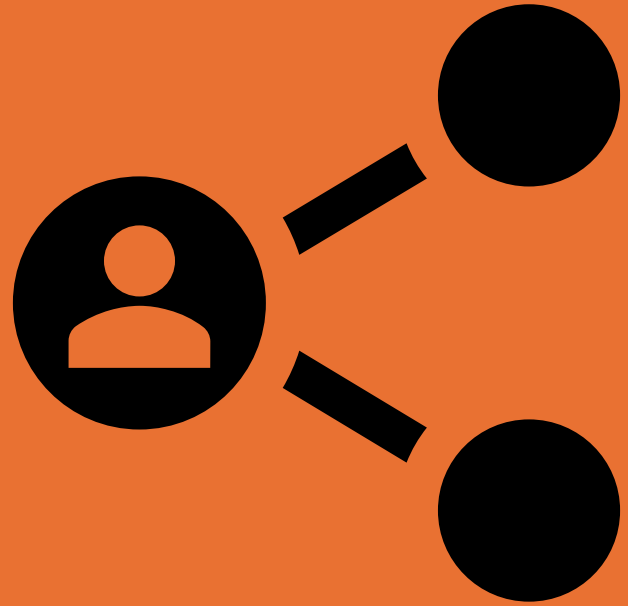


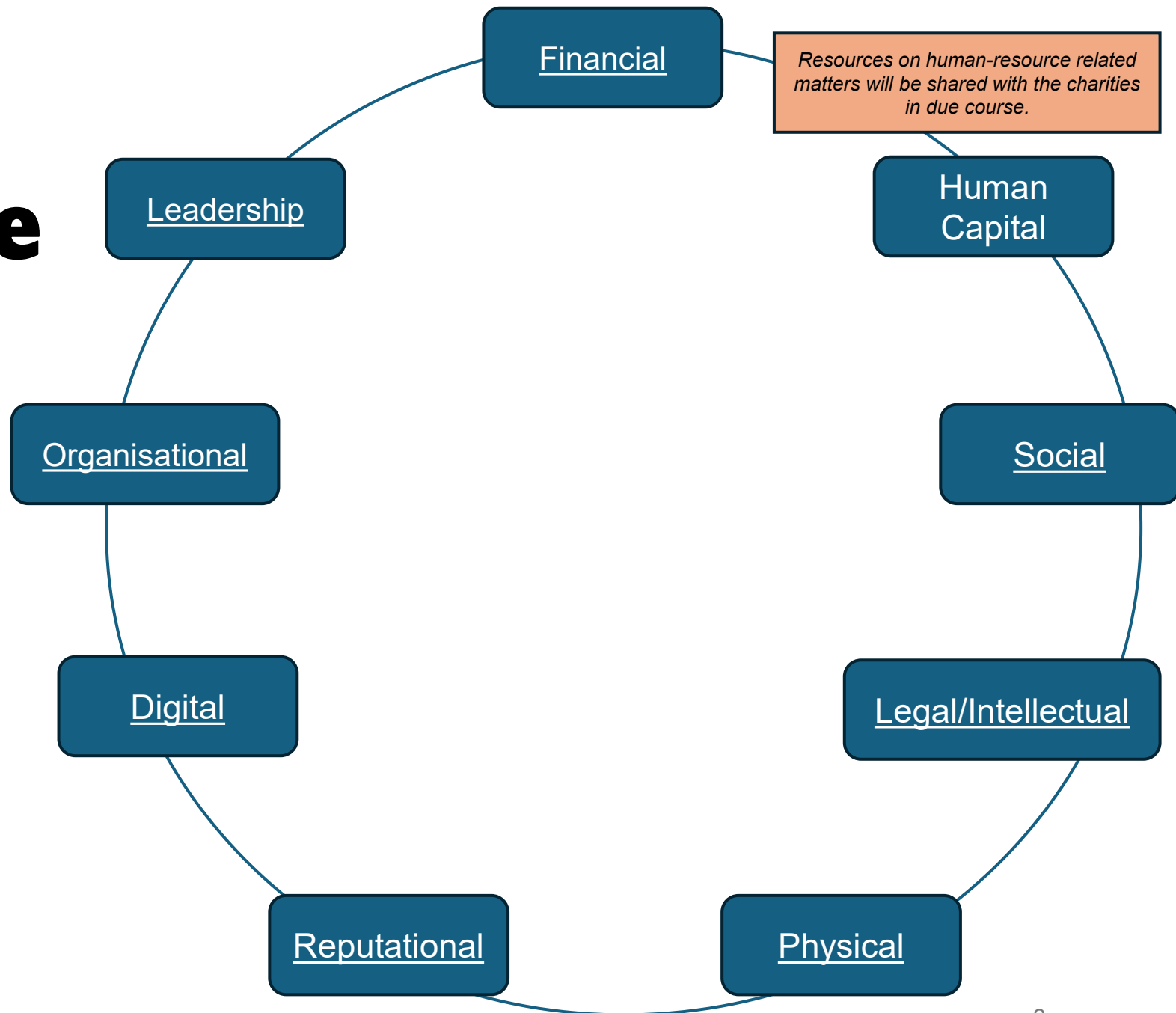


Governance Resources Map for Charities

Code Of Governance Principles

1. The Charity serves its missions and achieves its objectives.
2. The Charity has an effective Board and Management.
3. The Charity acts responsibly, fairly and with integrity.
4. The Charity is well-managed and plans for the future.
5. The Charity is accountable and transparent.
6. The Charity communicates actively to instil public confidence.

