



ANNUAL REPORT

FOR THE FINANCIAL YEAR
ENDED 31 DECEMBER 2023



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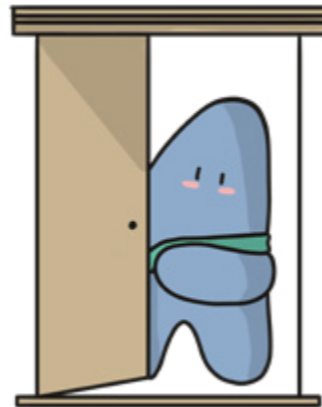
About NAF

The National Arthritis Foundation (referred to as "NAF" or the "Foundation") was established on 27 June 1984, as a society and subsequently registered under the Charities Act (Chapter 37) on 15 April 1985.

Since 1985, NAF has held the status of an Institution of a Public Character ("IPC"). Its IPC status was last renewed for a three-year term till 4 December 2025. The Foundation has Constitution (updated 1 June 2019) as its governing instrument.

With a membership comprising approximately 320 individuals, the Foundation's primary objective is to assist arthritis sufferers, their families, and caregivers.

NAF relies on financial support from various sources including member donations, contributions from companies, well-wishers and the general public. In addition to using its funds for disease advocacy programmes, the Foundation disburses financial aid to underprivileged arthritis patients through the Patient Subsidy Care Fund, to alleviate the substantial and prolonged medical treatment costs for patients. There is also a separate Juvenile Idiopathic Arthritis (JIA) fund specially allocated to children and youths aged 21 years and under who are afflicted with arthritis.



1. Objective



Our mission is embodied in the objects of the Foundation as follows:

Patient Welfare

Provide financial subsidy for underprivileged Singaporeans and Permanent Residents suffering from arthritis.

Public Education

Compile, produce and disseminate information regarding causes, prevention and available aids to combat arthritis, and to provide public education programme through, among others, provision and distribution of patient education resources as well as conducting forums and talks.

Community Service & Impact

Execute projects rendering service to help arthritis sufferers cope better with their condition.

Research on Arthritis

Encourage and promote research and other activities relating to the prevention, diagnosis, causes and treatment of arthritis.

Overview of NAF

Unique Entity Number (UEN): S84SS0010J

Registered Address:
420 North Bridge Road #03-38
North Bridge Centre Singapore 188727

Banker: DBS, Maybank and UOB
(Closed on 24 August 2023)

Auditor: Kreston David Yeung PAC

Chairman's Message



Lau Tang Ching
Chairman of NAF

“

Despite the ongoing global challenges, NAF achieved a stellar year, generating over \$1.1 million in donations while making a significant impact in our community.

”

Having emerged from the Covid-19 pandemic, we were confronted in 2023 by different challenges which tested our resilience and innovation in remaining steadfast to our mission of improving the lives of individuals affected by arthritis.

Inflation leading to cost-of-living crisis and the economic downturn fuelled by geo-politic tensions set the backdrop for a tough social giving landscape. Despite the ongoing global challenges, NAF achieved a stellar year, having achieved income of above \$1.1 million generated through increased donations, and at the same time, making significant impact in our community.

Impactful Initiatives and Achievements

▶ Supported by our pharmaceutical sponsors, we carried out a disease awareness roadshow at various high footfall shopping malls around the island in conjunction with World Arthritis Day in October 2023. Thousands who visited our booth were educated on common arthritis symptoms, prevention strategies, and available treatments. This will go a long way in ensuring that more will seek necessary treatment quicker and in so doing, avail themselves to a better quality of life while coping with arthritis.



▶ In addition to such public outreach activities as well as initialising new methods of fundraising, we managed to expand our support groups, offering invaluable emotional care through volunteer-led programmes organised by our staff. We also worked with the media to showcase the stories of arthritis patients, which resulted in more arthritis sufferers stepping forward to join our support programmes.



