Click on the name of the resources for quick links to the documents.

Resources for charities based on functional needs	Code of Governance for Charities and IPCs					
	Principle 1: The charity serves its mission and achieves its objectives	**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**	**Principle 5: The charity is accountable and transparent**	**Principle 6: The charity communicates actively to instil public confidence**
Financial	Registered and exempt charities can apply for the CCF to their enhance productivity, operational efficiency, governance, and management capabilities. The grants under CCF are: • CCF Collaboration Grant • CCF Consultancy Grant • CCF Info-Communication (ICT) Grant • CCF Shared Services Grant • CCF Training Grant					
		Shared Services Partner • Institute of Singapore Chartered Accountants (ISCA) – (a) matching of accounting professionals to charities and (b) pilot programme to implement XERO in charities		**Shared Services Partner** • ISCA – Consultation session on finance matters and relevant accounting standards **Resources on Financial Management and Internal Controls** • Charities Accounting Standard (CAS) template and explanatory notes • Guidance for Independent Examination • Independent Examiner's Report • Sample Policy for Financial Budgeting and Reporting • Reserves Policy Guide for Charities • FAQs and glossary on Reporting Requirements on Overseas Expenditure, Capital Outlay and Remittance of Funds as Agents • 2019: Handbook 1 - Budgeting and Cash Flow Management	**Shared Services Partners** • Provides guidance on preparation and filing of annual submission: o **For all charities**: Chartered Secretaries Institute of Singapore (CSIS) and Shared Services for Charities (SSC) o **For religious charities**: Hindu Endowments Board and Singapore Buddhist Federation **Resources on Preparation of Annual Submissions** • Guide on Preparing Annual Submissions • Annual Report Template for Charities • Statement of Accounts Template • Annual Submissions - Annual Report Template • Annual Submissions - Financial Statements Template • Annual Report Illustrative Template Guide	

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				• 2019: Handbook 2 - Fund Accounting for Charities • 2019: Handbook 3 - Full Cost Recovery for Charities **Resources on Anti-Money Laundering and Countering the Financing of Terrorism** • Protecting your Charity against Money Laundering and Terrorist Financing • Anti-Money Laundering And Counter-Terrorism Financing • Terrorist Financing Risk Mitigation Toolkit for Charities (2023) • How Charities can Safeguard against Terrorist Financing • Electronic Filing of Suspicious Transaction Report on STRO Online Notices and Reporting platform (SONAR) • Guidance Template- AML and CFT Policies and Procedures for Charities • FAQ on Guidance Template – AML/CFT policies and procedure for Charities • ISCA's Charities AML/CFT Services Panel		

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				Resources on Fund-Raising • Guidelines On Public And Private Fund-Raising • Public Fund-Raising Appeal Sample Submission • NCSS Fundraising Capability Building Playbook for Non-Profit Organisations		
Human Capital			*Resources on human-resource related matters will be shared with the charities in due course.*			
Social			**Resources on ESG** • ESG Playbook for Charities	**Resources on Volunteer Management** • NCSS Corporate Volunteerism Guide • NCSS Learning & Development Roadmap for Volunteer Management Practitioners (LDR) • NCSS Volunteer Continuity Plan (VCP) Guide • NCSS Volunteer Engagement Toolkit 2021 Insights Infographics • NCSS Volunteer Engagement Toolkit 2021 Report • NCSS Volunteer Role Redesign Guide • NCSS Volunteer Management Insights Infographics (from NCSS Social Service Sector Survey 2021)		

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				• NCSS Volunteer Management Toolkit 2.0		
Legal/ Intellectual	**Shared Services Partner** • Pro Bono SG (PBSG): Consultation on governance and/or transactional advisories such as amendment of constitution and compliance with applicable laws and regulations **Resources on Standard Clauses to be included in Governing Instrument** • Guidelines on Governing Instruments	With the support of PBSG, the Commissioner of Charities will organise the Charities Lean Forward webinars for charities. These sessions are recorded and uploaded on our **Charity Portal and YouTube Channel** for charities to share with their staff and board members.				
Physical	**Shared Services Partner** • Temasek Trust Limited (TTL): Provides meeting space at Temasek Shophouse for COC's shared services partners to run initiatives for the charity sector. *[Note: Temasek Shophouse is undergoing renovation and the venue is not available for now.]*					
Reputational			**Resources on Management and Declaration of Conflict of Interest** • Conflict of Interest Policy and Operating Procedures (by SSI) • Sample Procedures for Conflict of Interest	**Shared Services Partner** • The Institute of Internal Auditors (IIA) Singapore – Consultation on matters relating to internal controls, risk management and internal audit	**Resources on Governance Evaluation Checklist (GEC) and Whistleblowing** • Annual Submissions – Governance Evaluation Checklist • Whistle Blowing Policy and Procedures	**Resources on Communications** • NVPC's Media Guidelines for Charities

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			• Conflict of Interest Disclosure Statement (by SSI)			
Digital				**Community of Practice** • RSM's IT Community of Practices **Resources on data protection and digitalisation** • Data Protection Guide for Charities Managing and Securing Electronic Personal Data • Guide on Managing and Notifying Data Breaches under PDPA • Charities GoDigital Kit **Shared Services Partner** • iShine Cloud Limited (iSC): Provides charities with charity-specific IT solutions.		
Organisational	**Resources on Management of Charities** • NCSS – Organisational Health Framework for SSAs (OHFSS) • NCSS – Sector Evaluation Framework for SSAs • Guidance on Regulation of Grantmakers • Guidance On Charities Engaging In Business Activities • Visibility Guide for Charities • 2019: Doing Good in Singapore Part 1 - Adapting for the Future	**Resources to help newly registered charities** • Starter Kit for Registered Charities		**Shared Services Partner** • SSC – Advice on governance policies and procedures, compliance with Code of Governance, risk management and internal controls • CSIS - Provides free training sessions and walk-in consultation clinics on the annual submission for charities and governance-related matters.		

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	• 2019: Doing Good in Singapore Part 2 - Resourcing for the Future			**Resources on Risk Management** • Enterprise Risk Management Toolkit for Charities and IPCs 2024		
Leadership		**Board Matching Services** • Centre for Non-Profit Leadership (CNPL) – Board Match & Pulse Check • Singapore Institute of Directors (SID) – Board Match & relevant courses such as SGOOD **Resources on Board Management** • Centre for Non-Profit Leadership (CNPL) – Pulse Check • Board Appointment Guide for Charities • Board Policy and Discretionary Purpose Programmes • Board Committees and Terms of Reference (by SSI) • Board Policy Manual for Non-Profit Organisations (NPOs) (by SSI) • Statement of Individual Board Member's Responsibilities (by SSI) • Job Descriptions of Office Bearers (by SSI)				

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		Training • SUSS's courses: – (with COC and Charity Council) Certificate in High Performing Charities – Graduate Diploma in Organisation & Leadership for Social Change – Graduate Diploma in Non-Profit Management – Graduate Diploma in Community Leadership and Social Development – (IAL) Master in Boundary-Crossing Learning and Leadership – Master of Management • Singapore Institute of Directors (SID) – relevant courses such as SGOOD				