



Charity Governance Report

Together, we develop a well-governed and thriving charity sector

2013



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Appointed on 1 March 2007, the Charity Council aims to promote a culture of good governance and self-regulation in the charity sector, as well as enhance public confidence in the charity sector and improve accountability of charities. In addition, the Council advises the Commissioner of Charities (COC) on key regulatory issues, such as proposals on new regulations where there may be broad-ranging impact on charities.



The Council's role is summed up as:

Promoter

Promote good governance standards and best practices.

Enabler

Enable charities to comply with regulatory requirements by helping them to build governance capabilities.

Advisor

Advise the Commissioner of Charities on key regulatory issues with broad-ranging impact on the charity sector.



Messages

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Message from Chairman



Council Chairman:
Fang Ai Lian

Hi Ai Lian. So how have things been? How is your work on the Charity Council?

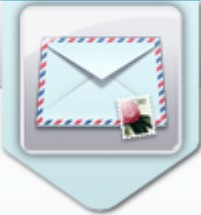
Quite good I would say. We have had an eventful two years.

Really? Tell me more.

Well, as you know, we at the Charity Council are always trying to find ways to reach out to charities, to promote good governance and help build charities' capabilities. Basically, well, to make a difference. So for the past two years, we have introduced various initiatives to engage charities.

Oh yes, I have read about quite a few through your newsletter, the Charity News!

You've read it? That's one of our new initiatives too. How do you like it?



Message from Chairman



Council Chairman:
Fang Ai Lian

Well, I receive it once a quarter, and there are some rather interesting and useful articles in there, especially for those of us who serve on the Boards of charities.

Thanks, I'm glad you like it. Yes, we thought it would be nice to have a newsletter that would keep charities updated on the latest governance developments, and to share new initiatives by the Council.

Oh yes, I saw one of the articles, the Council has started to visit charities?

Yes, we conduct INTouch visits to charities to find out more about their operations and challenges, and to build long-term relationships. It has been very informative and we have learnt so much from them. The amount of dedication and effort that they have put into serving the community is truly remarkable.

Is that why you launched the Charity Governance Awards in 2012?



Message from Chairman



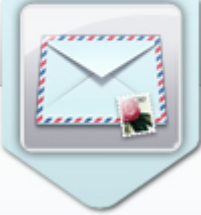
Council Chairman:
Fang Ai Lian

That's right! We wanted to acknowledge the good work of these charities, who not only do good, but do it well. Good governance should be the cornerstone of a charity's work, and we are glad to have the chance to honour two such outstanding charities that are exemplary in this regard.

That is wonderful. But, well, there are so many charities in Singapore. How can you reach out to all two thousand of them?

Well, good food and intelligent conversation is one way to start! Together with the Sector Administrators, we have begun networking sessions with charity Board members. Speakers are invited to share on specific topics, after which we mingle and network over dinner. The response so far has been positive.

That's great. Well, it does sound like you have been busy!



Messages

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Message from Chairman



Council Chairman:
Fang Ai Lian

Yes. Although I must add that it is not entirely my efforts. I was privileged to serve with a team of dedicated members in the Charity Council. Each member has brought with them a wealth of experiences and we were able to contribute ideas to help create a thriving and well-governed charity sector with strong public support.

I'm sure the charity sector has benefitted from the Council initiatives.



Calender

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- INTouch Visits
- Council Networking Sessions
- Charity Governance Awards

As part of the Charity Council's efforts to engage charities, four new initiatives were launched over the past years.

July 2011

Launch of Charity News



August 2011

INTouch Visits



July 2012

Council Networking Sessions



November 2012

Charity Governance Awards





- Charity News
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Charity News

The Charity News was launched in July 2011 as a quarterly newsletter, providing timely information on the latest developments in the charity sector and good governance practices. In each issue, we invite Board or management staff of charities as well as experts, to share their professional tips, views and insights.

Issue 01 Jul 2011



Launch of Charity News

Issue 02 Nov 2011



Money matters

Issue 03 Jan 2012



New Beginnings

Issue 04 Apr 2012



Good Governance Practices

Issue 05 Jul 2012



Fundraising

Issue 06 Dec 2012



Ethics




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INTouch Visits

To further promote good governance practices in the charity sector, the Council initiated the monthly INTouch Visits to charities. These visits serve as a platform for Charity Council to dialogue and share with charities resources available to enhance governance capabilities. Charity Council members also take the opportunity to learn how the charities are helping their beneficiaries, hear their views on the Code of Governance and understand how they are implementing good governance practices.

As of December 2012, 16 visits have been conducted to the following charities.

