

Empowering people to have
life to the full



70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700 Fax: 6478 4701
Email: admin@mws.sg
Website: www.mws.sg



mws.sg

MethodistWelfareServices

Corporate Governance Report FY2022/23

Deeper Connections, Fuller Lives

Corporate Governance Report FY2022/23



Contents

2	A	BOARD & EXECUTIVE MANAGEMENT
2		MWS BOARD OF GOVERNANCE
2		Board of Governance
4		Roles and Responsibilities
4		Board of Governance Policies
5		CENTRE GOVERNANCE COMMITTEES AND SUB-COMMITTEES
5		Centre Governance Committees (CGCs)
5		Sub-Committees
7		Sub-Committees' Meeting Attendance
7		KEY MANAGEMENT EXECUTIVES
7	B	HUMAN RESOURCE MANAGEMENT
7		Talent Acquisition and Retention
8		Structured Career and Competency Development
8		Annual Remuneration of 3 Highest Paid Staff
8	C	FINANCIAL & RISK MANAGEMENT AND INTERNAL CONTROLS
8		Internal Control Systems
9		Budget Planning and Financial Information
9	D	CONDUCT OF FUNDRAISING ACTIVITIES
10	E	POLICIES AND PRACTICES
10		Conflict of Interest Policy
10		Personal Data Protection Policy
10		Whistle-blowing Policy
10		Code of Conduct
10		Reserves and Restricted Funds Policy
10		Policy Governing Loans
11		Policy Governing Donations
11		Investment Policy
12	F	CODE OF GOVERNANCE EVALUATION CHECKLIST

A. Board & Executive Management

MWS BOARD OF GOVERNANCE

Members of the MWS Board of Governance (“Board”) and Executive Management are recruited from diverse fields for their different backgrounds and experiences. The Board comes together bringing with them abilities and skillsets in areas such as finance, accounting and audit, legal, risk compliance, organisational development and human resource management, information technology, media and communications and executive search. Having Board diversity helps in making better and informed decisions.

The Board is made up of 17 members comprising 11 elected Board Members and 6 Co-opted Members. The Secretary of the Trustees of The Methodist Church in Singapore (MCS), as provided in the MWS Constitution, is an ex-officio non-voting member of the Board. In addition, a representative from the MCS - General Conference is an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (revised October 2022).

To enable succession planning and steady renewal in the spirit of sustainability of the organisation, Board Members serve for a period of 2 years. There is a maximum term limit of 4 consecutive years for the Treasurer / Assistant Treasurer position.

The Board meets at least 8 times yearly with a quorum of a simple majority of elected Board Members. No staff member sits on the Board.

BOARD OF GOVERNANCE

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Mrs Fong Loo Fern	Chairperson	13.12.2008	Managing Director, CYC Company Pte Ltd	9 of 9
Mr Lam Wei Choong	Vice-Chairperson	26.09.2015	Managing Principal, Veros Consulting	6 of 9
Mr Raymond Khoo Peng Ann	Honorary Secretary	16.09.2017	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	9 of 9
Ms Mak Wei Munn	Assistant Honorary Secretary	10.09.2020	Partner, Allen & Gledhill LLP	8 of 9
Mr Tan Chian Khong	Honorary Treasurer	26.09.2015	Honorary Executive Director, Trailblazer Foundation Ltd	7 of 9
Mr Terence Wee Jin Zoo	Assistant Honorary Treasurer	26.09.2015	Vice President, Professional Services Asia Pacific, SAS Institute Pte Ltd	9 of 9
Mr Yeo Kai Eng	Assistant Honorary Treasurer	10.09.2022	Tax Partner, Ernst & Young Solutions LLP	5 of 6
Mr Yow Chi Mun	Board Member	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	6 of 9