▶ The digital space will grow in importance as a platform to acquire and engage donors, and enhance our services to clients. On one hand, cybercrimes are on the rise, threatening to dampen online giving as donors become more wary of the legitimacy of making online donations. On the other hand, we recognise that there is a need to further embrace digital technologies to boost our outreach and services. To this extent, we started putting in place a new donor managements system to better manage our relationships with our supporters and started working on revamping our website to allow visitors to easily search and access information to aid in their disease journey.

Looking Ahead

▶ The Board and executive staff had a strategic review retreat during the year to map out the Foundation's thrust moving forward. In our commitment to ensure that our funds raised are utilised effectively and efficiently, we will be introducing a home-based physiotherapy service in 2024 to gauge and acquire demand before starting our care and rehabilitation centre.

▶ We will also be working with the Agency for Integrated Care to pilot an Exercise for Arthritis programme at selected Active Ageing Centres around Singapore to help seniors gain better mobility through improving their balance, flexibility, fitness, and muscular strength.

▶ As we have diligently built up our funding reserves over the past few years, we will start to invest in developing better treatments and interventions for arthritis by sponsoring research studies through an annual grant call starting from 2024.

I extend my heartfelt gratitude to our dedicated board and executive team, volunteers, partners, and supporters whose unwavering commitment and generosity have been instrumental in our pursuit to further our cause. Together, we will continue to make a meaningful difference in the lives of those affected by arthritis, empowering them to live healthier, happier, and more fulfilling lives.

Warm regards,

Adj. Prof Lau Tang Ching
Chairman

Leadership

1. Governing Board Members (2023-2024)



Lau Tang Ching*
Chairman

Date First Elected: Jul 1999



Benjamin Gaw Ying Charn*
Dy Chairman

Date First Elected: Jul 2012

**Dr Lau Tang Ching and Mr Benjamin Gaw have served as Board members for over 10 years. Due to their significant contributions to the Foundation in their respective areas of domain expertise (As a rheumatologist, Dr Lau provides expert insights on developments within the disease landscape, while Mr Gaw draws from his wealth of experience as a lawyer to advise the Foundation on compliance and/or legal issues). For these reasons, the Board endorsed and encouraged both to stand for re-election so as to continue benefitting from their invaluable service to the Foundation. The Board's nomination committee has identified suitable candidates to take over from Dr Lau as chairman within the next two years.*



Choo Chai Leong
Treasurer

Date First Elected: May 2022



Anindita Santosa
Secretary

Date First Elected: Jul 2017

The Foundation has in place a Conflict-of-Interest Policy for all Board members for notation and compliance. They are required to sign a Declaration of Vested Interest form on an annual basis during their Board tenure.



Felix Wang Tew Feng
Member

Date First Elected: May 2021



John Steven Manning
Member

Date First Elected: Jul 2017



Yeong Wai Teck
Member

Date First Elected: May 2018



Neo Chia Reei
Member

Date First Elected: May 2018



Ameer Parikh
Member

Date First Elected: May 2018



Ooi Pei Ling
Member

Date First Elected: May 2020



Yvonne Goh
Member

Date First Elected: May 2020



Jeannie Ong Bee Koon
Member

Date First Elected: May 2020



Stacey Margaret Har Yin
Member

Date First Elected: May 2022



Yeoh Soon Hwa
Member

Date First Elected: May 2022



Prudence Chan
Member

Date First Elected: Jul 2023

2. Council Members



Low Beng Tin
President (2023-2025)

Date First Elected: Jun 2018



Sin Boon Ann
Vice-President (2023-2025)

Date First Elected: Nov 2013



Kelvin Lim
Vice-President (2023-2025)

Date First Elected: Nov 2013



Wong Kar King
Vice-President (2023-2025)

Date First Elected: Aug 2014



Lau Tang Ching
Member (2023-2024)

Date First Elected: Jul 1999



Anindita Santosa
Member (2023-2024)

