

**2021**

**ANNUAL  
REPORT**

For the Financial Year End 31 December 2021

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# 1. ABOUT NAF

National Arthritis Foundation (“NAF” or “Foundation”) was set up on 27 June 1984 as a society. It was registered under the Charities Act (Chapter 37) on 15 April 1985. NAF has been accorded IPC (Institution of a Public Character) status since 1985.

NAF has Constitution (updated 1 June 2019) as its governing instrument.

## 1.1 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:** Collect, compile 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 and conducting of forums/talks.

**Community Service and 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.

# 1. ABOUT NAF

## 1.2 Policies

### **Funding Sources**

The Foundation is supported financially by donations from its members, companies/ corporations, well-wishers and the general public.

### **Memberships**

The Foundation's membership consists of approximately 290 Annual members and Life members.

### **Primary Function**

The Foundation's activities are open to the public and are geared towards helping the arthritis sufferers, their families and caregivers, with a focus on providing financial subsidies to defray the high and prolonged cost of medical treatment to underprivileged arthritis patients. NAF also provides financial assistance to these patients to help them live better quality of lives.

## 2. OVERVIEW OF NAF

**01** Unique Entity Number (UEN)  
S84SS0010J

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

**03** Banker  
DBS, UOB and Maybank

**04** Auditor  
Kreston David Yeung PAC

**05** Investment Adviser(s)  
Not Applicable

### 3. CHAIRMAN'S MESSAGE



2021 demanded the very best of us as the global pandemic sank its teeth into upsetting how we go about our lives. For the past 37 years, we have been relying on a relatively closed network of donors to support NAF in helping the arthritis community. This became extremely challenging when we could no longer do our usual fundraising events due to the ever-changing Covid-19 restrictions throughout the year.

It was a clarion call for us to adapt, rethink and discover uncharted opportunities to continue advancing the Foundation's mission.

We ended the year with a surplus of \$228,443. This was possible with the efforts of the executive team that put in extra effort into fundraising while keeping a tight lid on costs – fundraising events were largely organised in-house, office was relocated and downsized to reduce rent, and additional/replacement manpower was supplemented through the government subsidised SGUnited jobs scheme.

Ride For Hope was our first-ever mass appeal cycling fundraiser. Over and beyond the fact that 200 participants came together to help raise \$140,000, it provided us with a launching pad to articulate the stories of arthritis sufferers. We can now build on this momentum to educate our community on the disease through engaging methods like creating short form videos over social media.

There were significantly fewer requests for treatment subsidies compared to the previous year. However, now that our Patient Subsidy Care Fund has steadily grown to over half a million dollars, we will be engaging with the medical social workers from the restructured hospitals to inform them of how they can assist underprivileged patients by tapping into this Fund. We therefore expect to see more requests for assistance over the next couple of years.

# 3. CHAIRMAN'S MESSAGE

Financial assistance aside, the Foundation made great strides in educating the community by introducing regular live webinars. These sessions not only provide an opportunity for NAF members and the public to learn from the many subject matter experts who spoke on health and arthritis-related topics, they also allow us to develop a repository of educational resources to help patients cope with their condition.

For NAF to remain purposeful to the community, we must continue to have the right people on board. Succession planning is critical for our charity's long-term existence. On this front, I am delighted that our Board members have been willing to take on new appointments to fill up the roles vacated by two long-serving stalwarts who retired on the conclusion of their 2020/2021 term. There was also a change in Management with the retirement of the previous Executive Director (ED) during the year. Our new ED will focus on ensuring that the Foundation has efficient processes in place and progressively attracts suitable talent to deliver on the Board's strategic directions, one of which is the setting up of a patient care facility to attend to the expected rise in those suffering from chronic joint problems.

Finally, on behalf of the Board and Management, I would like to thank all our donors and partners for another year of tremendous support. Together, we will work towards an even better year ahead!

