.

Representatives from the shortlisted schools also shared their favourite reading practices with SMS Janil at the event.



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READ! FEST 2016

Centred on the theme of New Adventures, the third edition of our annual Read! Fest in June and July gave participants plenty to explore. There were a whopping 175 programmes, from talks by authors and writing workshops, to 10-minute theatre performances adapted from local works. Mother tongue languages received a deserved spotlight, with over 40 activities such as literary trails based on novels, and open mic performances in Chinese, Malay and Tamil.





Left: At the event, 13-year-old author and TEDx speaker Dylan Soh gave an inspiring presentation on why adults should read, based on the book "The Big Red Dot" he co-authored with his father.

Right: Dr Yaacob Ibrahim, Minister for Communications and Information, also joined members of the public in the activities to mark the opening of the two-month reading festival.

MOTHER TONGUE LANGUAGE READING FESTIVAL

Also in its third year, the Mother Tongue Language Reading Festival in November saw 59 programmes held at public libraries islandwide. Themed Retracing Our Roots, it featured a host of creative events beyond reading and storytelling, such as dramatisation sessions, film screenings, talks by authors, and craft workshops. We worked with schools, authors and theatre groups to bring the festival out into the community. Broadening the focus beyond young readers, 35 of the programmes were aimed at adults, including a talk by filmmakers M. Raihan Halim and Sufyan Sam'an on Malay language cinema in Singapore.



MOTHER TONGUE LANGUAGE READING FESTIVAL



The Mother Tongue Language Reading Festival 2016 started on a high note with performances at Jurong Regional Library by students from Lianhua Primary School, Jurong Primary School, Boon Lay Garden Primary School and Crescent Girls' School. Themed 'Retracing Our Roots', the festival aimed to promote an appreciation for our mother tongue languages and heritage.

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BUSINESS EXCELLENCE AWARDS

In October, we were honoured to be one of six winners of SPRING Singapore's Business Excellence Awards. These annual awards recognise outstanding management practices and visionary leadership committed to innovation, people development and excellence in customer service. NLB received the Innovation Excellence Award – for being innovative in all its operations and services, ranging from design to technology and even its engagement with the community.



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'A LIBRARIAN'S WORLD' TALK SERIES

In this monthly series of talks which began in July 2016, the public had the opportunity to gain insights from our librarians and archivists on the library's vast collections. At these sessions, participants learnt fascinating stories about the library's collection of rare artefacts and other Southeast Asian collections on topics such as the Japanese Occupation, Singapore theatre and Singapore music.



'TREASURES OF THE RARE GALLERY' TOURS

From July till December 2016, a series of library tours gave the public exclusive access to the Rare Gallery on Level 13 of the National Library Building. The display in the Rare Gallery featured 38 specially curated items from the John Bastin Collection -- from letters, maps and other materials related to Sir Stamford Raffles, to historical documents such as aerial propaganda leaflets from the Malayan Emergency. Participants also learnt about National Library's Singapore and Southeast Asian collections as they toured the Lee Kong Chian Reference Library on Level 11. This popular series continues in 2017 with a refreshed display of items from the Rare Materials Collection.



AR
2016/17

SCRIPT & STAGE EXHIBITION

Bringing the history of local playwriting and theatre production to life was our *Script & Stage: Theatre in Singapore from the 50s to 80s* exhibition, which opened on 28 October 2016 at the National Library. Through scripts, programme booklets, oral history recordings and more -- many on display for the first time -- the exhibition explored the evolution of Singapore theatre in our four national languages. Besides tours and talks, a roving exhibition also made its way to the Central Public Library, Woodlands Regional Library and Jurong Regional Library.



'SCRIPT & STAGE' OFFICIAL OPENING



original handwritten drafts, souvenir programmes,



Visitors could read about the history of Singapore theatre and view scripts, programme booklets and other materials. These include Kuo Pao Kun's handwritten drafts and Stella Kon's sketches of Emily, the main character in her landmark play Emily of Emerald Hill.