Social Services

-  [Thye Hua Kwan Moral Society](#) ▶



Health

- Singapore Thong Chai Medical Institution
- Sunlove Abode for Intellectually Infirm Ltd

- Persatuan Pemudi Islam Singapura (PPIS)



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INTouch Visits

Religious and Others

- Sree Maha Mariamman Temple
- Lutheran Church in Singapore
- Muslim Converts' Association of Singapore
- Seventh-Day Adventist Mission (Singapore)
- Singapore Soka Association  ▶
- Singapore Buddhist Federation

Sports

- Special Olympics Singapore



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INTouch Visits

Arts & Heritage

- Singapore Chinese Orchestra

Education

- Methodist Schools' Foundation
- St. Joseph's Institution International Ltd

Community

- Ang Mo Kio-Hougang CCC CDWF
- Bishan East CCC CDWF



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Charity Council Networking Sessions

The Charity Council Networking Sessions aim to engage charities and provide opportunities for sharing and learning among charity board members. Jointly organised by the Charity Council and Sector Administrators, the by-invitation sessions allow for charities to mingle in an informal setting, and hear from experts on topics specific to their sector’s needs.

As of December 2012, two networking sessions have been conducted by Charities Unit and the Singapore Sports Council.




July 2012

“Attracting the Charity Dollar”  ▶



October 2012

“Good Governance in the World of Sports – Ethical Decision-making and Conflicts of Interest in Management”  ▶



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Charity Governance Awards

The Charity Governance Awards (CGA) was launched in 2012 with the aim of promoting good governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.

There are two award categories:

Category 1

Charity Governance Award for small and medium charities/IPC's (gross annual receipts of up to \$10 million)

Category 2

Charity Governance Award for large charities/IPC's (gross annual receipts of \$10 million or more)

Charities that have been in operation in Singapore for at least three years, and that have complied with all guidelines and principles at their respective tier within the Code of Governance for Charities and IPCs (January 2011 edition) are eligible to take part.



Charity Governance Awards  [▶](#)



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Charity Governance Awards

52 nominations were received in the inaugural year, and nominees were subjected to a rigorous selection process out of which eight finalists were chosen. The finalists then met the judges in a face-to-face interview from which the two winners emerged.


The winners of the inaugural Charity Governance Awards 2012 are:


Category 1 → Singapore Association for Mental Health (SAMH)

Category 2 → Society for the Physically Disabled (SPD)

The winners were each presented with a plaque and a \$10,000 cash prize sponsored by Lee Foundation. They will also serve as ambassadors of good governance, and role models for other charities.



[Charity Governance Awards](#)  ▶

 [Media Coverage](#) ▶



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In this section, we highlight our Charity Governance Award winners, Singapore Association for Mental Health and the Society for the Physically Disabled, as well as other charities that have displayed high standards of governance within their organisations.

Singapore Association for Mental Health

Established in 1968, the Singapore Association of Mental Health (SAMH) is a voluntary welfare organisation whose mission is to promote greater public awareness of the importance of mental health, prevent mental illness, provide care and rehabilitation for persons with mental illness, and to erase the stigma and misconception that surround mental illness.





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Singapore Association for Mental Health

Good governance practices

- To orientate new Board members, SAMH has developed a Board Kit to ensure comprehensive understanding of roles and responsibilities. The Board Kit comprises their constitution, annual reports, meeting minutes and other materials.
 - To assess its effectiveness, an Online Board Assessment is carried out every three to four years to evaluate the Board's performance.
 - SAMH's Board delegates duties to sub-committees to oversee various areas of importance, including the Strategic Review Committee, Audit Committee, Fundraising Committee, Research Committee and Personnel Committee.
 - To develop its staff's skills and talents, SAMH invests 1.5% of employee payroll in the training and development of staff competencies, career development and succession planning.
 - To benchmark itself, SAMH is actively undertaking application for programme accreditation with the Commission on Accreditation of Rehabilitative Facilities, an international independent accreditor of health and human services.
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Singapore Association for Mental Health

“ ” QUOTES

“ We are all responsible for our work, whether we are board members, or senior management or staff. In SAMH, we try to empower everyone, from volunteers to staff to be accountable for our work and exercise leadership in helping people with mental illness in our society.”



*Associate Prof. Dr Daniel Fung,
President of SAMH*



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Society for the Physically Disabled

The Society for the Physically Disabled (SPD) is dedicated to helping people with disabilities integrate into society. Through various programmes, SPD works with people with disabilities to help them develop skills that enable them to be self-reliant.