A/Prof Lau Tang Ching  
Chairman

# 4. LEADERSHIP



## 4.1 Governing Board Members:

| No | Name                       | Board Designation | Term      | Date First Elected | Remarks                     |
|----|----------------------------|-------------------|-----------|--------------------|-----------------------------|
| 1  | Lau Tang Ching             | Chairman          | 2021-2022 | 28 Jul 2012        |                             |
| 2  | Benjamin Gaw Ying Charn    | Dy Chairman       | 2021-2022 | 28 Jul 2012        |                             |
| 3  | Felix Wang Twe Feng        | Treasurer         | 2021-2022 | 22 May 2021        |                             |
| 4  | Anindita Santosa           | Secretary         | 2021-2022 | 22 Jul 2017        |                             |
| 5  | John Steven Manning        | Member            | 2021-2022 | 22 Jul 2017        |                             |
| 6  | Yeong Wai Teck             | Member            | 2021-2022 | 31 May 2018        |                             |
| 7  | Neo Chia Reei              | Member            | 2021-2022 | 31 May 2018        |                             |
| 8  | Amee Parikh                | Member            | 2021-2022 | 31 May 2018        |                             |
| 9  | Ooi Pei Ling               | Member            | 2021-2022 | 30 May 2020        |                             |
| 10 | Yvonne Choo Mrs Yvonne Goh | Member            | 2021-2022 | 30 May 2020        |                             |
| 11 | Jeannie Ong Bee Koon       | Member            | 2021-2022 | 30 May 2020        |                             |
| 12 | Yeoh Soon Hwa              | Member            | 2021-2022 | NA                 | Co-opted on 15 Sep 2021     |
| 13 | Stacey Margaret Har Yin    | Member            | 2021-2022 | NA                 | Co-opted on 15 Sep 2021     |
| 14 | Wilson Chew Huat Chye      | Member            | 2020-2021 | 28 Jul 2012        | Stepped down on 21 May 2021 |
| 15 | Fang Lee Wei               | Member            | 2020-2021 | 28 Jul 2012        | Stepped down on 21 May 2021 |



# 4. LEADERSHIP



## 4.2 Council Members:

| No | Name                    | Council Role   | Term      | Date First Nominated (Elected) |
|----|-------------------------|----------------|-----------|--------------------------------|
| 1  | Low Beng Tin            | President      | 2021-2023 | 30 Jun 2018                    |
| 2  | Sin Boon Ann            | Vice-President | 2021-2023 | 25 Nov 2013                    |
| 3  | Kelvin Lim              | Vice-President | 2021-2023 | 25 Nov 2013                    |
| 4  | Wong Kar King           | Vice-President | 2021-2023 | 16 Aug 2014                    |
| 5  | Zulkifli Mohammed       | Vice-President | 2021-2023 | 25 Jul 2016                    |
| 6  | Lim Khoon Leng          | Vice-President | 2021-2023 | 25 Jul 2016                    |
| 7  | Lau Tang Ching          | Member         | 2021-2022 | (28 Jul 2012)                  |
| 8  | Anindita Santosa        | Member         | 2021-2022 | (22 Jul 2017)                  |
| 9  | Felix Wang Twe Feng     | Member         | 2021-2022 | (22 May 2021)                  |
| 10 | Wilson Chew Huat Chye   | Member         | 2020-2021 | (28 Jul 2012)                  |
| 11 | Benjamin Gaw Ying Charn | Member         | 2020-2021 | (28 Jul 2012)                  |
| 12 | Fang Lee Wei            | Member         | 2020-2021 | (28 Jul 2012)                  |

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.