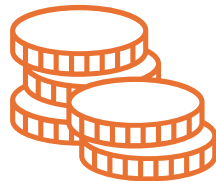
**Click on the
Resource Type
that you are
looking for.**



List of Shared Services Partners

Name	Telephone No.	Email Address
Chartered Secretaries Institute of Singapore (CSIS)	6334 4302	charities@csis.org.sg
ISCA Cares Limited (ISCA Cares)	6749 8060	cares@cares.org.sg
National Volunteer & Philanthropy Centre (NVPC) – Centre for Non-Profit Leadership (CNPL)	6550 9595	charityboardmatch@nvpc.org.sg boardpulse@nvpc.org.sg
Shared Services for Charities (SSC)	6339 2811	contact@sscharities.com
The Institute of Internal Auditors (IIA) Singapore	6324 9029	secretariat@iaa.org.sg
Hindu Endowments Board (HEB)	6296 3469	admin@heb.org.sg
Singapore Buddhist Federation (SBF)	6744 4635	buddhist@singnet.com.sg
The Digital Capital Collective Limited (DCC)	6786 1138	contact@thedcc.org.sg
Pro Bono SG (PBSG)	6536 0650	assistnpos@probono.sg
Singapore University of Social Sciences (SUSS)	6248 0263	cet@suss.edu.sg
Temasek Shophouse Ltd. (TSHL)	-	contact@temasekshophouse.org.sg

Click on the underlined texts for links to specific resources



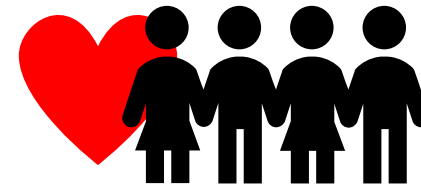
FINANCIAL



PRINCIPLES UNDER THIS RESOURCE TYPE	SHARED SERVICES PARTNER	RESOURCE
PRINCIPLE 2: The Charity has an effective Board and Management.	ISCA Cares – (a) matching of accounting professionals to charities and (b) pilot programme to implement XERO in charities	
PRINCIPLE 4: The Charity is well-managed and plans for the future.	ISCA Cares – Consultation session on finance matters and relevant accounting standards	Financial Management and Internal Controls Budgeting Practices & Cash Flow Management Fund Accounting for Charities Full Cost Recovery for Charities Resources on Anti-Money Laundering and Countering the Financing of Terrorism AML and CFT Policies and Procedures for Charities + FAQs - ISCA Cares – AML/CFT Services Panel Resources on Fund-Raising Playbook on Implementing Sustainable Fundraising Strategies for NPOs
PRINCIPLE 5: The Charity is accountable and transparent.	ISCA Cares – Provides guidance on preparation and filing of annual submission For all charities: CSIS and SSC For religious charities: HEB and SBF	Preparation of Annual Submissions Annual Report Illustrative Template Annual Report Template for Small Charities Financial Statements template



SOCIAL



PRINCIPLES UNDER THIS RESOURCE TYPE	RESOURCE
PRINCIPLE 3: The Charity acts responsibly, fairly and with integrity.	Environmental, Social and Governance (ESG) 1. Playbook for Charities embarking on ESG goals
PRINCIPLE 4: The Charity is well-managed and plans for the future.	Volunteers 1. Guide for Charities on Effective Volunteer Management 2. Guide for Corporate Volunteerism 3. Guide for Charities to develop a Volunteer Continuity Plan 4. Guide for Charities that wish to Redesign Volunteer Roles 5. Learning & Development Roadmap for Volunteer Management Practitioners

LEGAL/INTELLECTUAL



PRINCIPLES UNDER THIS RESOURCE TYPE	SHARED SERVICES PARTNER	RESOURCE
PRINCIPLE 1: The Charity serves its mission and achieves its objectives.	PBSG: Consultation on governance and/or transactional advisories such as amendment of constitution and compliance with applicable laws and regulations	Standard Clauses to be included in Governing Instrument 1. <u>Guidelines on Governing Instruments (CLG & Societies)</u>
PRINCIPLE 2: The Charity has an effective Board and Management. & PRINCIPLE 3: The Charity acts responsibly, fairly and with integrity. & PRINCIPLE 4: The Charity is well-managed and plans for the future.	With the support of PBSG, the Commissioner of Charities organises the Charities Lean Forward webinars for charities. These sessions are recorded and uploaded on the <u>Charity Portal and YouTube Channel</u> for charities to share with their staff and board members.	<u>Past Charities Lean Forward webinars can be found in the Charity Portal.</u>

PHYSICAL

PRINCIPLES UNDER THIS RESOURCE TYPE

PRINCIPLE 1:
The Charity serves its mission and achieves its objectives.