Date First Elected: Jul 2017



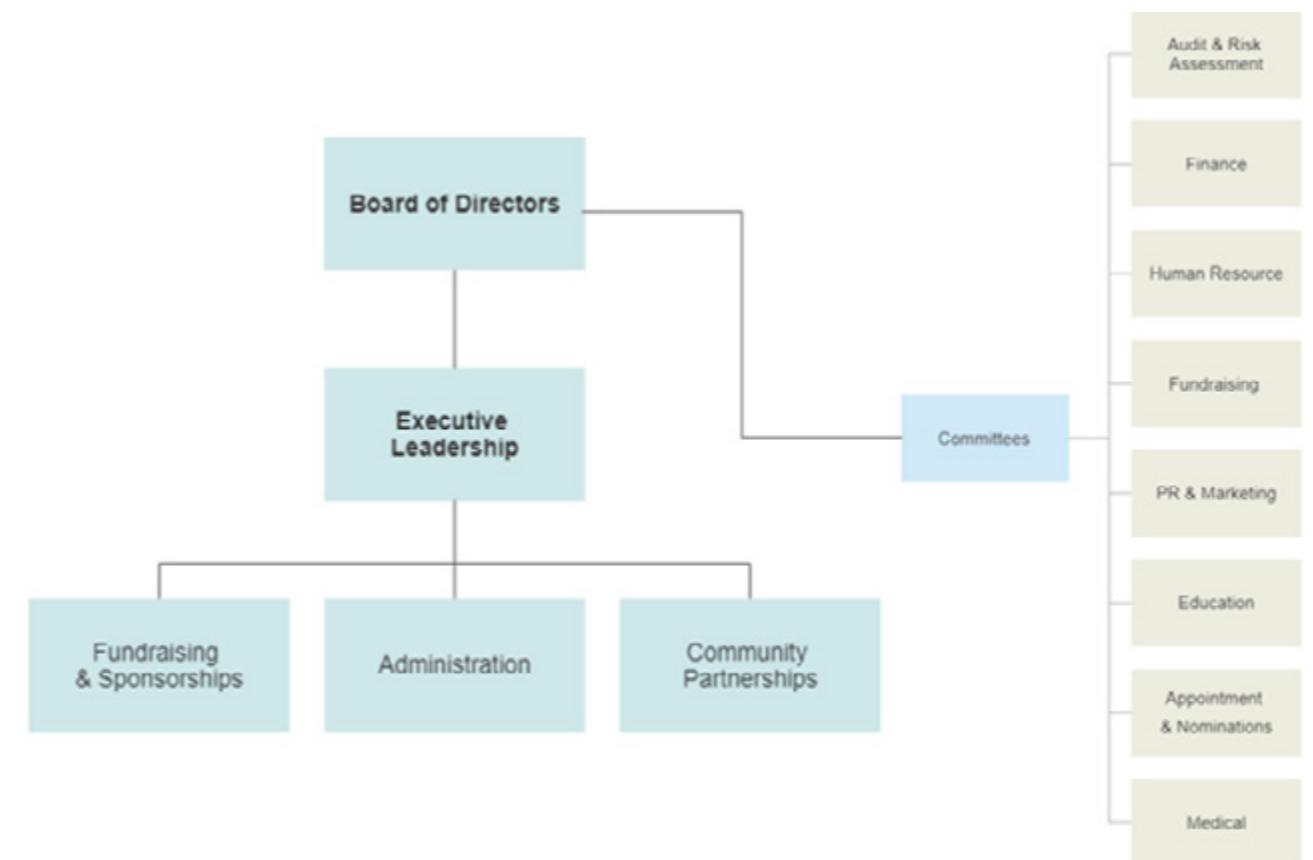
Choo Chai Leong
Member (2023-2024)

Date First Elected: May 2022

3. Executive Management

Name	Designation	Date Joined	Date of Current Appointment
Gerald Koh	Executive Director	Sep 2018	Sep 2021
Audrey Koh	Director, Fundraising & Sponsorships	Feb 2020	Jan 2023