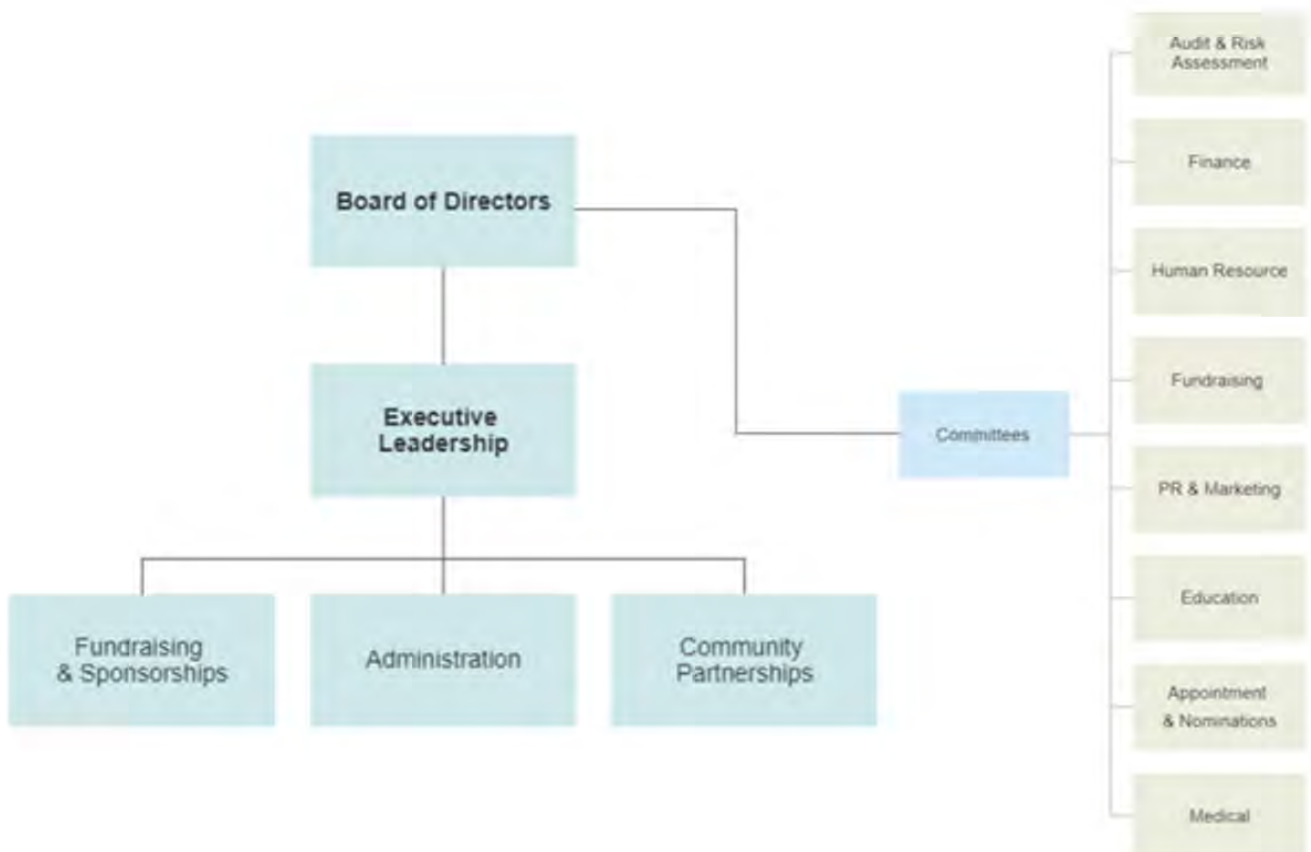


# 4. LEADERSHIP

## 4.3 Executive Management

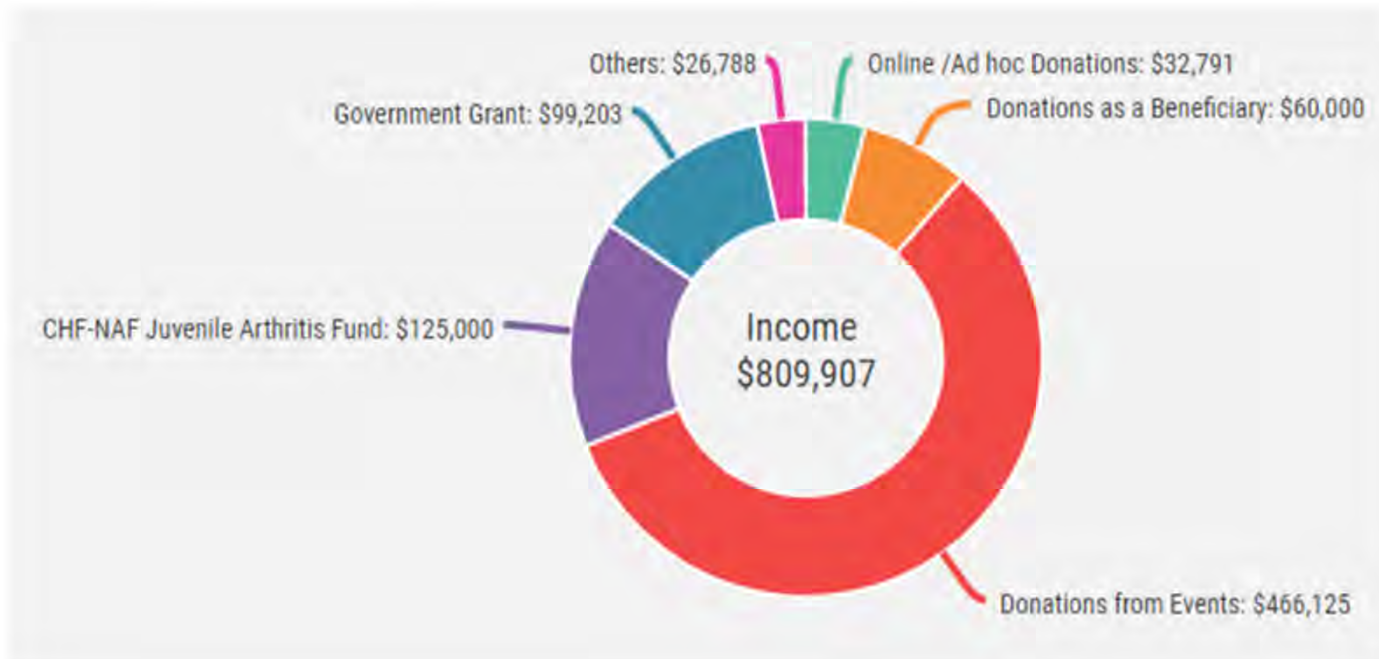
| No | Name                 | Designation                   | Date Joined | Date of Current Appointment | Remarks   |
|----|----------------------|-------------------------------|-------------|-----------------------------|---|
| 1  | Gerald Koh           | Executive Director            | 1 Sep 2018  | 1 Sep 2021                  |   |
| 2  | Audrey Koh           | Dy Director                   | 1 Feb 2020  | 1 Feb 2020                  |   |
| 3  | Joseph Lloyd D'cunha | Executive Director (outgoing) | 1 Jan 2017  | 1 Jan 2017                  | Stepped down on 31 Aug 2021; retired on 31 Dec 2021 |

## 4.4 Organisational Structure:



# 5. HIGHLIGHTS OF THE YEAR

## 5.1 Summary Financial Performance



The Covid-19 pandemic restrictions that continued into 2021 put paid on the Foundation's ability to carry out the usual pre-pandemic fundraising events. Despite those challenges, the Foundation organised two successful events – Charity Golf and our inaugural virtual cycling fundraiser, Ride For Hope – and managed to be included as a beneficiary to the Keppel Charity Golf 2021. The resulting total income was \$809,907, which is over 40% more than the total income of FY2020 (excluding the one-off Bicentennial Fund contribution in FY2020).

Total expenditure at \$581,464 is a 2.2% increment over FY2020. The cost of generating funds was higher at \$71,819 compared to \$46,430 in FY2020 due to the increased expenditure on carrying out the fundraising events. Cost of medical subsidies fell 90% to \$6,416, possibly due to lack of awareness of NAF's assistance