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Ms Joanne Low Eu Min	Board Member	14.09.2019	Director, Luxe Labels Pte Ltd	7 of 9
Ms Chew Kim Ling	Board Member	14.09.2019	Retired. Former Executive Director, United Overseas Bank Pte Ltd	5 of 9
Mr Philip Oh	Board Member	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	8 of 9
Mr Soh Kok Leong	Co-opted Board Member	18.09.2021	Retired. Former Partner, PwC LLP	8 of 9
Dr Dex Khor Teik Heng	Co-opted Board Member	28.09.2022	Clinic Lead, International Medical Clinic	3 of 5
Rev Jason Phua	Co-opted Board Member	08.04.2021	Methodist Pastor, Trinity Annual Conference	4 of 9
Mr Samuel Tay	Co-opted Board Member	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	8 of 9
Mr Wilson Sampath	Co-opted Board Member	01.01.2017	Senior Account Manager, Visa Inc	7 of 9
Dr Teo Li Bee	Co-opted Board Member	01.01.2017	Company Director, RCS Teo Pte Ltd	3 of 9
Ex-Officio: Mr Guan Yeow Kwang	The Secretary of The Trustees of The Methodist Church in Singapore (MCS)	24.05.2021	Singapore CEO, Mizuho Bank Ltd, Singapore Branch	1 of 9
By Invitation: Mr Darius Chua Tan Peak	MCS Representative	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	5 of 9

Board Members who have served for more than 10 consecutive years:

- **Mrs Fong Loo Fern (Chairperson)**

Mrs Fong has served on the Board for more than ten (10) consecutive years. Prior to her appointment as the Chairperson in 2019, she was the Honorary Treasurer for four (4) years. Her appointment to the position of Chairperson in 2019 was to facilitate continuity, and to provide her support to the then-newly appointed board. Mrs Fong will step down as Chairperson and Board member at the Annual General Meeting in September 2023 after two (2) consecutive terms of 2 years per term, pursuant to the MWS Constitution.

All Board Members are not paid any remuneration or director’s fees.

Our 3 highest paid staff do not serve as governing board members.

There is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.

ROLES AND RESPONSIBILITIES

The Board assumes responsibility for the stewardship of MWS and strives to fulfil its mission.

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The Board is responsible for setting the overall direction and strategy of MWS and ensures that there are adequate financial and human resources to meet its objectives.

The daily management and operations of MWS are delegated to the Chief Executive Officer and staff.

The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the Strategic Direction and Annual Workplan of MWS and its Centres
- Ensuring plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS and its Centres' performance

BOARD OF GOVERNANCE POLICIES

Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Sub-Committee¹ identifies people with the desired competencies to meet the current and future needs of the organisation. The Board, through the National Council of Social Services, also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, MWS also brings in potential candidates to serve in our various Centre Governance Committees. This helps the Board to identify and develop specific candidates to fill Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of current term.

Induction/Training Policy

New members are inducted to the Board through an orientation programme, Centre visits and guidance from the Chairperson and other experienced Board Members. All members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, members are also invited to join MWS' Centre Governance Committees or Sub-Committees such as Finance, Human Resources and Information Technology. These help members to understand MWS' services and issues on the ground.

Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nominations Sub-Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

CENTRE GOVERNANCE COMMITTEES AND SUB-COMMITTEES

The Board is further complemented by:

- 12 Centre Governance Committees; and
- 9 Sub-Committees covering the following functions: Audit, Finance, Investment, Human Resources, Information Technology, Communications and Partnerships & Engagement, Nominations, Chaplaincy and Eunox Nursing Home Oversight Committee

CENTRE GOVERNANCE COMMITTEES (CGCs)

The CGC's primary role is to provide governance oversight for the Centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, approve strategic plans and overall governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2 to 3 months.

SUB-COMMITTEES

(i) Audit

The Audit Sub-Committee assists the Board by overseeing the external audit process over the financial statements of MWS to ensure that these are planned and executed appropriately, and audit risks and issues are appropriately dealt with. The Audit Sub-Committee also reviews the internal audit reports over the effectiveness of, and adherence to MWS' internal financial controls and systems.

The Audit Sub-Committee also advises the Board on MWS' risk strategy and policies as well as risk governance and oversight. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Reviewing the adequacy and effectiveness of the risk framework and ensuring risk management is in alignment with its risk appetite and tolerance
- Regularly reviewing and implementing the Whistle-blowing policy

The Audit Sub-Committee meets at least 2 times a year.