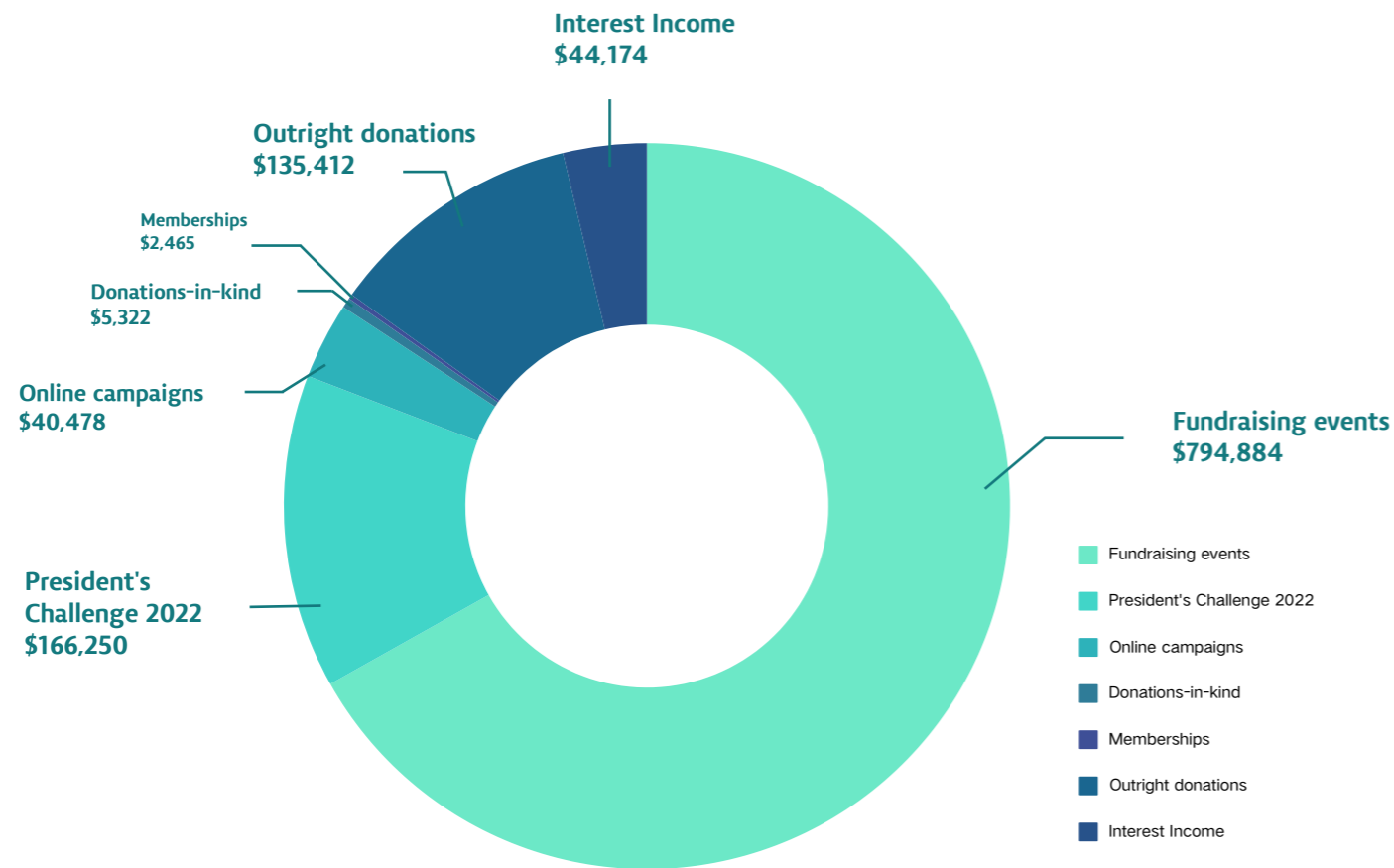
4. Organisational Structure



Highlights of the Year

1. Summary Financial Performance

Income |



The Foundation showed a significant increase in income of \$490,000, rising from \$699,000 in FY2022 to \$1.189 million this year. This growth was mainly attributed to more fundraising avenues in FY2023. The main events and campaigns were:

- i) Charity draw, contributing \$209,442
- ii) Gala dinner, contributing \$525,268
- iii) Direct mail appeal campaign, contributing \$60,174
- iv) Online campaigns, contributing \$40,478 and
- v) Outright donations of \$135,412

Total expenses for the year were \$563,000, an increase from \$448,000 in the same period last year. The cost increase of \$115,000 was mainly due to office rent increase and higher staff-related costs due to additional headcount.

