Charity Governance Awards
Sample Assessment Questionnaire Response Template

For Intermediate (Medium Category) & Enhanced + Advanced (Large Category)

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

Instructions:

Large and Medium CGA participating entrants are required to submit narrative responses for each question in the Assessment Questionnaire. All responses to each question should be between 200 to 360 words and supported by quantitative and qualitative data.

Required documents:
- Organisational chart (latest available)
- Business plan, strategic plan, or similar documents outlining the charity's strategic direction and goals for the immediate future (latest available)
- Board minutes for the last 12 months**
- Board policies and standard operating procedures (SOPs) (latest available)**

** To be submitted to EY upon request.

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.
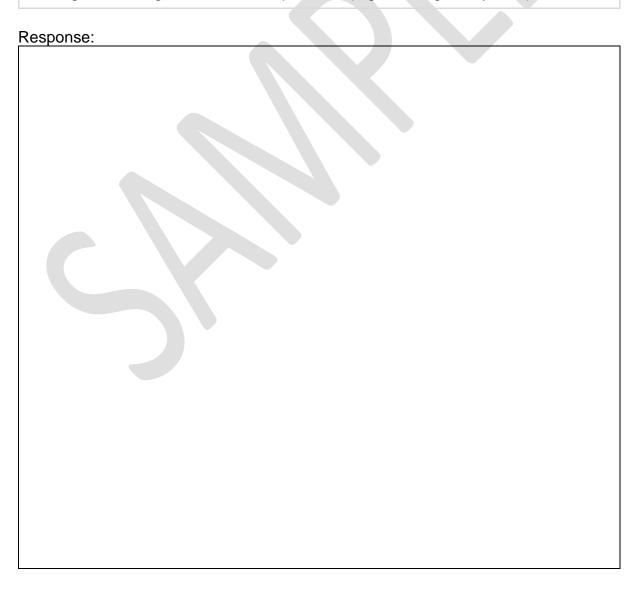
Charity Organisation:

_____

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

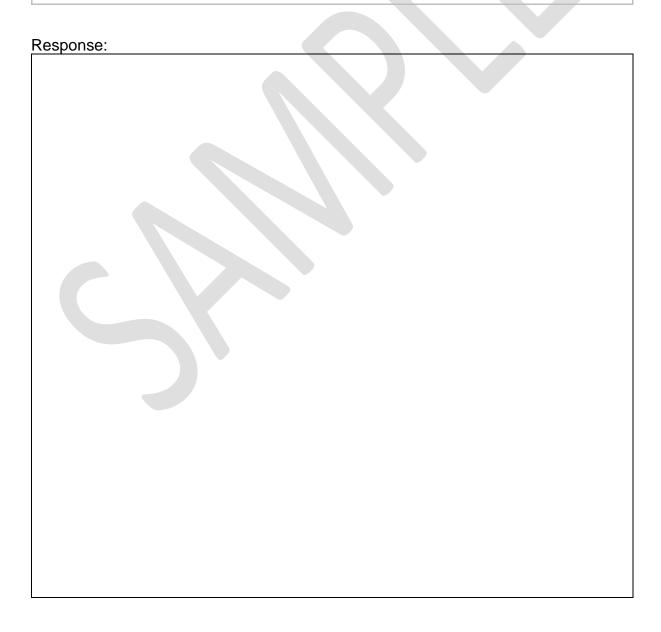| Governance and Management |
|---|
| **Q1: What steps does the Board take to ensure the appropriate composition of the Board and members possess suitable attributes, core skills, competencies and commitment necessary to govern the Charity effectively?** |
| **Assessment areas** |
| 1. Policy on Board member election processes are in place |
| 2. Board membership succession strategy |
| 3. Board and Director roles and responsibilities are defined |
| 4. Board members' CVs and the diverse mix of competencies, experiences and profiles |
| 5. Pre-appointment competency assessments |
| 6. Regular trainings on issues of importance (e.g. new regulatory laws) |

Response:

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?
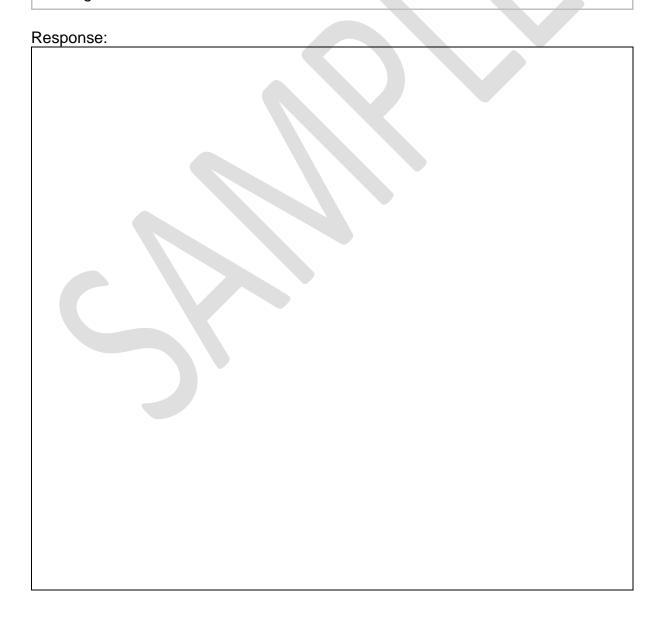
Assessment areas

1. Periodic review of vision, purpose and strategy

2. Clearly articulated and set out in the Charity's constitution or charter

3. Communication to stakeholders

4. Strategy alignment is considered as a factor in every Board decision

5. Regular reporting to the Board on the progress of implementing the strategic plan

6. Defined KPIs that are aligned to the vision, purpose and strategy

Response:

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?
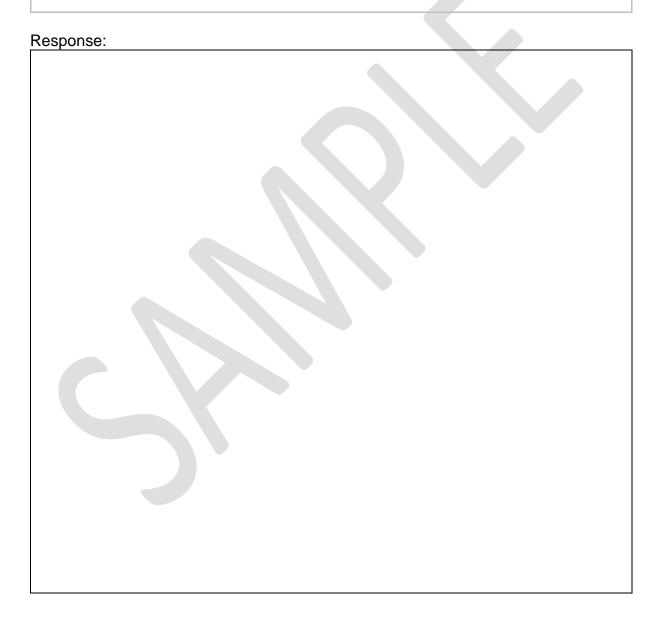
Assessment areas

1. Process of risk identification and recording of risk

2. Established risk appetite

3. Develop and implement strategies to manage the risks

4. Monitoring and reporting of principal risks to Management and Board

5. Responsibility and accountability are assigned for risk identified

6. Regular review of risks

Response:

Transparency

Q4: What steps do 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?
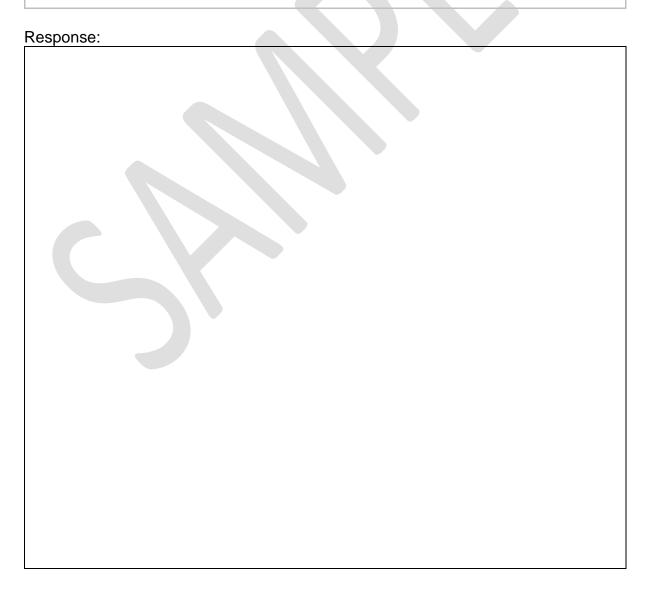
Assessment areas

1. Engagement (e.g. meetings, forums, dialogues sessions) with the beneficiaries, members, partners, funders

2. Collation of data gathered from engagement and follow up actions

3. Communication channel to obtain feedback from stakeholders

Response:

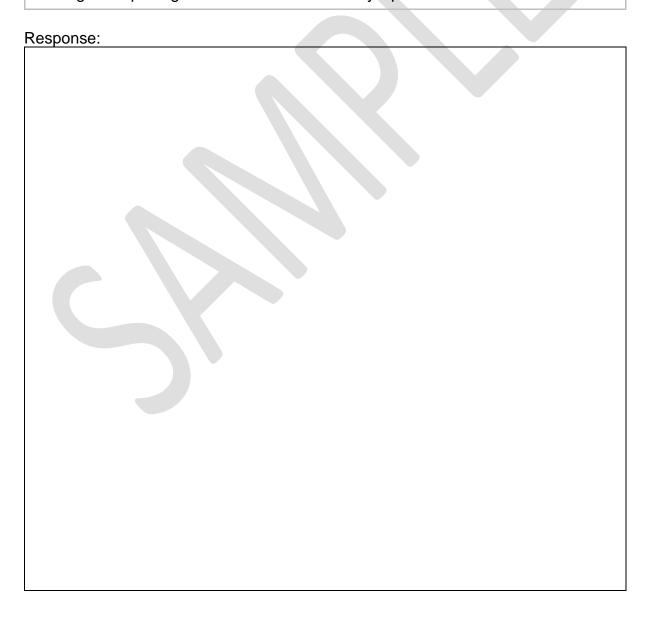| Integrity |
|---|
| **Q5: How does the Board ensure that all members, Management Committees and employees act according to high ethical standards and at all times in the interests of the Charity, beneficiaries and /or members and all conflicts of interest are properly dealt with?** |
| **Assessment areas** |
| 1. Conflicts of interest policy |
| 2. Regular declaration of interest for Board and staff |
| 3. Gift policy, Whistleblowing policy |
| 4. Communication channels to help employees understand conflicts of interest and other ethical issues in their workplace |
| 5. Declaration of related parties transactions |
| 6. Regular review and reporting of related parties transactions |
| 7. Code of Conduct for Board members, staff and volunteers |

Response:

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 area

1. Board assessments (collective and individual)
   - Self-assessment
   - Peer assessment
   - External assessment

2. CEO evaluation

3. Board and organisation benchmarking reports

4. Performance indicators are established and assessed

5. Regular reporting to the Board on the Charity's performance

Response:

Compliance

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

Assessment area

1. Regular Reviews and Gap Analysis

2. Compliance measures are incorporated into the working processes

3. Regular reporting of compliance status

4. Creating awareness through dialogue sessions, circulars, training, etc.

Response:

Succession Planning

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

Assessment areas

1. Structured policies for leadership succession, from identifying candidates to comprehensive handover process

2. Term limits are established for Board members

3. Periodic re-nomination and re-appointment of Directors

4. Career development strategies for potential candidates to retain, develop skills and given opportunities to gain experience needed for the CEO position

5. Succession planning is discussed annually during Board meetings

Response:

Succession Planning