programme among the hospitals' new medical social workers coupled by more available government subsidies extended to patients for the pandemic year. The Foundation doubled its expenditure on iShineCloud expenditure as it continued its digital transformation to a cloud-based office solution.

As at 31 December 2021, the Foundation employed three full-time employees and one trainee under the SGUnited mid-career pathway programme.

### Financial Position

Overall surplus for FY2021 was \$228,443.

Net assets stood at \$1,665,669 as at 31 December 2021 compared to \$1,434,492 a year ago. Cash at bank was \$1,554,334 as at 31 December 2021 versus \$1,268,747 in FY2020.

## 5.2 Community Impact

More resources were expended in 2021 for arthritis awareness – a total of 9 webinars were held with topics ranging from specific arthritis diseases to nutrition and wellness. These complimentary webinars were attended by NAF members as well as the public. Several pharmaceutical companies collaborated with the Foundation by providing educational sponsorship grants to conduct these online sessions and re-purpose the recorded webinars into bite-sized videos as NAF builds its digital resources to educate the community.

Weekly Taichi for arthritis classes were also taught live over Zoom, with regular attendance by people across all age groups who are keen to maintain joint mobility.

In conjunction with rolling out Ride For Hope, NAF launched its Instagram platform and had 3rd year Design and Communications students from Temasek Polytechnic work on creating impactful stories and posts for the event, leveraging on the social media's pervasive influence to educate the public on arthritis.