NAF's total assets stood at \$2.58 million compared to \$1.87 million as at 31 December 2022, mainly comprising fixed deposits of \$1.56 million, bank balance of \$843,000, receivables, deposits and prepayments of \$115,000, and non-current assets of \$60,000. contributed significantly to the increase in total asset

The Foundation's liabilities stood at \$99,000 compared to \$12,000 the previous year, due to office lease

recognition of right of use assets according to the FRS116, as well as grants received for an on-going deployment of a donation management software.

NAF's net assets were \$2.58 million as at 31 December 2023 compared to \$1.87 million as at 31 December 2022, which is a 38% increment between the two financial years. This was spurred largely by healthy donations generated by the Foundation in 2023.

Income from Fundraising events



2. Community Impact

Public Education



NAF continued its commitment in raising awareness about arthritis through various educational activities. The Foundation launched the first of its E-Newsletters in May featuring stories of patients living with arthritis, and NAF-organised activities to better connect with members, donors and supporters.

Several educational webinars – such as "Mastering Self-Care for Joy and Longevity" by Clinical Psychologist Mr. Michael Thong – were organised during the year. As these webinars were well-received, they were subsequently condensed them into short video clips and published onto the Foundation's website to benefit a wider audience seeking self-care tips.

Youth Engagement

NAF partnered with schools on arthritis-related educational projects over the course of the year. One such project was by CHIJ St. Nicholas Girls' School (Secondary) which worked on Project Alle in consultation with NAF, advocating and promoting awareness of Rheumatoid Arthritis. Some of the activities spearheaded by the students included a webinar titled "What is Rheumatoid Arthritis" by Dr Law Weng Giap, a crochet get-together session with patients, and execution of a few fundraising events that raised over \$3,000 for the Foundation.



Team Project Alle from CHIJ St. Nicholas Girls' (Secondary) School



From top left to bottom right, Sheng Yang, Charlene, Sallonie, Chloe and Jovonne, of TJ70 are working on a modular brace for OA patients.

Partnerships with Institutes of Higher Learning

Post graduate students from NUS Lee Kuan Yew School of Public Policy collaborated with NAF for their course's study project to examine the impact of the Foundation's assistance on beneficiaries and propose ways in which NAF, along with the government and other community partners, can better support the beneficiaries' healthcare needs and financial resilience.

Through interviewing various stakeholders from medical social workers to NAF members and beneficiaries, several ideas were proposed by the project team. For example, the Foundation rolled out a mentoring programme to connect

newly diagnosed patients with suitable mentors to help them navigate their challenges of living with arthritis.

Another group of students from Temasek Junior College worked on a project to improve the management of knee osteoarthritis (OA) in working adults. NAF facilitated an interview session for them to garner feedback from OA patients to improve on a device prototype that would help in mobility and pain management among OA patients. The students then organised an awareness activity in school around this project, reaching out to more than 1,600 students.

CNA Insider

They're young, they look healthy, but they need a seat on the train. This is why

These young adults suffer from autoimmune diseases whose symptoms are not often visible, leading to misconceptions and judgement. How do they navigate work, relationships and life in general while enduring chronic pain?



Abrial Pang would feel "guilty", despite any pain, if he were to take a seat as there are older people on the train. (Photo: Zachary Tang)

Foo Yueh Peng

Eileen Chew

20 May 2023 06:03AM
(Updated: 30 May 2023 04:46PM)



Disease awareness via media channels

In May 2023, Channel News Asia Insider ("CNA") produced a video clip which took an inside look at young people who suffer from autoimmune diseases. "I'm a Young Adult with Autoimmune Disease" went viral over social media, garnering over 500,000 views in just a month. The patient, Abrial Pang, a NAF member who was referred to CNA by the Foundation was also invited to CNA over a live morning talk show to share his disease journey. His openness in speaking about his condition encouraged more young people to reach out to NAF for support.