SHARED SERVICES PARTNER

- TSHL: Provides a shared space for MCCY's partners, offering charities access to specialised services and support for specific needs.





REPUTATIONAL



PRINCIPLES UNDER THIS RESOURCE TYPE	SHARED SERVICES PARTNER	RESOURCE
PRINCIPLE 3: The Charity acts responsibly, fairly and with integrity.	PBSG – GovernWell: Excellence in Charity Leadership Course Provider for Ethics for Charity Boards in Singapore	Resources on Management and Declaration of Conflict of Interest 1. SSI: <u>Conflict of Interest Policy and Operating Procedures + Disclosure Statement</u>
PRINCIPLE 4: The Charity is well-managed and plans for the future.	IIA – Consultation on matters relating to internal controls, risk management and internal audit	<u>IIA: Consultation Clinic for Charities</u>
PRINCIPLE 5: The Charity is accountable and transparent.	Singapore Institute of Directors (SID) – GovernWell: Excellence in Charity Leadership Course Provider for SGOOD2.0	Resources on Governance Evaluation Checklist (GEC) and Whistleblowing 1. <u>Annual Submissions – Governance Evaluation Checklist</u> 2. <u>Whistle Blowing Policy and Procedures</u>
PRINCIPLE 6: The Charity communicates actively to instil public confidence.	The Majority Trust – GovernWell: Excellence in Charity Leadership Course Provider for Social Impact Essentials: Measuring and Communicating Impact	Resources on Communications 1. <u>NVPC's Media Guidelines for Charities</u>



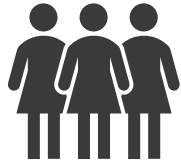
PRINCIPLES UNDER THIS RESOURCE TYPE	SHARED SERVICES PARTNER	RESOURCE
PRINCIPLE 4: The Charity is well-managed and plans for the future.	DCC: Provides charities with digital advisory services and digital products.	Community of Practice 1. RSM's IT Community of Practices Resources on data protection and digitalisation 1. <u>Data Protection Guide for Charities Managing and Securing Electronic Personal Data</u> 2. <u>Guide on Managing and Notifying Data Breaches under PDPA</u> 3. <u>Charities GoDigital Kit</u> 4. <u>Charities Cyber Resilience Guide</u>



ORGANISATIONAL



PRINCIPLES UNDER THIS RESOURCE TYPE	SHARED SERVICES PARTNER	RESOURCE
PRINCIPLE 1: The Charity serves its mission and achieves its objectives.	PBSG – Consultation on governance and/or advisories such as amendment of constitutions and compliance with applicable laws and regulations.	Resources on Management of Charities <u>1. NCSS: Organisational Health Framework for SSAs (OHFSS)</u> <u>2. NCSS: Sector Evaluation Framework for SSAs</u> <u>3. Guidance on Regulation of Grantmakers</u> <u>4. Guidance On Charities Engaging In Business Activities</u>
PRINCIPLE 2: The Charity has an effective Board and Management.	SUSS– Managing and Leading High Performing Charities course is designed for management in the charities sector. This Course enables participants to acquire knowledge and tools to drive positive social change effectively.	Resources to help newly registered charities <u>1. Starter Kit for Registered Charities 2026</u>
PRINCIPLE 4: The Charity is well-managed and plans for the future.	- SSC – Advice on governance policies and procedures, compliance with Code of Governance, risk management and internal controls - CSIS – Free training sessions and walk-in consultation clinics on the annual submission for charities and governance-related matters.	Resources on Governance Evaluation Checklist (GEC) and Whistleblowing <u>1. Annual Submissions – Governance Evaluation Checklist</u> <u>2. Whistle Blowing Policy and Procedures</u>



LEADERSHIP



PRINCIPLES UNDER THIS RESOURCE TYPE	PARTNER	RESOURCE
PRINCIPLE 2: The Charity has an effective Board and Management.	Board Matching Services Designed to identify and place committed and highly qualified professionals on the Board • CNPL – Board Match & BoardPulse2.0 • SID – Board Match & relevant courses such as SGOOD Training • SUSS's course: Certificate in Managing and Leading High Performing Charities • SID– relevant courses such as SGOOD	Resources on Board Management 1. Self-assessment tool to help charities understand and discuss the performance of their boards: CNPL BoardPulse2.0 2. Board Appointment Guide for Charities 3. Social Service Institute (SSI): Sample Terms of Reference for Board Committees + Statement of Individual Board Member's Responsibilities 4. SSI: Job Descriptions of Office Bearers 5. IIA: Board Policy and Discretionary Purpose Programmes 6. SSI: Board Policy Manual for Non-Profit Organisations (NPOs)

Other Resources

- [Charities Capability Fund](#)
- [Governwell: Excellence in Charity Leadership Training Programme](#)
- [Charities Life Cycle Diagnostic Tool](#)
- [Webinars](#)
- [Guides and Templates](#)