(ii) Finance

The Finance Sub-Committee assists the Board in supervising MWS' financial affairs and ensuring that the Board receives financial information on a regular and timely basis. Its specific responsibilities include:

- Advising Management on financial priorities including annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Sub-Committee meets at least 2 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Sub-Committee.

(iii) Investment

The Investment Sub-Committee advises the Board on matters concerning MWS' investment strategies, and manages the Investment Funds of MWS in accordance with policies approved by the Board, in compliance with existing regulatory requirements. The Investment Policy is established by the Board and sets out the following:

- Determining amount of funds available for investment ("Investment Funds")
- The expected rate of return from the organisation's Investment Funds; and
- Specifying the instruments in which the funds may be invested

Its specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board

The Investment Sub-Committee meets at least 4 times a year.

¹ Consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board.

(iv) Human Resources

The Human Resources Sub-Committee advises the Board in fulfilling its obligations in overseeing areas of governance and operations relating to human resources, including performance, compensation and succession matters. Its responsibilities include:

- Establishing a fair salary remuneration system that commensurates with other Social Service Agencies and relevant government agencies
- Advising on the development of Human Resource strategies and plans
- Review of Human Resource policies as and when required

The Human Resources Sub-Committee meets at least 2 times a year.

(v) Information Technology

The Information Technology Sub-Committee advises the Board in the management of MWS' Information Technology assets including cybersecurity, infrastructure and systems. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers, software to ensure compliance with laws and regulations
- Establishing appropriate policies on IT systems, cybersecurity and use of software

The Information Technology Sub-Committee meets at least 2 times a year.

(vi) Communications and Partnerships & Engagement

The Communications and Partnerships & Engagement Sub-Committee advises the Board on matters relating to community and corporate communications and engagements, volunteer management, fundraising strategies and donor management in order to meet MWS' objectives. Its specific responsibilities include:

- Advising on the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors

The Communications and Partnerships & Engagement Sub-Committee meets at least 2 times a year.

(vii) Nominations

The Nominations Sub-Committee advises the Board on matters concerning the appointments of new members to the Board and the various Committees, and reviews the structure, size and composition of the Board and Committees, and evaluates the Board's performance in line with best practices.

The Nominations Sub-Committee consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board. Its specific responsibilities include:

- Developing the selection criteria in recruiting Board Members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Sub-Committee meets at least once every 2 years.

(viii) Chaplaincy

The Chaplaincy Sub-Committee was established to advise the Board on matters relating to the development of the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for appointment of MWS Chaplains and Assistant Chaplains
- Ensure Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Sub-Committee meets at least 4 times a year to review the plans and work of the ministry.

SUB-COMMITTEES' MEETING ATTENDANCE

Sub-Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Sub-Committee Attendance Actual Score/Maximum Score * 100%
Audit	4	2	8	6	75%
Finance	5	4	20	20	100%
Investment	6	4	24	15	62.5%
Human Resources	5	2	10	9	90%
Information Technology	4	4	16	14	87.5%
Communications, and Partnerships & Engagement	4*	4	18	16	88.9%
Chaplaincy	6*	4	26	19	73%
Nomination	5	1	5	5	100%
Eunos Nursing Home Oversight	5	2	10	7	70%

* Ps David Gwee resigned on 10 September 2022

Maximum score and actual score refer to the maximum and actual attendance in each Sub-Committee respectively. Actual score is derived from the sum of members' attendance in all meetings.

KEY MANAGEMENT EXECUTIVES**1. Ms Fong Mee Sim, Acting Chief Executive Officer and Senior Director, Finance, Admin & Procurement**

Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in the United Kingdom.

2. Ms Yap Lee Lee, Senior Director - Partnerships & Engagement

Appointed on 3 February 2014, Ms Yap previously served as Senior Associate Director in Community Chest, National Council of Social Service. She also headed Marketing and Sales in various multi-national corporations including Electrolux, Unilever and Mars Inc.

B. Human Resource Management

TALENT ACQUISITION AND RETENTION

The top goals of the talent acquisition team include devising strategies to improve the speed and quality of hires, establishing a solid employer branding strategy to attract top talent, and building a reliable and robust talent pipeline. Our retention strategies include offering a competitive compensation and benefits package (the compensation framework is slated for review); prioritising internal promotions; and investing in employee recognition, development and engagement.