Expanding JIA assistance coverage to benefit more

CapitaLand Hope Foundation (CHF), the philanthropic arm of CapitaLand Group, has been supporting JIA patients through the CHF-NAF Juvenile Arthritis Fund (“JA Fund”) since December 2017. In addition to providing medical subsidies to underprivileged children who suffer from JIA, the JA Fund also champions public education of JIA so that people understand the plight of children with the disease. NAF worked with CHF over the course of the year to extend the utility of the JA Fund to benefit more youths. Some of the revised criteria include a wider treatment coverage as well as extending the fund’s eligibility to those who are 21 years (previously 16 years) and below.

“NAF worked with CapitaLand Hope Foundation to extend the JA Fund's coverage, benefiting more youths by expanding eligibility to those 21 years and below.”

Engagement with Seniors

More than 4,500 senior citizens participated in the National Senior Celebration Activities.

arts: Xie Shiyong release:19/10/2023 16:47 renew:19/10/2023 17:32 collect



Health Minister Ong Ye Kung was also present to preside over the launch ceremony for the second National Celebration of Seniors and practice Tai Chi with the seniors. (Picture: Xie Shiyong)

As part of the refreshed Action for Successful Ageing and to celebrate seniors in conjunction with the International Day of Older Persons, various organisations including the Ministry of Health, Agency for Integrated Care, Council for Third Age, and others organized the second National Celebration of Seniors (NCOS) event on 19th October 2023. NAF had a booth at the



event to provide seniors with information on coping with arthritis, and organized a Tai Chi for Arthritis demonstration where Minister of Health, Mr Ong Ye Kung, participated in. More than 4,500 senior citizens visited the event aimed at promoting an active and meaningful lifestyle for our seniors.



World Arthritis Day Roadshows

In conjunction with World Arthritis Day, observed on 12th October every year to create awareness about arthritis, NAF organised a series of roadshows at high footfall malls across Singapore – Eastpoint Mall, Raffles Xchange, and Parkway Parade – supported by various sponsors in the healthcare space, to promote disease awareness in our community. Apart from thousands who visited the Foundation’s display booths at the various malls, 400 new contacts were acquired with the possibility of converting them to NAF supporters.

Principal Funding Sources

NAF’s income is funded by individual and corporate donations, supplemented by the government’s Enhanced Fundraising (EFR) programme. The Foundation organises yearly fundraisers that are supported by regular donors. More emphasis has been taken in recent years to nurture new donation channels – for example, this year’s direct mailer donation appeal and the charity draw ticket sales – so as to diversify its pool of donors and fully leverage on the dollar-matching EFR programme.

Donations from fundraising events amounted to \$835,362 inclusive of matching government grant from EFR programme, and a further \$135,412 outright donations were received over the year. Together, these contributed to 82% of income for the Foundation in 2023.

Explanation of the Purposes for which the Foundation’s Assets are Held

The Foundation sets aside a Patient Subsidy Care Fund for the purpose of meting out financial assistance to underprivileged arthritis patients, especially those who require help in paying for the necessary medical treatments and/or therapeutic adjuncts to mitigate their condition. The CHF-NAF Juvenile Arthritis Programme Fund sponsored by CapitaLand Hope Foundation is a restricted fund set aside to subsidise treatments for youths under 21 years of age who suffer from arthritis.

As at 31 December 2023, the Patient Subsidy Care Fund stood at \$553,264, while the CHF-NAF had a balance of \$147,605.

Programmes and Activities |

The flagship NAF Charity Gala fundraiser made a post-Covid comeback after a hiatus of over 4 years. New fundraising campaigns were also introduced, which contributed to the increase in donation income over the previous year.

During the year, the Foundation focused mainly on raising awareness about arthritis symptoms, treatments and their impact on the community through its various outreach activities were conducted throughout the year, to not only raise awareness of arthritis symptoms and treatments but also to provide to improve the wellbeing of patients and members.