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Society for the Physically Disabled

Good governance practices

- SPD takes active steps to plan for Board succession. In renewing its Board, SPD utilised the services of Centre for Non-Profit Leadership’s “Board Match” programme to seek volunteers with the relevant expertise, skills and commitment.
 - To evaluate the organisation’s performance, SPD voluntarily took part in the National Volunteer and Philanthropy Centre’s “Independent Charity Analysis”, to allow for an independent and objective analysis of its services and operations.
 - SPD actively communicates with their donors, supporters and clients, through updates, seminars and workshops, as well as surveys.
 - To maintain standards of service, SPD staff adhere to a set of policies found in their Employee Handbook, which includes the conflict of interest policy, procurement policy, whistle-blowing policy and other guidelines. Standard operating procedures (SOPs) are also written out to guide staff in daily operations. The handbook and SOPs are constantly updated and revised to ensure relevance.
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Society for the Physically Disabled

“ ” QUOTES

“ I was very impressed when I found out that as a department head, I have to sign an undertaking to ensure a high standard of governance in my work. SPD takes this very seriously as this is part of the performance appraisal.”



Ms. Elaine Goh,
HR Manager of SPD



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Singapore Soka Association

The Singapore Soka Association (SSA) is a Buddhist society established to promote understanding and practice of Nichiren Buddhism. The aims of the Association are to promote public understanding and practice of Buddhism, and to promote society's well-being based on the spirit of Buddhist humanism. This is achieved through community programmes that promote peace, cultural and educational objectives.





- Singapore Association for Mental Health
- Society for the Physically Disabled

- [Singapore Soka Association](#)
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Singapore Soka Association

Good governance practices

- To assess its performance, SSA conducts an annual Board Self-Evaluation Exercise, covering key areas such as vision and mission, strategic planning, financial control, Board effectiveness, and other areas.
- SSA clearly segregates the roles of the Board and staff. The Buddhist Council oversees the religious activities and other programmes, while the Management Committee provides oversight, pertinent to matters on governance, to the organisation.
- SSA has developed a structured training framework for its volunteers and staff, which includes training on leadership practices and communications skills, in support of the organisation's thrust in implementing best practices for good governance.
- To guide staff's conduct, SSA carried out a Management visioning exercise in 2007 and adopted five core values. These core values have been included as a review factor in staff's Performance Review since 2011, to ensure that the staff have internalised the values and practice them in the discharge of their duties.



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Singapore Soka Association

“ QUOTES

“ Our hands-on leadership model is important to the training and development of our leaders and staff. It ensures that important objectives and messages of the organisation are communicated through personal efforts of engagement and dialogue.”



Mr Oh Kheng Yam,
Chairman of SSA



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Special Olympics Singapore

Special Olympics Singapore (SO) is a non-profit organisation dedicated to providing sports training and competitions for persons with intellectual disabilities, giving them opportunities to develop physical fitness, self-esteem and confidence, and become productive and respected members of society.





- Singapore Association for Mental Health
- Society for the Physically Disabled

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Special Olympics Singapore

Good governance practices

- To improve its governance practices and leadership, SO seeks accreditation from international organisations (e.g. Special Olympics International), and constantly reaches out for benchmarking information from its global peer organisations.
- SO puts effort into engaging their external stakeholders, such as through social media updates, bi-yearly newsletters and “Activity Days”, whereby corporate donors are given the opportunity to interact and play sports/games with the SO athletes.
- SO implements a policy of accounting for all monies received on a monthly basis to donors and stakeholders, so as to be transparent.
- To ensure the best interests of the charity are met, SO observes a strict conflict of interest policy. An example would be in the selection of athletes for overseas games. Parents who are members of the Board are not allowed to be members of the Selection Committee to avoid conflict of interest.



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Special Olympics Singapore

“ ” QUOTES

“As a working Board, Board members work alongside staff and volunteers on different projects/events, allowing greater understanding of the organisation’s operations. Such understandings are then brought to Board meetings, thus ensuring relevant inputs are shared and necessary actions taken to achieve the organisation’s vision and mission.”



*Associate Prof. Dr Teo-Koh Sock Miang,
President of SO*



VWOs-Charities Capability Fund

The VWOs-Charities Capability Fund (VCF) aims to enhance governance and management capabilities of charities and Institutions of a Public Character (IPCs) through the following four grants:

[Training Grant](#)

[Consultancy Grant](#)