ANATOMY OF A FREE MIND EXHIBITION

Together with Cultural Medallion winner and NLB's donor, Tan Swie Hian, we co-curated the first ever exhibition highlighting the notebooks and artworks of this acclaimed multidisciplinary artist. *Anatomy of a Free Mind: Tan Swie Hian's Notebooks and Creations* was held at the National Library from 22 November 2016 to 23 April 2017. The exhibition showcased fascinating donated materials from Mr Tan, including manuscripts, books and artworks. Featuring over 100 works of art, multimedia creations and writings selected in consultation with Mr Tan, the exhibition gave insight into his body of works, as well as his creative process and inspirations.



ANATOMY OF A FREE MIND EXHIBITION



Ambassador-at-large Professor Tommy Koh, NLB CEO Mrs Elaine Ng, Mr Tan Swie Hian and Ms Yap Su-Yin posing in front of 'A Couple', a painting of the late Mr and Mrs Lee Kuan Yew. Mr Tan donated the painting to NLB and library patrons can now view it at the Level 8 Reading Room of the National Library Building.

AR

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LITTLE ARCHIVIST FOR A DAY

Our young patrons got the chance to try out life in the archives, in the National Archives of Singapore's Little Archivist for a Day series under the Museum Roundtable's Children's Season campaign. Held across 18 and 19 June 2016, with three 90-minute sessions a day, the free programme introduced the many facets of archival work. Curious participants learned how to transcribe 19th century handwritten Straits Settlements Records, describe archival photographs, repair old maps and building plans, and were also introduced to fascinating information from oral history interviews.



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SINGAPORE POLICY HISTORY PROJECT

A collaboration between the National Archives of Singapore and the Ministry of Communications and Information (MCI), SPHP presents the policy paths taken by government agencies throughout Singapore's history. The archival materials are gleaned from declassified files and are grouped by theme: from media regulation to library development to attract tourists. Launched in July 2016 on Archives Online, the new site presents a rich multi-layered narrative on the themes through use of related archival photographs, audio-visual recordings, oral histories, and newspaper archives.



LAW OF THE LAND EXHIBITION

We shone the spotlight on Singapore's constitutional history in the October 2016 *Law of the Land: Highlights of Singapore's Constitutional Documents* exhibition. Housed in the Chief Justice's Chamber and Office at National Gallery Singapore's former Supreme Court wing, it features 23 documents tracing key moments in Singapore's constitutional history in its journey from colony to independent nation. These included the Proclamation of Singapore from 1965, which declared Singapore's independence as a sovereign country and the 1963 'Points of Merger' envelope, with founding Prime Minister Lee Kuan Yew's handwritten notes on merger-related discussions with then Malaysian Prime Minister Tunku Abdul Rahman.



'LAW OF THE LAND' OFFICIAL OPENING



Several original founding documents on the time of the Raffles administration



The Law of the Land exhibition was officially opened by Minister Yaacob at the National Gallery Singapore. At the event, Mr Eric Chin, Director of the National Archives of Singapore, led a tour of the exhibition for Minister and VIP guests. Interesting exhibits include the Third Charter of Justice and Raffles' Regulations as part of the Straits Settlements Records.

SURVIVING THE JAPANESE OCCUPATION: WAR AND ITS LEGACIES EXHIBITION

After closing in February 2016 for a revamp, the Former Ford Factory re-opened a year later with a new permanent exhibition, *Surviving the Japanese Occupation: War and its Legacies*. Expanding on the former exhibition, it now examines the important legacies of war and the Japanese Occupation in addition to covering life in pre-war Singapore, the lead-up to the Fall of Singapore, and the Occupation years. About 80% of the exhibits presented have not been shown before and includes significant recent donations arising from a public Call for Archives conducted by the National Archives of Singapore.