1. Outreach Activities



The story of Esther over direct mailers

The pains, struggles and determination of NAF's beneficiary Esther, a JIA patient, was told in a direct mailer campaign which went out to about 668,000 households in March 2023. The aim of the campaign was to educate our community that arthritis can also afflict young persons, and thus to foster a more caring society towards those who suffer from arthritis.

World Ankylosing Spondylitis Day at Botanical Garden

In commemoration of World Ankylosing Spondylitis (AS) Day 2023, NAF organized an outing to the Singapore Botanic Gardens. Joined by the Foundation's AS Club members, the walk advocated the benefits of regular exercise while living with AS.

The activity concluded with the group catching up with one another over tea and snacks after the walk.



Project Cratos and Fort Canning Historical Walk

A walk amidst Mother Nature led by Hwa Chong Institution's Project Cratos team and supported by NAF was organized for the Foundation's members on 10 June. The trek took the group through Singapore historical sites like the Fort Wall, Spice Garden, Jubilee Garden, and the Heritage Museum, making this a healthy and educational activity for all.



Educational, social and wellness activities for support group members

Some of the other support group activities that were carried out included the following

Month	Activity	Details
Mar	Mastering Self-Care for Joy and Longevity - by Mr Michael Thong (Rogerian Psychology Centre)	Educational webinar
Jun	Tai Chi at Eastpoint Mall	Onsite exercise session
Jun	Totoro Cookie Baking	Parent-child bonding activity
Sep	What is Rheumatoid Arthritis - by Dr Law Weng Giap (Elim Rheumatic Centre)	Educational webinar

Major Fundraising Programmes

2. Direct mail donation appeal campaign

Apart from the educational element of the direct mailers depicting Esther's journey with JIA, the campaign was also a fundraising appeal to further the Foundation's mission. The mailers were distributed by Singapore Power to households together with the utility bills for March. \$30,690 was raised by the campaign.

1. NAF Charity Draw

NAF partnered with Singapore Pools for its charity draw, where draw tickets were sold across the island at all Singapore Pools retail shops over 6 weeks, raising \$104,721. The grand prize of \$3,888 was claimed by lucky winner Mr Kenneth Yew.



3. 2023 Charity Gala Dinner



The Foundation hosted a memorable Charity Gala Dinner that left an indelible mark on all who attended. The event was the first major fundraiser for NAF since Covid-19 restrictions were lifted. Graced by Guest-of-Honour Mr Yip Hon Weng - Member of Parliament, Yio Chu Kang SMC – the event which raised \$275,000 in table sales and onsite donation saw 300 donors, beneficiaries and healthcare professionals gather in support of alleviating arthritis.

Local popular band 53A and the enchanting mentalist Ferris Yao provided spell bounding entertainment for the evening. There was also an auction of exquisite paintings that were donated by an NAF member who is an arthritis patient.



Looking forward to 2024

The Foundation will continue its disease awareness campaigns in 2024, educating the community on arthritis symptoms, treatment options and the importance of early diagnosis. Special focus will be on engaging businesses through crafting out partnerships that amplify these organisations' Corporate Social Responsibility initiatives, as well as educating the school-going cohort via community projects with the Foundation. Such programmes present opportunities for our society to gain a greater understanding towards the plight of those who suffer from arthritis, and correspondingly establish cause-focused fundraising campaigns from new donors.

A home-based physiotherapy service will be launched in the second half of next year, offering affordable physiotherapy treatments to NAF members and beneficiaries to help them go about their everyday lives with improved mobility and less pain. NAF Board had decided on initialising this rehabilitative home-based therapy programme first, in place of the community patient care facility, to gauge and build demand using a lower operational cost model prior to launching the care facility in future. In addition, the Foundation will also be working with the Agency of Integrated Care (AIC) to start Exercise for Arthritis sessions at Active Ageing Centres around Singapore – another one of its rehabilitative programmes that will be introduced in 2024. Application has been made to the President's Challenge (PC) secretariat for approval to use NAF's PC fund allocation for these programmes. Once the PC funds are exhausted, NAF will fundraise to continue the provision of these subsidised programmes.

the public hospitals, briefing the Medical Social Workers of the updated financial assistance programmes that they can tap on for their underprivileged arthritis patients.