NAF support groups – the Ankylosing Spondylitis and Juvenile Arthritis groups – continued to actively discuss issues, challenges and share encouragement to one another through the NAF-facilitated WhatsApp group chats.

### 5.3 Snapshot of Major Milestones for the Year

| Date            | Activity  |
|-----------------|---|
| Jan - Dec       | Online donation campaigns                       |
|                 | Series of 9 educational webinars                |
| 19 Mar          | NAF Charity Golf Day                            |
| 22 May          | 37 <sup>th</sup> Annual General Meeting         |
| 1 Jun           | Relocation of NAF office to North Bridge Centre |
| 20 Sep - 17 Oct | Inaugural mass fundraiser – Ride For Hope       |
| 4 Dec           | JIA Day (Virtual event)                         |



## 5.4 Principal Funding Sources

Donations from fundraising events contributed to 58% of funds raised in 2021. A total of \$466,125 was raised through the NAF Charity Golf and Ride For Hope, a virtual cycling fundraiser targeted at the masses.

The Foundation also received its second tranche of \$125,000 from Capitaland Hope Foundation (CHF). This was part of the CHF-NAF Juvenile Arthritis Fund Agreement inked on 14 February 2018, with CHF's commitment to donate a total of \$250,000 towards this fund for medical subsidies, awareness and educational activities for juvenile arthritis patients.

Online donations throughout the year reaped \$32,791 and another \$60,000 was donated from being one of the 18 beneficiaries of the Keppel Charity Golf 2021.

Section 6 provides a report on NAF's Outreach and Fundraising activities organised in 2021.



## 5.5 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 to mitigate their condition. With prudent management over the years to cater for potential increase in patient assistance requests, the Patient Subsidy Care Fund has grown to \$517,202 as at 31 December 2021.

CHF-NAF Juvenile Arthritis Programme Fund is a restricted fund used primarily to help juvenile arthritis patients defray their medical costs. The Programme has been extended to 31 December 2023.



# 6. PROGRAMMES & ACTIVITIES

The Foundation continued to reinvent processes and activities amid the pandemic restrictions. Digital transformation became a core initiative to empower its staff to adopt flexible work arrangements. Fundraising events and outreach activities adopted creative formats to maximise results while embracing safe management measures.

## 6.1 Outreach Activities

### 6.1.1 Educational Webinars

From learning about disease symptoms, causes and treatments to knowing what foods may potentially cause inflammation, NAF conducted webinars on varied topics to help arthritis sufferers and caregivers cope better with their condition. Over 500 participants tuned into the nine webinars held over Zoom.

| Month     | Disease Focus                              | Webinar Topic   | Speaker                        |
|-----------|--|---|--------------------------------|
| February  | Ankylosing Spondylitis (AS)                | Coping with AS – Posture and Stretches  | Mr Calvin Sim, Physiotherapist |
| February  | Covid Vaccinations and Arthritis           | Covid Vaccination – What if I'm an Arthritis sufferer?                                  | A/Prof Lau Tang Ching          |
| April     | Ankylosing Spondylitis (AS)                | Truths and Myths of Sports in AS patients   | Mr Calvin Sim, Physiotherapist |
| May       | Axial Spondyloarthritis                    | How to monitor and manage pain in AS  | Dr Aninindita Santosa          |
| July      | Psoriatic Arthritis                        | How to know if your PsA is well-controlled or worsening                                 | Dr Margaret Ma                 |
| September | Systemic Sclerosis                         | Understanding systemic sclerosis  | Dr Sue-Ann Ang                 |
| October   | Rheumatoid arthritis & Psoriatic Arthritis | What may trigger RA? And PsA?   | Dr Aninindita Santosa          |
| November  | Biologics                                  | Management of Latent TB infections in patients requiring initiation of biologic therapy | Dr Vlad Nikolayevskyy          |
| November  | Nutrition                                  | You are what you eat – AN insight into nutrition and immunity                           | Ms Fiona Chia, Nutritionist    |



# 6. PROGRAMMES & ACTIVITIES

## 6.1.2 Wellness Programmes

Live weekly Tai chi classes taught by the Foundation’s Chairman and certified instructor, A/Prof Lau Tang Ching, saw consistent participation throughout the year. Tai chi, along online yoga classes, were offered for NAF members to help them stay active, and attain improved mental health and joint mobility.