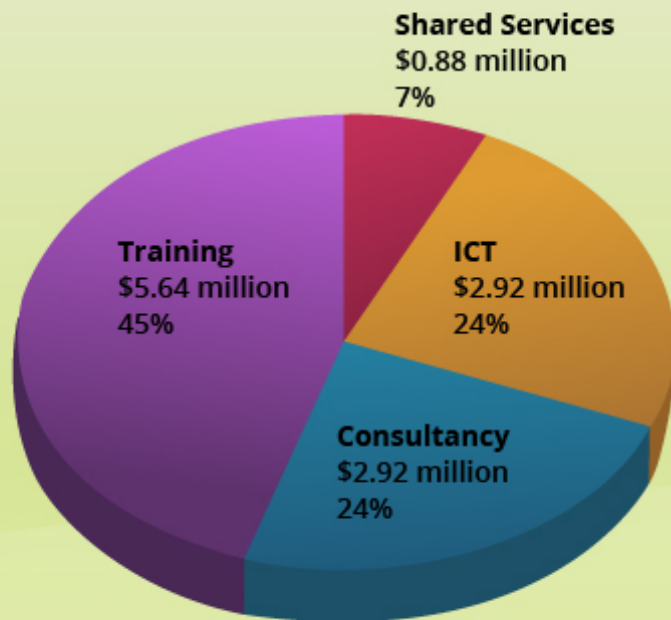
[Info-Comms Technology Grant](#)

[Shared Services Grant](#)

In 2012, the VCF was renewed with \$12 million for another five years till March 2017.



VCF Utilisation by Types of Grant as at Dec 2012



Since April 2007, 870 charities and IPCs have tapped on approximately \$12.4 million of the fund (as at December 2012).

QUOTES

"The consultancy service has helped Singapore Buddhist Free Clinic in identifying areas for strengthening and improving our internal control environment and also in complying with the Code of Governance for charities and IPCs. To date, management has already commenced implementation of the action plans, and this has contributed to the good governance of Singapore Buddhist Free Clinic as a registered charity and IPC."

Singapore Buddhist Free Clinic

QUOTES

"With the purchase and implementation of our new web-based Human Resource Management System, we are achieving higher productivity and accuracy with minimum supervision. Management and HR are now able to spend more time on core services and essential activities. Overall productivity and efficiency of the Association have been enhanced and greater cost and time savings have been achieved."

Young Women's Christian Association



Statistics

- [VWOs-Charities Capability Fund](#)
- [Governance Evaluation Checklist](#)

Governance Evaluation Checklist

The Code of Governance for Charities and IPCs (Code) was first developed by the Charity Council in November 2007. It was further refined in 2010 to help charities apply the Code more effectively. The refined Code which was published in January 2011 is clearer and more relevant for charities.

Objectives of the Code:

- Make charities more effective by sharing recommended practices on how effective charities are governed and managed;
- Provide guidance to Board members to help them carry out their duties as fiduciaries;
- Boost public confidence in the charity sector by establishing the standards of good governance for charities to aspire towards.

As charities differ in size, activity and circumstances, not all the guidelines will apply to all charities. Hence the Code has four tiers to cater for charities and IPCs of various sizes, and operates on a "Comply or Explain" approach.



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Governance Evaluation Checklist

These are the four Code tiers:

Basic I

Applicable to charities with gross annual receipts of less than \$50,000

Basic II

Applicable to charities with gross annual receipts from \$50,000 and up to \$10 million, and IPCs with gross annual receipts of less than \$200,000

Enhanced

Applicable to large charities with gross annual receipts of \$10 million or more, and IPCs with gross annual receipts of \$200,000 and up to \$10 million

Advanced

Applicable to large IPCs with gross annual receipts of \$10 million or more

The online Governance Evaluation Checklist was introduced in February 2008 to gauge charities' / IPCs' adoption of the Code. Charities / IPCs are required to submit the self-evaluated checklist annually, and IPCs are required to make the checklists available for public viewing on the Charity Portal. Following the release of the refined Code, charities / IPCs have to submit the new checklist that has been made available since April 2011, within six months after the end of their financial year.