SURVIVING THE JAPANESE OCCUPATION: WAR AND ITS LEGACIES EXHIBITION



Oral history interviews feature greatly in the new exhibition. These are oral accounts that form a collection of memories about the wartime experiences. World War Two survivors who had been interviewed by the National Archives' Oral History Centre were invited to the official opening of the exhibition, where they met with Guest-of-Honour Minister Yaacob.

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ASIAN RESTORED CLASSICS 2016

Seven classic restored Asian films were screened at the Asian Film Archive's (AFA) *Asian Restored Classics* programme in August. Audiences watched the films in as close to their original glory, as the films were preserved and had a chance to be restored. Shown at the Capitol Theatre, the films included *A Better Tomorrow* (1986, Hong Kong), *Charulata* (1964, India), *Dragon Inn* (1967, Taiwan), *Gado Gado* (1963, Singapore), *Kakabakaba Ka Ba?* (1980, Philippines), *Ran* (1985, Japan) and *Tosuni* (1963, South Korea).



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STATE OF MOTION 2017

The public saw Singapore through new eyes in *State of Motion 2017: Through Stranger Eyes*, held by the AFA from 6 January to 5 February. Part of Singapore Art Week 2017, the event explored representations of the island in five international and local films from the 1960s to 1980s. Guided bus tours took participants "on location" to filming sites such as Bugis Street, where specially-commissioned artworks by local artists inspired by the films and their filming locations were installed.



CUSTOMER APPRECIATION DAY

We thanked steadfast patrons and supporters in our annual Customer Appreciation Day on 18 November, with an evening of photobooth fun, a delicious dinner reception and the annual Star Customer Awards. These 85 awards were given out across seven categories, including top borrowers in English and Mother Tongue languages; Read, Write, Tell Community reading facilitators; and Online Advocates, who have supported us and given feedback on social media.



