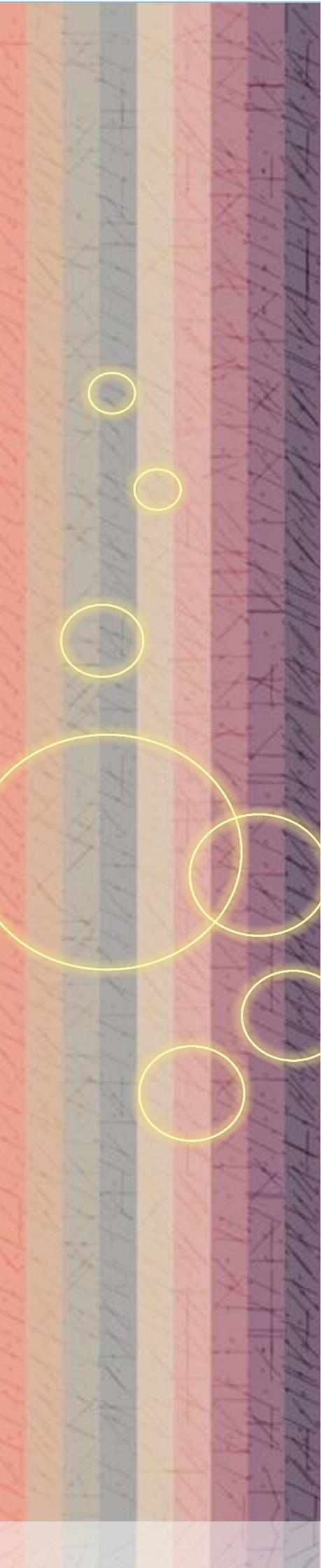


For Information Only



**Charity Governance Awards
Sample Assessment
Questionnaire
Response Template
For Small Charities**

This document provides guidelines on how to fill in the Charity Governance Awards (CGA) questionnaire. Only CGA qualifying entrants will be invited by the Charity Council Secretariat to participate in the assessment.

Instructions:

CGA participating entrants are required to answer each question in the Assessment Questionnaire. All 'Yes' answers should be supported with quantitative or qualitative data/ documents. All 'No' answers should be accompanied with an explanation. Other comments, where relevant, may also be provided by the participating entrants.

Assessment areas

CGA participating entrants would be assessed by their responses to the assessment questions relating to the following areas:

1. Governance and Management
2. Clarity of Strategy
3. Risk Management
4. Transparency
5. Integrity
6. Operational Efficiency
7. Compliance
8. Succession Planning

Each assessment question has more than one assessment area. Please refer to **CGA Assessment Guide** for more information.

Declaration of Undertaking

I declare, to the best of my knowledge, that all information provided by me in response to the assessment questionnaire is true and accurate. I also confirm that in the event of any information provided by me is not true and/or complete, the Charity Council will be well within its right to take necessary action including disqualifying my application for the CGA.

Charity Organisation:

UEN:

(Signature of applicant)

(Signature of witness)

(Full name of applicant)

(Full name of witness)

(Designation of applicant)

(Designation of witness)

(Date)

(Date)

Assessment questionnaire

Governance and Management			
Q1: What steps does the Board take to ensure the appropriate composition of the Board and members possess suitable attributes, core skills, competencies and commitment necessary to govern the Charity effectively?			
Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. The Charity has a policy on Board member election processes.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. The Charity has a strategy on Board membership succession to ensure continuity of Board.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. The roles and responsibilities of the Board and Directors are defined.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. The Board comprised members with diverse mix of competencies and experiences.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Pre-appointment competency assessments on the potential Board members are conducted.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Regular trainings on issues of importance are attended by the Board members. (e.g. new regulatory laws)	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Clarity of Strategy

Q2: What action does the Board undertake to help ensure the Charity has a clear idea of its vision and purpose and that there is an appropriate set of strategies and plans designed to achieve these?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. The Charity periodically reviews its vision, purpose and strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Vision, purpose and strategy are clearly articulated and set out in the Charity's constitution or charter.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. The Charity communicates its vision, purpose and strategy to its stakeholders.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Major decisions on charity's operation are made with consideration to the Charity's strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. The progress on implementing the Charity's strategic plans is regularly reported to the Board.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. KPIs are defined and aligned to the vision, purpose and strategy.	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Risk Management

Q3: What policies and procedures are in place to enable effective oversight and management of risks, including but not limited to, identification of principal risks and effective management of those risks?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. The Charity has a process to identify, monitor and report risks.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. The Charity has established its risk appetite.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Strategies are developed and implemented to manage risks.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Risks are monitored and reported to the Board.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. The responsibility and accountability of risks identified have been assigned.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Regular review of risks	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Transparency

Q4: What steps does the Board / Management Committee take to ensure openness, responsiveness and accountability to its beneficiaries, members, partners, funders and others with an interest in its work?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. There are engagements with the beneficiaries, members, partners, funders. (e.g. meetings, forums, and dialogues sessions)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. The Charity collates data gathered from the engagements and follow up actions.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Communication channels is set up to obtain feedbacks from stakeholders.	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Integrity

Q5: How does the Board ensure that all members, Management Committees and employees act according to high ethical standards and at all times in the interests of the Charity, beneficiaries and /or members and all conflicts of interest are properly dealt with?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. Conflicts of Interest (COI) policy is established.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. The Board and staffs make regular declaration of interest.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Gift and Whistleblowing policies are established.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Communication channels are established for employees to understand COI and other ethical issues in their workplace.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Related parties transactions are declared.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Related parties transactions are identified, reviewed and reported.	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Operational Efficiency

Q6: How does the Board / Management Committee review its own and the Charity's effectiveness and take the necessary steps to ensure that both continue to perform as intended?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. Board assessments are conducted (collective & individual). <ul style="list-style-type: none"> - Self-assessment - Peer assessment - External assessment 	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. The Charity conducts CEO evaluation.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Benchmarking on the Board and Charity is performed.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Performance indicators are established and assessed.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. There is regular reporting on the Charity's performance to the Board.	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Compliance

Q7: What processes and procedures does the Board take to ensure compliance with the Code of Governance and other relevant Acts?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. The Charity conducts regular reviews and gap analysis on its compliance to the Code of Governance and other relevant Acts.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Compliance measures are incorporated into the working processes such as standard operating procedures and process workflow (or equivalent).	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. There is regular reporting on the Charity's compliance status.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. The Charity raise awareness on compliance through dialogue sessions, circulars, training, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Succession Planning

Q8: What processes does the Board take to ensure regular board renewal and smooth Board and CEO leadership successions?

Assessment areas	Charity's Response	If yes, please provide the relevant supporting documents and cite the documents below (including the corresponding page number). Include other comments, if any.	If no, please provide an explanation.
1. Structured policies on leadership succession, from identifying candidates to handover process, are established.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Term limits are established for Board members.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. There is periodic re-nomination and re-appointment of Directors.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Career development strategies are planned for potential candidates to retain, develop skills and given opportunities to gain experience needed for the CEO position.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Succession planning on the continuity of the Board is discussed annually during Board meetings.	<input type="checkbox"/> Yes <input type="checkbox"/> No		