STRUCTURED CAREER AND COMPETENCY DEVELOPMENT

We believe a structured career and competency development framework provides employees with a clear understanding of the knowledge, skills and experiences required. Our development of a competency framework for MWS Senior Care Centre – Eunus and MWS Active Ageing Centres started in FY2022/23 and will be launched by Q3 FY2023/24.

ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of \$100,000)	Number
\$200,001-\$300,000	2
\$300,001-\$400,000	1

MWS has policies and procedures in place to ensure that no staff member is involved in the setting or approving of his/her own remuneration.

C. Financial & Risk Management and Internal Controls

INTERNAL CONTROL SYSTEMS

The MWS Board is responsible for ensuring that it has a sound system of internal controls to safeguard stakeholders' interests and the organisation's assets. The Audit Sub-Committee and the Finance Sub-Committee assist the Board with this responsibility. The Senior Director of Finance who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The Manual documents procedures and controls for all financial matters including key areas such as procurement, receipting, payments, delegation of authority and limits of approval.

The Audit Sub-Committee also advises the Board on risk strategy and policies as well as risk governance and oversight. The Audit Sub-Committee conducts regular reviews on the adequacy and effectiveness of MWS' risk management and internal control systems, including operational, compliance and information technology controls. The Audit Sub-Committee oversees the risk management framework and guidelines and is responsible for, among other things, conducting regular reviews of MWS' policies, risk management framework, and procedures for identifying, measuring, reporting and mitigating key risks in MWS' programmes and operations.

The external auditors, in the course of their annual statutory audit, review and test the operating effectiveness of internal controls to enable them to arrive at their unqualified audit opinion.

MWS also engages internal auditors to audit the organisation's internal controls, operations and procedures. In consultation with the Audit Sub-Committee, Management considers the recommendations made by external and internal auditors to improve controls and implements changes as appropriate. Implementation of recommendations by both internal and external auditors are reviewed and monitored by the Audit Sub-Committee.

Each MWS Centre is overseen by a Centre Governance Committee which helps to provide effective governance at the Centre level, and to ensure proper allocation of funds and compliance with relevant regulatory requirements.

The Board is satisfied with the system of internal controls at MWS, and notes that control procedures are designed and implemented to address the financial, operational and compliance risks exposures.

BUDGET PLANNING AND FINANCIAL INFORMATION

The Board receives monthly financial reports of the financial position of the organisation. These reports are scrutinised by the Finance Sub-Committee to identify unusual amounts or transactions as well as material deviation from the annual budget set for the financial year.

Financial risks such as 'Non-compliance with annual budgets with strategic plan', 'reserves inadequate to meet planned objectives' and 'cash flow difficulties come under the purview of the Finance Sub-Committee. The Board's responsibility includes monitoring of funds received as donations or from funding agencies to ensure that they are used for the specific purpose they are intended.

Funding for programmes and services are annually reviewed by the Board to ensure long-term sustainability of MWS' initiatives, programmes and services. Funds in excess of immediate needs are invested based on recommendations provided by the Investment Sub-Committee with approved financial institutions in Singapore or in Singapore dollar bonds of good credit standing or unit trusts which are approved by the Board. The portfolio of investment is reviewed at each meeting of the Investment Sub-Committee.

The annual budget is prepared by the Finance Department with inputs from the various department heads, heads of centres and Centre Governance Committees and is reviewed by the Finance Sub-Committee prior to the submission to the Board for approval. The annual budget is updated where necessary.

The Board receives monthly financial reports of the financial position of the organisation. These are first reviewed by the Finance Sub-Committee to identify unusual items and transactions as well as for deviations from the annual budget of both income and expenditure.

Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

D. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio**
MWS Empowerun 2022 (15 to 29 October 2022)	\$368,074*	Channelled to MWS Centres and Programmes	30%
MWS Fellowship on the Greens 2022 (18 to 19 August 2022)	\$405,952	Channelled to MWS Centres and Programmes	25%
MWS Charity Gala 2023 (6 January 2023)	\$707,735	Channelled to MWS Centres and Programmes	16%
MWS Hong Bao Donation Drive 2023 (January to February 2023)	\$183,561^	Channelled to MWS Centres and Programmes	2%

* This figure excludes a government grant and registration fees that were accounted for separately.