A diverse donor portfolio therefore remains an important fundraising strategy for the Foundation especially in the next year as Singapore's economic growth is forecasted to be modest at best. This means having to execute a mixed bag of tried and tested mainstay fundraisers like the successfully executed 2023 Gala Dinner alongside novel ideas, to maximise donation income by leveraging on the government's Enhanced Fundraising programme that provides dollar-for-dollar matching up to \$250,000 for fundraisers activated in FY2024.

“

In 2024, NAF will launch a home-based physiotherapy service and partner with the Agency for Integrated Care to introduce Exercise for Arthritis sessions, enhancing rehabilitative care for beneficiaries.

The Patient Subsidy Care Fund is expected to be drawn upon more over the next twelve months since the Foundation widened its scope of claimable treatment costs for qualifying patients. NAF staff have also been doing their rounds with

Governance |

1. Role of the Board

The Board's role is to provide strategic direction and oversight of the Foundation's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. The Chairman meets with the executive leadership team on a fortnightly basis to provide counsel and guidance, and the Executive Director ensures the staff regularly attend sector briefings to stay updated on regulatory framework requirements.

The Board is responsible for approving the budget for the financial year and monitoring expenditure against budget. To ensure the Foundation's programmes are implemented according to the planned directions of the Board, the various committees depicted in Section 3.4 hold meetings to formulate execution strategies.

2. Board Meeting Attendance

Members	18 Jan	1 Apr	27 May (AGM)	19 Jul	20 Sep	29 Nov
Lau Tang Ching	-	Y	Y	Y	Y	Y
Benjamin Gaw Ying Charn	Y	Y	Y	Y	-	Y
Felix Wang Twe Feng	-	Y	Y	Y	-	Y
Anindita Santosa	-	Y	-	-	Y	Y
Steve Manning	Y	Y	Y	Y	Y	Y
Yeong Wai Teck	-	Y	Y	Y	Y	-
Neo Chia Reei	Y	Y	Y	Y	Y	Y
Amees Parikh	Y	Y	-	Y	-	Y
Ooi Pei Ling	Y	Y	Y	-	Y	Y
Yvonne Goh	Y	Y	Y	Y	Y	Y
Jeannie Ong Bee Koon	Y	Y	-	Y	Y	Y
Stacey Margaret Har Yin	Y	-	Y	-	Y	Y
Yeoh Soon Hwa	Y	Y	Y	-	Y	Y
Choo Chai Leong	Y	-	Y	Y	Y	Y
Prudence Chan	NA	NA	NA	Y	Y	Y

2. Disclosure of Remuneration and Benefits

The number of the Foundation's staff whose annual remuneration is above \$100,000 is listed below:

Annual Remuneration Band	2022	2023
\$100,000 to \$200,000	1	1

Board members are not remunerated for their Board services.



Annex A: Submission Form for Governance Evaluation Checklist (Enhanced Tier)

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	
Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")				
			No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
4	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.	1.1.7	Complied	
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.				
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years,	1.1.12	Complied	
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")				
			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	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	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	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	

Are there volunteers serving in the charity? (skip item 15 if "No")		No
15	There are volunteer management policies in place for volunteers.	5.7
Financial Management and Internal Controls		
16	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
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2 Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3 Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4 Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1 Complied
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3 Complied
Fundraising Practices		
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		No
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2
Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3 Complied
Disclosure and Transparency		
24	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
Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
25	No governing board member is involved in setting his own remuneration.	2.2
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3
Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes
27	No staff is involved in setting his own remuneration.	2.2 Complied
28	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.	8.4 Complied
The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.		

29 The charity discloses the number of paid staff who satisfies all of the following criteria: 8.5 Complied

(a) the staff is a close member of the family³ belonging to the Executive Head⁴ 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 belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.

Public Image

30 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.

Declaration

I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.

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