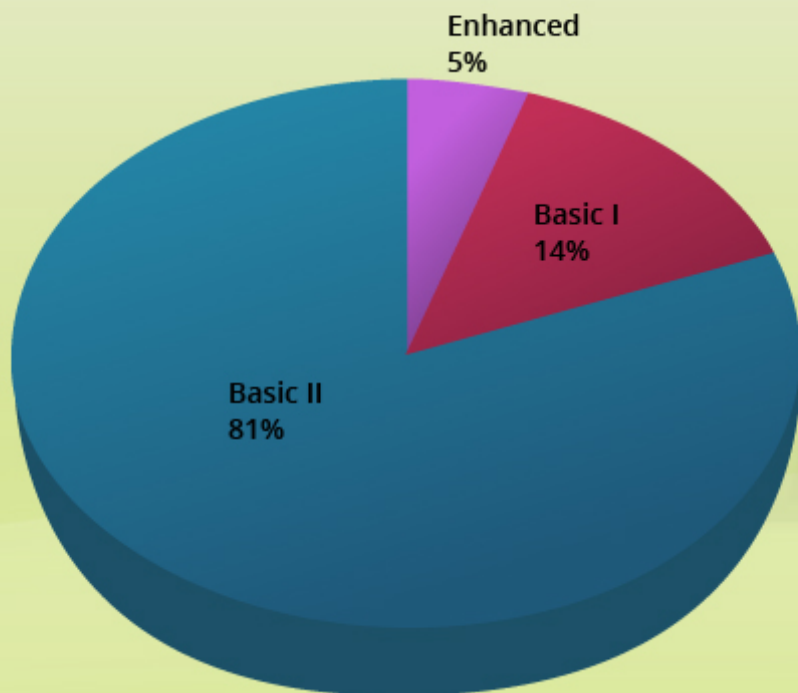


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Distribution of non-IPC Charities by Code Tiers as at Dec 2012



The majority of non-IPC charities fall under the Basic II Tier (with gross annual receipts of \$50,000 and up to \$10 million), while 14% fall under Basic I Tier (with gross annual receipts of less than \$50,000).

The remaining 5% fall under the Enhanced Tier (with gross annual receipts of \$10 million or more).

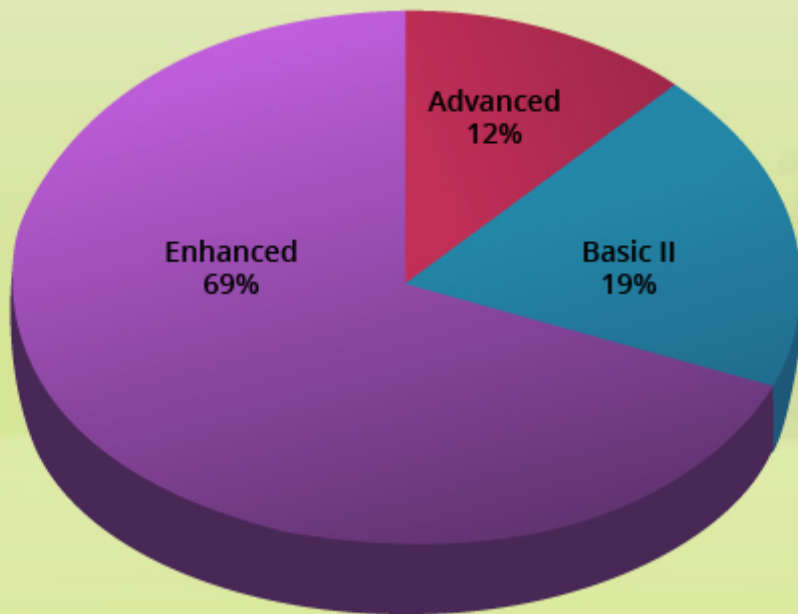


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Distribution of IPC Charities by Code Tiers as at Dec 2012



For IPC charities, 69% fall under the Enhanced Tier (with gross annual receipts of \$200,000 and up to \$10 million). 19% fall under the Basic II Tier (with gross annual receipts of less than \$200,000), while the remaining 12% belong to the Advanced Tier (with gross annual receipts of \$10 million or more).