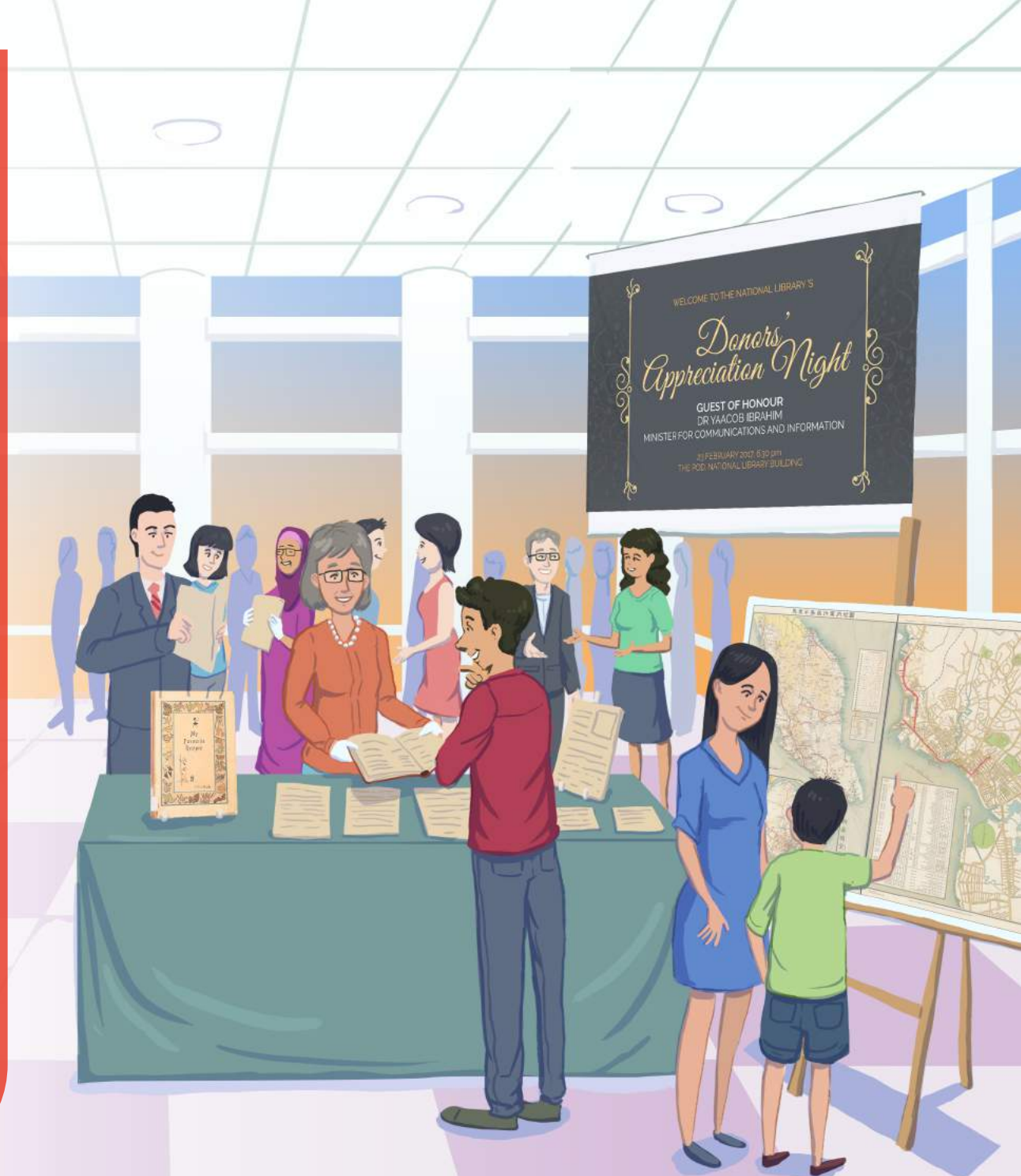
CUSTOMER APPRECIATION DAY



At this annual event, we thanked our patrons and volunteers for their strong support of the libraries. From our Teen Reading Ambassadors to our reading club members and library patrons, everyone enjoyed themselves thoroughly!

DONORS' APPRECIATION NIGHT

On our annual Donors' Appreciation Night on 23 February 2017, we thanked the people whose generosity helped to grow our collections. Some 50 existing and prospective donors were treated to dinner with a view in the Pod at the National Library Building. Before the meal came food for thought, with a talk by donor Lim Shao Bin, a researcher and collector of materials on the Japanese Occupation in Singapore. Guest-of-Honour Dr Yaacob Ibrahim, Minister for Communications and Information, toured a showcase of donated highlights, from a war-time recipe book for expatriate housewives to a plan, printed on cloth, of the Pearl's Hill hospital dated 26 July 1861.



DONORS' APPRECIATION NIGHT



Donations are important in allowing the National Library to build a rich collection of published heritage on Singapore and Southeast Asia. The items on display at the event offered a glimpse of Singapore's history and heritage which NLB preserves for present and future generations.

CITIZEN ARCHIVIST APPRECIATION

From transcribers and translators of oral history, to outreach programme facilitators and citizen archivists, our volunteers had their efforts recognised at our annual Citizen Archivist Appreciation Party in March 2017. After a buffet in the Archives Reading Room and words of thanks, we also celebrated -- with cake -- a milestone for the Citizen Archivist Project: 20,000 pages of transcripts completed in under two years. Our volunteers were then treated to a behind-the-scenes tour of the National Archives of Singapore, including a peek at some of our archival treasures.



CITIZEN ARCHIVIST APPRECIATION



The National Archives' Citizen Archivist volunteers gathered to celebrate the transcription of 20,000 pages of archival documents – a new milestone since the project was launched in 2015! The event was an opportunity for us to show appreciation for volunteers who help to keep Singapore's history alive.