Classes conducted virtually twice weekly.

## 6.1.3 JIA Day 2021

Sponsored by Capitaland Hope Foundation, JIA (Juvenile Idiopathic Arthritis) Day was held on 4 December 2021 as a virtual event. NAF worked with two hospitals – KKH and NUH – to facilitate the participation of 55 persons, consisting of JIA patients and caregivers.

The day’s programme included talks on nutrition, physiotherapy for children and mental wellness. The children had an equally engaging time, with an arts and crafts session led by an NAF beneficiary. At the close of the event, all participants were treated to a home-delivered lunch by the Grand Hyatt hotel.



Volunteers at work during JIA Day.

# 6. PROGRAMMES & ACTIVITIES

## 6.2 Fundraising Activities

### 6.2.1 Online Giving

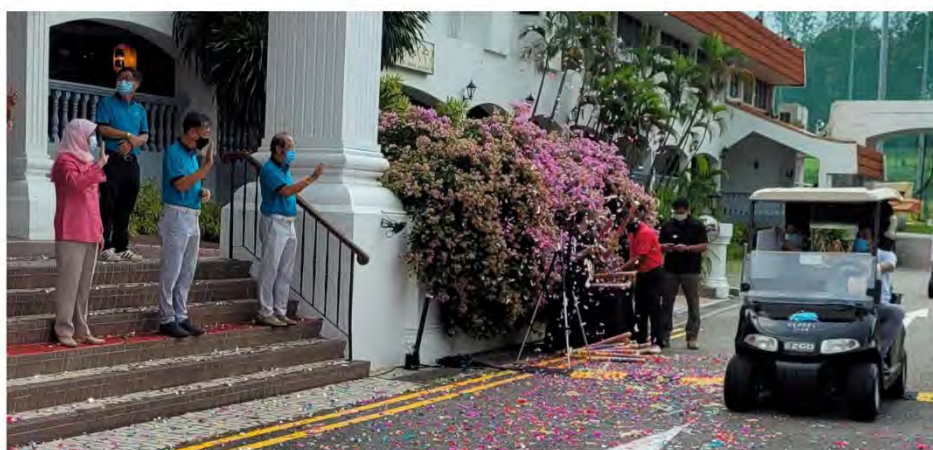
Campaigns were published on Giving.sg and Deeda.care throughout the year. Contributions from online donation platforms amounted to \$32,791, a 6% increase over the previous year.

### 6.2.2 Charity Golf 2021

NAF Charity Golf Day was held on 19 March 2021 at the Tanah Merah Country Club's Tampines Course. A total of 120 players participated in this first major fundraiser for the year, which enabled the Foundation to raise \$326,444 (inclusive of the government's Enhanced Fundraising grant). As the event was entirely in-house organised this year, the cost to income ratio amounted to less than 26%.

### 6.2.3 Keppel Charity Golf

In its final instalment of Keppel Club's Charity Golf event before the club vacates its current premises at Bukit Chermin, the Foundation made a successful appeal to be included as one of the beneficiaries supported by this event. The corresponding share of donations disbursed to NAF was \$60,000.



President Mdm Halimah present at the Keppel Charity Golf and handmade 'Thank You' cards for our donors.

# 6. PROGRAMMES & ACTIVITIES

## 6.2.4 Ride For Hope

The Foundation took a bold step in launching a fundraiser that targeted mass participation. Ride For Hope was thus conceptualised to encourage Singaporeans to support arthritis patients through cycling, an activity that has gained popularity since the start of the pandemic.

About 200 participants took to their bicycles over the month-long event, cycling their committed distances at their own time, pace and routes and rallying supporters to donate to the online campaigns on Giving.sg. Every participant was essentially a fundraiser for NAF, resulting in total funds raised of \$139,681, bolstered by AEM Ltd which supported Ride For Hope as the presenting sponsor.

Above and beyond the event's fundraising element, Ride For Hope presented a platform to promote arthritis awareness. Over \$150,000 of equivalent advertisement value was garnered through publicity on various prominent media channels. This helped the public to gain a better appreciation of the prevalence of arthritis and the challenges faced by those who live with the disease.