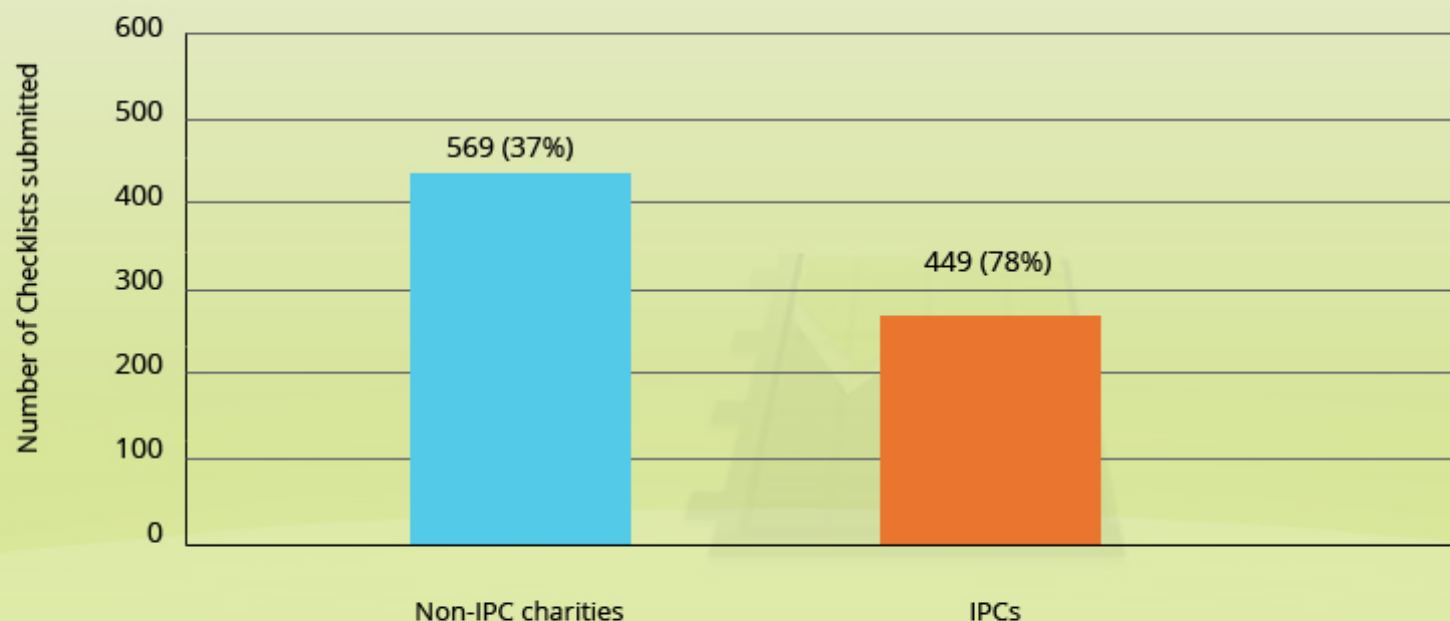


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Governance Evaluation Checklist Submission Rate in 2012



In 2012, 48% of charities (1,018) submitted the new Governance Evaluation Checklist. The low submission rate is due to the transition from old to new checklist.

Of non-IPC charities, 37% submitted their checklists, while IPCs reported a submission rate of 78%.