^ This figure includes donations raised through Giving.sg from the general public.

** Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

$$\left[\frac{(\text{Direct Fundraising Expenses} + \text{Sponsorships in cash})}{(\text{Receipts} + \text{Sponsorships in cash})} \times 100\% \right] < 30\%$$

E. Policies and Practices

CONFLICT OF INTEREST POLICY

All Board members and staff of MWS are required to comply with the MWS Conflict of Interest Policy and operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The Policy is read and acknowledged by each member of the MWS Board, the Board Committees and all employees, upon appointment, annually and on a need-to basis. In the event a conflict of interest situation arises, whether direct or indirect, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter. In order to avoid any conflict of interest or any conflict in roles, employees of MWS are not allowed to be members of the MWS' Board and Board Committees. Members of the MWS Board and Board Committees are not paid for their services. The full policy can be found at www.mws.sg.

PERSONAL DATA PROTECTION POLICY

MWS has implemented a Personal Data Protection Policy and related processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, MWS is required to obtain consent for the collection, use, disclosure and processing of personal data. Data will only be used for the purposes disclosed and consent obtained, unless otherwise permitted under the law. Reasonable security arrangements are in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of the personal data. The full policy can be found at www.mws.sg.

WHISTLE-BLOWING POLICY

MWS is committed to high standards of ethical behaviour and sound corporate governance in compliance with all laws, regulatory requirements and internal policies. MWS' Whistle-blowing policy complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within the organisation. MWS does not condone any malpractice, impropriety or statutory non-compliance by staff in the course of their work.

The Whistle-blowing policy aims to encourage members of staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of MWS to raise concerns or to report malpractices or misconducts, and to offer assurance that they would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussions, as a consequence of them raising their concerns in good faith. The full policy can be found at www.mws.sg.

CODE OF CONDUCT

All members of the Board, staff and volunteers abide by a code of conduct throughout their employment or engagement with MWS. This code of conduct is aligned to MWS' core values of Trust, Respect worth and dignity of people, Uncompromising integrity, Service before self, Teamwork and Sound governance.

RESERVES AND RESTRICTED FUNDS POLICY

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. The Board reviews its policy on accumulated reserves annually to ensure long-term sustainability of the activities.

Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expenses, in accordance with donors' wishes or stipulated by government ministries. The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

POLICY GOVERNING LOANS MADE TO RELATED AND EXTERNAL PARTIES

MWS does not offer loans to staff, members of the Board, Board Committees and external parties.

POLICY GOVERNING DONATIONS MADE TO EXTERNAL PARTIES

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Chief Executive Officer and approved by the Board. The maximum quantum for each request shall not exceed \$120,000 per year.

INVESTMENT POLICY

The aim of MWS investment activities is to preserve its capital, achieving a yield of 3% higher than bank deposit rates and managing the investment funds on a long-term basis.

The Board approves the amount for investment as well as instruments that include but not limited to equities, government and statutory board bonds, corporate bonds, cash and bank deposits.

F. Code of Governance Evaluation Checklist (FY2022/23)

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff ¹ appointments?		No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
5	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
6	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Human Resource and Volunteer² Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
16	Are there volunteers serving in the charity?		Yes	
17	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
18	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
19	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
20	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
21	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
22	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
23	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
24	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
25	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
26	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
27	Did the charity receive donations in kind during the financial year?		Yes	
28	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
29	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
30	Are governing board members remunerated for their services to the Board?		No	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his own remuneration.	2.2	Complied	
33	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
34	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
35	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

- ¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- ² Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- ³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
(a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity.
A close member of the family may include the following:
(a) the child or spouse of the Executive Head or governing board member;
(b) the stepchild of the Executive Head or governing board member;
(c) the dependant of the Executive Head or governing board member.
(d) the dependant of the Executive Head’s or governing board member’s spouse.
- ⁴ Executive Head: The most senior staff member in charge of the charity’s staff.



Thank you for partnering us
to empower life to the full!

**‘Whoever brings blessing will be
enriched, and one who waters will
himself be watered.’**

Proverbs 11:25