# 6. PROGRAMMES & ACTIVITIES

## 6.3 Community Collaborations

### 6.3.1 Inspiring youths to work on charitable causes

In support of nurturing young, creative local talents, the Foundation partnered with Temasek Polytechnic (TP) to conceptualise Ride For Hope, where 3rd year students from TP School of Design developed the branding and design elements for the entire campaign as part of their Industry Studio Project.



### 6.3.2 Project Cratos

Grassroots initiatives to promote joint health remains a key area of interest for the Foundation. To this extent, NAF continues to partner with students to adopt NAF's missions in executing community projects as part of their curriculum.

In 2021, a group of Hwa Chong Institution students formed Project Cratos – a student-initiated service learning project in collaboration with NAF – to uplift the lives of those afflicted with arthritis and to raise awareness for the disease. In addition to organising fun social activities for the community, the 10-month project also involves lining up educational talks on the common arthritis conditions.



Dr Margaret Ma conducted a talk with more than 100 students from Hwa Chong Institution.

# 7. THE YEAR AHEAD

As NAF continues to render medical subsidies to financially strapped Singaporeans and permanent residents, the Foundation is also cognizant of the fact that the cost of continuous arthritic care is high. Coupled with Singapore's aging population, this translates to a higher proportion of people living in poor health, many of whom will suffer from musculoskeletal conditions like arthritis. Even the young are not spared, and the sooner they receive care, the better their chances at living a better life.

To attend to the expected increase in arthritis sufferers, NAF will continue to fundraise aggressively to set up its first community arthritis patient centre where appropriate facilities and services will be made available to help patients better manage their condition. A proportion of funds raised will also go into growing the Patient Subsidy Care Fund so that the Foundation can widen its list of subsidised drugs to assist more patients.

Direct mail donation appeals, sale of charity draw tickets at Singapore Pools outlets and a second edition of Ride For Hope are fresh fundraising ideas that will be explored in the coming year. This will inevitably put some pressure on expenditures too, as the Foundation will need to invest more into reaping the desired outcomes.



# 8. GOVERNANCE

## 8.1 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. To this end, the Chairman meets with the executive leadership team on a fortnightly basis to provide counsel and guidance.

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 4.4 meet to formulate execution strategies.

## 8.2 Board Meeting Attendance

A total of 5 Board meetings and one AGM were held during the financial year. The attendance of each Board member at the meetings is set out below.

| Members                                | 10 Feb | 24 Mar | 22 May<br>(AGM) | 21 Jul | 15 Sep | 17 Nov |
|--|--------|--------|-----------------|--------|--------|--------|
| Lau Tang Ching                         | Y      | Y      | Y               | Y      | Y      | Y      |
| Wilson Chew Huat Chye <sup>(1)</sup>   | Y      | -      | NA              | NA     | NA     | NA     |
| Benjamin Gaw Ying Charn                | Y      | -      | Y               | Y      | Y      | -      |
| Fang Lee Wei <sup>(2)</sup>            | Y      | Y      | NA              | NA     | NA     | NA     |
| Anindita Santosa                       | Y      | Y      | Y               | Y      | Y      | Y      |
| Steve Manning                          | Y      | Y      | Y               | Y      | Y      | Y      |
| Yeong Wai Teck                         | Y      | Y      | Y               | Y      | Y      | Y      |
| Neo Chia Reei                          | Y      | Y      | -               | -      | Y      | Y      |
| Amees Parikh                           | Y      | 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      | Y      |
| Felix Wang Twe Feng                    | Y      | Y      | Y               | Y      | Y      | Y      |
| Stacey Margaret Har Yin <sup>(3)</sup> | NA     | NA     | NA              | NA     | Y      | Y      |
| Yeoh Soon Hwa <sup>(4)</sup>           | NA     | NA     | NA              | NA     | Y      | Y      |

Notes:

1. Wilson Chew resigned as a Board member on 21/5/2021
2. Fang Lee Wei resigned as a Board member on 21/5/2021
3. Margaret Ma was appointed a Board member on 15/9/2021
4. Lisa Yeoh was appointed a Board member on 15/9/2021

### 8.3 Disclosure of Remuneration & Benefits

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

| <b>Annual Remuneration Band</b> | <b>2021</b> | <b>2020</b> |
|---------------------------------|-------------|-------------|
| \$100,000 to \$200,000          | 2           | 2           |

Board members are not remunerated for their Board services.