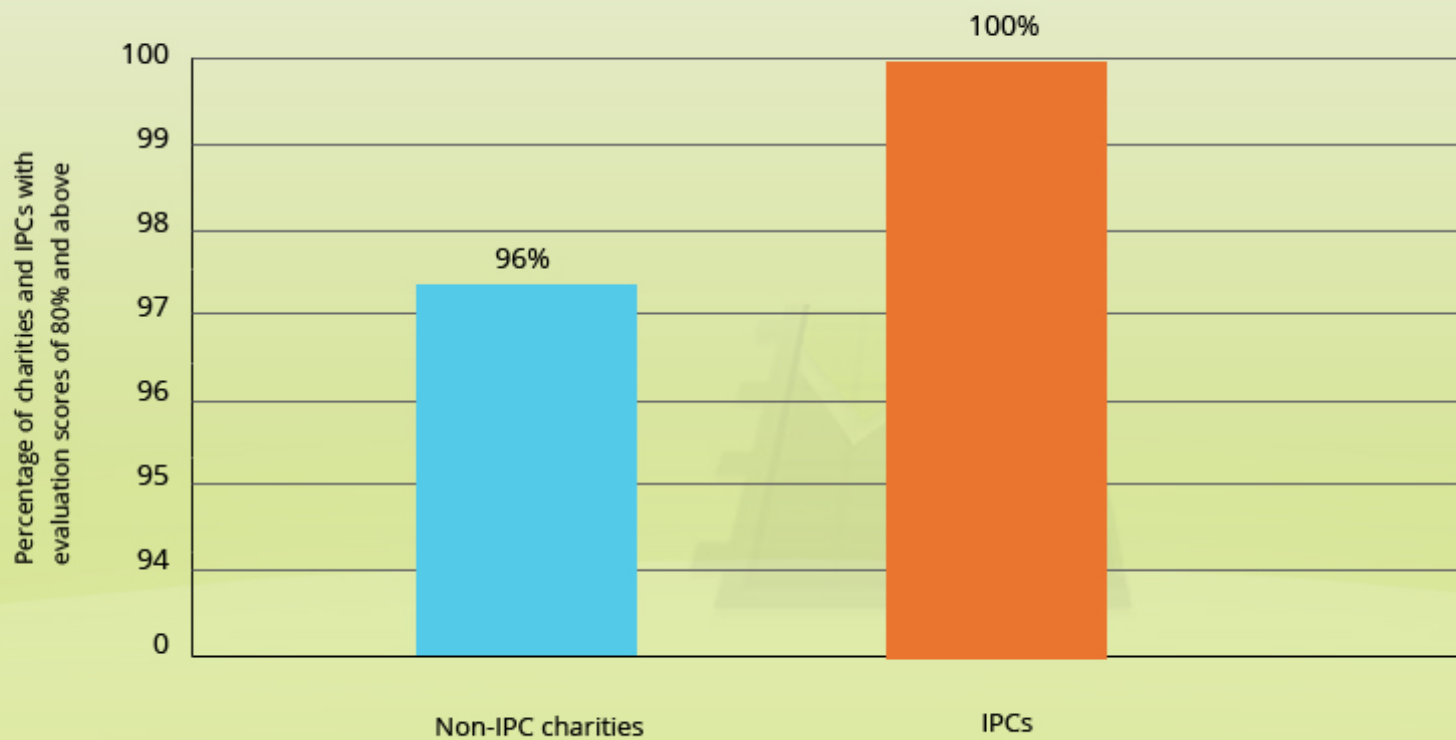


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Checklist Scores in 2012



97% of all checklists submitted in 2012 scored 80% and above in the Governance Evaluation Checklist. This was accounted for by 96% of non-IPC charities and 100% of IPCs, scoring 80% and above.

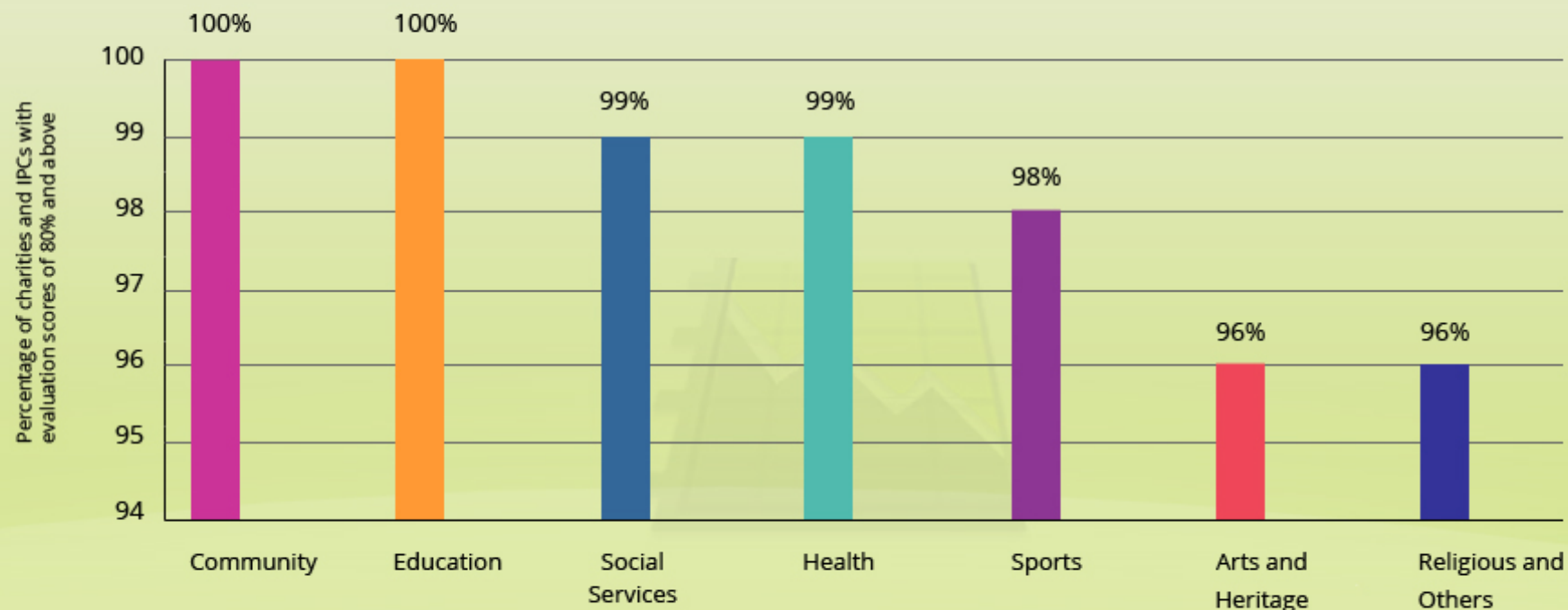


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Checklist Scores in 2012 across Sectors



Amongst the different sectors, the community and education sectors performed the best, with 100% scoring 80% and above in the Governance Evaluation Checklist. This is followed by the social services and health sectors with 99%, and the sports sector with 98%. The arts and heritage, as well as religious and others sectors reported 96% of charities scoring 80% and above in the Governance Evaluation Checklist.



Governance Conference in 2014

Going forward, the Council will continue to promote greater accountability of charities, so as to enhance public confidence. This will take place in the creation of a Charity Transparency Ratings to measure a charity's degree of transparency in terms of the availability of its annual report, etc. and the type of disclosures it has made. The ratings will serve as a guide for the public when evaluating which charities to support.

To better engage members of the charity sector and provide opportunities for training and sharing, the Council will also be introducing a Governance Conference in 2014.