LAUNCH OF MOLLY 3

Our third MOLLY mobile library hit the road in September 2016 with 3,000 books, bringing the joy of reading to underserved communities. Sponsored by Kwan Im Thong Hood Cho Temple, the mobile library replaces a previous ramp-equipped model and is even more accessible, with a new hydraulic wheelchair lift. It was launched at the AWWA School in Hougang, where pupils with special needs have been visited by MOLLY since the original model's launch in 2008. Our two mini MOLLYs, launched in 2014, also continue to make their rounds in heartland estates.



MOLLY 3 OFFICIAL LAUNCH



At MOLLY 3's launch, Minister Yaacob conducted the first storytelling session on the new mobile library with children from the AWWA School in Hougang. He also tried out the hydraulic wheelchair lift which makes it easier for wheelchair-bound users to access books on board MOLLY.

RE-OPENING OF SENGKANG PUBLIC LIBRARY

One of our most popular mall libraries returned, bigger and better than before. Sengkang Public Library re-opened on 18 March 2017 with a dedicated space for tweens aged 10 to 14 -- a first for libraries here. The library's design draws inspiration from the coastal area's history as a port and fishing village, and its new offerings are based on feedback from over 500 users, such as an increase in magazine titles and different spaces for different groups.



RE-OPENING OF SENGKANG PUBLIC LIBRARY



Minister Yaacob marked the re-opening of Sengkang Public Library together with a huge crowd of Sengkang residents. He also enjoyed a skit by North Vista Primary School students. During Minister's tour around the revamped library, he had the chance to meet with partners and volunteers of the library.

NEWSPAPERSG

Historical archives meet cutting-edge technology in our revamped NewspaperSG online portal, launched at the end of November 2016. New features include responsive web design catering to mobile users, and a Search Term Visualiser showing how often a keyword or phrase occurs over a given timeline. We also added new titles from the past, bringing our total up to 43, including an Occupation-era newspaper which acted as the propaganda mouthpiece of the Japanese invaders.



MY TREEHOUSE AT CENTRAL PUBLIC LIBRARY

Young readers were brought even closer to eco-concerns with the refreshed My Treehouse at the Central Public Library, in collaboration with City Developments Limited and the Singapore University of Technology and Design. The green library now includes a “cloud” with a live display of weather conditions, and an interactive digital wall with a Save the Forest game, where children can move clouds to put out forest fires. To encourage parents to read with their children, the seating area was also improved with new reading seats.



The National Library Board (NLB) is established under the National Library Board Act (Chapter 197) and is governed by the statutory functions and constitution set out in the NLB Act. A Board comprising the Chairman and 14 non-executive members from sectors such as academia, the finance and social sectors, and public institutions, guides NLB in the performance of its functions to the public. With their diverse backgrounds and experience, members of the Board are well placed to provide NLB with strategic leadership as well as to put in place effective controls to meet the highest standards of governance. There is also one observer from the Ministry of Communications and Information.

The Board reviews and oversees NLB's plans, performance and policies; ensures accountability in its operations; and develops mechanisms for gathering and responding to stakeholders' feedback. Board members helm seven committees. These are: the Audit and Risk Committee, the Establishment Committee, the Finance Committee, the National Library Advisory Committee, the Public Library Advisory Committee, the Innovation & Technology Advisory Committee and the National Archives Advisory Committee.

An Internal Audit Unit further strengthens NLB's corporate governance. Reporting directly to the Chairman of the Audit Committee and administratively to the Chief Executive Officer, the Internal Audit Unit reviews the adequacy and effectiveness of NLB's internal control system. This includes evaluating policies, procedures and systems to assess the integrity of financial and operating information, compliance with laws and regulations, and economical and efficient use of resources.

All NLB staff also uphold public trust by complying with a Code of Ethics and Conduct. NLB staff are empowered to report potential ethical breaches confidentially to the Board's Establishment Committee.