- End -

# WAYS TO SUPPORT US

To make a donation:



Scan via the Bank App



To NAF Portal

To volunteer your time:

<https://portal.naf.org.sg/Volunteer/Create>



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

Applicable to large charities with gross annual receipts or total expenditure of **\$10 million or more**;

And IPCs with gross annual receipts or total expenditure **from \$500,000 to less than \$10 million**.

| S/N                     | Code guideline  | Code ID | Response<br>(select whichever is applicable) | Explanation<br>(if Code guideline is not complied with) |
|-------------------------|---|---------|--|---|
| <b>Board Governance</b> |   |         |  |   |
| 1                       | <b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.   | 1.1.2   | Complied                                     |   |
|                         | <b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>   |         | No   |   |
| 2                       | Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.  | 1.1.3   |  |   |
| 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   |  |   |
| 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) <b>can only serve a maximum of 4 consecutive years</b> .<br><br>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                                     |   |
| 5                       | All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.   | 1.1.8   | Complied                                     |   |

|  |   |        |          |  |
|--|---|--------|----------|--|
| 6  | The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.                          | 1.1.12 | Complied |  |
|  | <b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>   |        | No       |  |
| 7  | The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>                   | 1.1.13 |          |  |
| 8  | There are <b>documented terms of reference</b> for the Board and each of its committees.  | 1.2.1  | Complied |  |
| <b>Conflict of Interest</b>                                |   |        |          |  |
| 9  | There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity. | 2.1    | Complied |  |
| 10   | Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.   | 2.4    | Complied |  |
| <b>Strategic Planning</b>                                  |   |        |          |  |
| 11   | The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity’s activities are in line with the charity’s objectives.    | 3.2.2  | Complied |  |
| <b>Human Resource and Volunteer<sup>2</sup> Management</b> |   |        |          |  |
| 12   | The Board approves <b>documented human resource policies</b> for staff.   | 5.1    | Complied |  |
| 13   | There is a <b>documented Code of Conduct</b> 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 |  |

|   |   |       |          |  |
|---|---|-------|----------|--|
|   | <b>Are there volunteers serving in the charity? (skip item 15 if “No”)</b>  |       | No       |  |
| 15  | There are <b>volunteer management policies</b> in place for volunteers.   | 5.7   |          |  |
| <b>Financial Management and Internal Controls</b> |   |       |          |  |
| 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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .   | 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 <b>identify, and regularly monitor and review</b> the charity’s <b>key risks</b> .   | 6.1.4 | Complied |  |
| 20  | The Board approves an <b>annual budget</b> for the charity’s plans and regularly monitors the charity’s expenditure.  | 6.2.1 | Complied |  |
|   | <b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)</b>  |       | Yes      |  |
| 21  | The charity has a <b>documented investment policy</b> approved by the Board.  | 6.4.3 | Complied |  |
| <b>Fundraising Practices</b>                      |   |       |          |  |
|   | <b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)</b>  |       | No       |  |
| 22  | All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.   | 7.2.2 |          |  |
|   | <b>Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)</b>  |       | Yes      |  |

|                                    |   |       |          |  |
|------------------------------------|---|-------|----------|--|
| 23                                 | All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.  | 7.2.3 | Complied |  |
| <b>Disclosure and Transparency</b> |   |       |          |  |
| 24                                 | The charity discloses in its annual report —<br>(a) the number of Board meetings in the financial year; and<br><br>(b) the attendance of every governing board member at those meetings.                            | 8.2   | Complied |  |
|                                    | <b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)</b>  |       | No       |  |
| 25                                 | <b>No</b> governing board member is involved in setting his own remuneration.   | 2.2   |          |  |
| 26                                 | The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report.<br><u>OR</u><br>The charity discloses that no governing board member is remunerated. | 8.3   |          |  |
|                                    | <b>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</b>   |       | Yes      |  |
| 27                                 | No staff is involved in setting his own remuneration.   | 2.2   | Complied |  |

|    |   |     |          |  |
|----|---|-----|----------|--|
| 28 | <p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.</p>   | 8.4 | Complied |  |
| 29 | <p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is <b>no</b> 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.</p> | 8.5 | Complied |  |

| Public Image |   |     |          |  |
|--------------|---|-----|----------|--|
| 30           | The charity has a <b>documented communication policy</b> 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.