The 3rd Charity Council (2011-2013)

Council Chairman

Mrs Fang Ai Lian,
Chairman,
Great Eastern
Holdings Ltd



People-Sector Representatives



**RADM (Ret)
Kwek Siew Jin,**
Immediate Past
President,
National Council of
Social Service



Mr Stanley Tan,
Chairman,
National
Volunteer &
Philanthropy
Centre



**Associate
Professor
Mak Yuen Teen,**
National
University of
Singapore Business
School



**Mr Suhaimi
Salleh,**
Chief Executive
Officer, SSA
Consulting Group



**Mr Bob Tan Beng
Hai,**
Chairman,
Jurong
Engineering Ltd
and Institute of
Technical
Education



The 3rd Charity Council (2011-2013)

Council Chairman

Mrs Fang Ai Lian,
Chairman,
Great Eastern
Holdings Ltd



People-Sector Representatives



**Mr Chia Ngiang
Hong, JP, PBM**
Group General
Manager, City
Developments Ltd



Mr Ray Ferguson,
Chief Executive,
Standard Chartered
Bank, Singapore



**Mr R.
Dhinakaran,**
Managing Director,
Jay Gee Group of
Companies



Mr Goh Sin Teck,
Editor of Lianhe
Zaobao, Singapore
Press Holdings



The 3rd Charity Council (2011-2013)

Council Chairman

Mrs Fang Ai Lian,
Chairman,
Great Eastern
Holdings Ltd



Sector Administrator Representatives



Mr Roy Quek,
Deputy Secretary
(Health),
Ministry of Health



Dr Choong May Ling,
Deputy Secretary
(Services),
Ministry of
Education



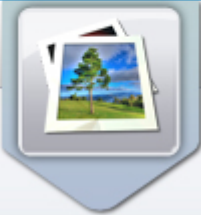
Ms Ong Toon Hui,
Deputy Secretary,
Ministry of Social
and Family
Development



Mr Yam Ah Mee,
Chief Executive
Director,
People's
Association



Mr Lim Teck Yin,
Chief Executive
Officer,
Singapore Sports
Council



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Attracting the
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Networking Session:
Good Governance In
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Charity Governance
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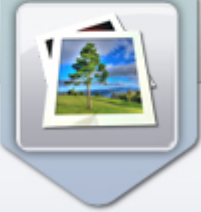
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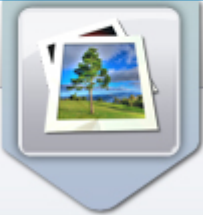
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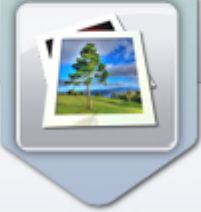
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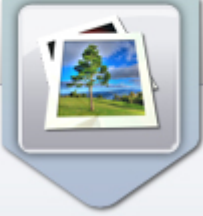




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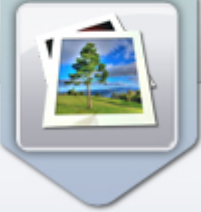
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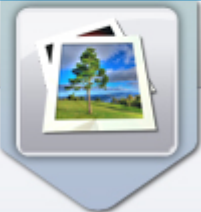
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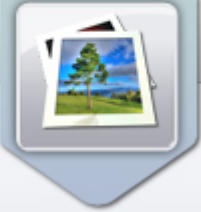
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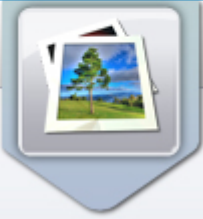
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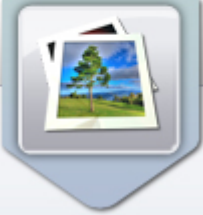
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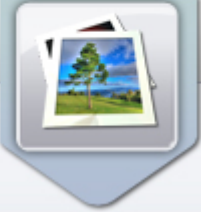
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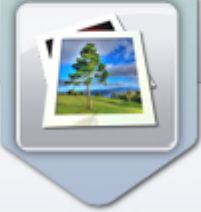
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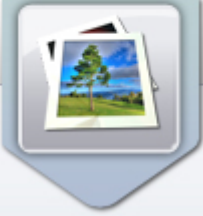




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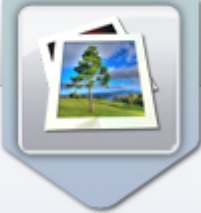




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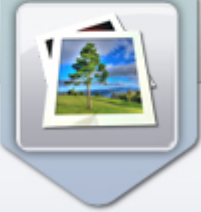
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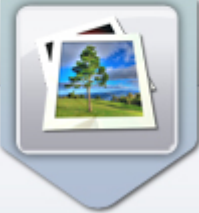




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