As a charity, NLB adheres to the recommended guidelines set out in the Code of Governance for Charities and Institutions of Public Character proposed by the Charity Council (the Code). NLB openly discloses its corporate governance practices covering board governance, conflict of interest policy and other relevant governance practices and controls on an annual basis. Any deviations from the Code are also explained as part of this annual submission. NLB continually seeks to improve governance to maintain the trust and confidence of our stakeholders.

The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members. Fourteen of our Board members receive an annual allowance of between \$10,000 and \$25,000, while three members receive an annual allowance of between \$5,000 and \$10,000. The annual remuneration of our four highest paid executives is between \$300,000 and \$500,000. This comprises their salary, bonus, benefits and employers' CPF contribution.

NLB manages its reserves proactively to ensure funding sustainability for operating expenditure as well as long term commitments. The quantum of minimum and maximum cash reserve, taking into account working capital needs and long-term commitments, is reviewed and approved annually by the Finance Committee of the Board. Our Board regularly reviews our financial results and position via quarterly management reports. The cash reserve as at the balance sheet date was below one year's annual expenditure.

DONORS

WHO ENRICHED OUR COLLECTIONS & ARCHIVES

NATIONAL LIBRARY'S RARE COLLECTION

Ms Agnes Tan Kim Lwi
Mrs Ann Wee
Ms Dorothy Tan and Ms Joyce Tan
Family of the late Dr Liaw Yock Fang
Family of the late Siong Keng Hoon
Mrs Gretchen Liu
Mr John Koh
Mr Kelvin Ang Kah Eng
Mr Koh Seow Chuan
Messrs Lee Kip Lee & Lee Kip Lin Family Archives
Mr Lim Shao Bin
Mr Patheral Elamaram

NATIONAL LIBRARY'S SINGAPORE & SOUTHEAST ASIA COLLECTIONS

Individuals

Ms Amanah Mustafi
Anonymous donor
Mr Arun Mahizhnan
The late Carole A. Anderson
Dr Chua Soo Pong
Mr David Khor Kok Kheng

Mr Eng Hong Chiaw
Family of Mrs Hedwig Anuar
Family of the late Kuo Pao Kun
Family of the late Mohammad Din Mohammad
Mr Ho Phang Phow
Mr Hsien Yoong How
Mr James M. Punter
Mr Kua Bak Lim
Ms Milica Bravacic
Mr Ng Kim Eng
The late S. R. Nathan
Datuk Seri Lim Chong Keat
Mr Soh Shong Ying
Mr Tan Ah Kang
Mr Tan Swie Hian
Mr Yeo Oi Sang

Organisations/Groups

National Trades Union Congress
Persatuan Ulama dan Guru-Guru Agama Islam
(Singapura)
Raffles Girls' School (Secondary)
Singapore Foochow Association
Singapore Teo Yeonh Huai Kuan

ARCHIVAL COLLECTIONS

Individuals

Mr Christian G. Boden
Mr George Caldwell
Mr Henry Tan
Mr Herman R Hochstadt
Ms Hirayama Mimi Sachiyo
Ms Hugh Swee Hing
Mr Ivan Goh
Ms Jean Wee
Mr K. N. Pillai
Mr Kenn Chin and Ms Hua Meng Lee
Ms Kirsten Ackland
Mr Lee Foo Fye
Ms Leila Riddell
Mr Leong Sing Wee BBM
Mr Leong Yew Hoi Philip
Mr Lim Kheng Chye
Ms Loh Swee Lin
Ms Lui Suit Cheng
Ms Mathilda D'Silva
Mr Michael Norman Clark Pether
Mr Michele L. Rodda
Mr Musa Bin Madil

Mr Nicholas Doggett
Mr Ong Kay Wah
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Mr Peter Hollingworth
Mr Quek Tiong Swee
Mrs Ros Bickford
Ms Somaiah Rosemarie
Ms Suzanna Cooke
Mr Tan Hwee Hock
Mr Tang Weng Meng
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