

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:					
	<ul style="list-style-type: none"> • CCF Training Grant • CCF Consultancy Grant • CCF Shared Services Grant • CCF Info-Communication (ICT) Grant • CCF Collaboration Grant 	<p>Shared Services Partner</p> <ul style="list-style-type: none"> • Institute of Singapore Chartered Accountants (ISCA) – (a) matching of accounting professionals to charities and (b) pilot programme to implement XERO in charities 		<p>Shared Services Partner</p> <ul style="list-style-type: none"> • ISCA – Consultation session on finance matters and relevant accounting standards <p>Resources on Financial Management and Internal Controls</p> <ul style="list-style-type: none"> • 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 	<p>Shared Services Partners</p> <ul style="list-style-type: none"> • Provides guidance on preparation and filing of annual submission: <ul style="list-style-type: none"> ○ For all charities: Chartered Secretaries Institute of Singapore (CSIS) and SSC ○ For religious charities: Hindu Endowments Board and Singapore Buddhist Federation <p>Resources on Preparation of Annual Submissions</p> <ul style="list-style-type: none"> • 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 	

Note: The above resources are non-exhaustive, and charities may also refer to the information/ resources available on the Charity Portal or our partners' websites. Charities are strongly encouraged to review the resources including the curriculum of the training(s) to ensure suitability and best match of resource content and charity.

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				<ul style="list-style-type: none"> 2019: Handbook 2 - Fund Accounting for Charities 2019: Handbook 3 - Full Cost Recovery for Charities <p><u>Resources on Anti-Money Laundering and Countering the Financing of Terrorism</u></p> <ul style="list-style-type: none"> Protecting your Charity against Money Laundering and Terrorist Financing Anti-Money Laundering And Counter-Terrorism Financing Terrorist Financing Risk Mitigation Toolkit for Charities (2023) <i>[including trainings for selected charities]</i> How Charities can Safeguard against Terrorist Financing Electronic Filing of Suspicious Transaction Report on STRO Online Notices and Reporting platform (SONAR) <p><u>Resources on Fund-Raising</u></p> <ul style="list-style-type: none"> Guidelines On Public And Private Fund-Raising Public Fund-Raising Appeal Sample Submission NCSS Fundraising Capability Building 	<p><u>Training</u></p> <ul style="list-style-type: none"> Financial literacy series 2024 – Professor Leong’s training for charities with outstanding annual submissions 	

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				Playbook for Non-Profit Organisations		
Human Capital			Resources on human-resource related matters will be shared with the charities in due course.			
Social			ESG-related resources will be shared with the charities in due course.	Resources on Volunteer Management <ul style="list-style-type: none"> • 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) • NCSS Volunteer Management Toolkit 2.0 		
Legal/ Intellectual	Shared Services Partner <ul style="list-style-type: none"> • Pro Bono SG (PBSG): Consultation on governance and/or transactional advisories such as amendment of constitution and 	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.				

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	<p>compliance with applicable laws and regulations</p> <p><u>Resources on Standard Clauses to be included in Governing Instrument</u></p> <ul style="list-style-type: none"> Guidelines on Governing Instruments 					
Physical	<p><u>Shared Services Partner</u></p> <ul style="list-style-type: none"> Temasek Trust Limited (TTL): Provides meeting space at Temasek Shophouse for COC's shared services partners to run initiatives for the charity sector. <p><i>[Note: Temasek Shophouse is undergoing renovation and the venue is not available for now.]</i></p>					
Reputational			<p><u>Resources on Management and Declaration of Conflict of Interest</u></p> <ul style="list-style-type: none"> Conflict of Interest Policy and Operating Procedures (by SSI) Sample Procedures for Conflict of Interest Conflict of Interest Disclosure Statement (by SSI) 	<p><u>Shared Services Partner</u></p> <ul style="list-style-type: none"> The Institute of Internal Auditors (IIA) Singapore – Consultation on matters relating to internal controls, risk management and internal audit 	<p><u>Resources on Governance Evaluation Checklist (GEC) and Whistleblowing</u></p> <ul style="list-style-type: none"> Annual Submissions – Governance Evaluation Checklist Whistle Blowing Policy and Procedures 	Resources on media communication will be shared with the charities in due course.
Digital				<p><u>Community of Practice</u></p> <ul style="list-style-type: none"> RSM's IT Community of Practices <p><u>Resources on data protection and digitalisation</u></p>		

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				<ul style="list-style-type: none"> Data Protection Guide for Charities Managing and Securing Electronic Personal Data Guide on Managing and Notifying Data Breaches under PDPA Charities GoDigital Kit <p>Shared Services Partner</p> <ul style="list-style-type: none"> iShine Cloud Limited (iSC): Provides charities with charity-specific IT solutions. 		
Organisational	<p>Resources on Management of Charities</p> <ul style="list-style-type: none"> 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 2019: Doing Good in Singapore Part 2 - Resourcing for the Future 			<p>Shared Services Partner</p> <ul style="list-style-type: none"> Shared Services for Charities (SSC) – Advice on governance policies and procedures, compliance with Code of Governance, risk management and internal controls Chartered Secretaries Institute of Singapore (CSIS) - Provides free training sessions and walk-in consultation clinics on the annual submission for charities and governance-related matters. <p>Resources on Risk Management</p> <ul style="list-style-type: none"> Enterprise Risk Management Toolkit for Charities and IPCs Risk Management Report KPMG's training on the supplementary Risk 		

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				Management Toolkit – launching in end April 24		
Leadership		<p>Board Matching Services</p> <ul style="list-style-type: none"> Centre for Non-Profit Leadership (CNPL) – Board Match & Pulse Check Singapore Institute of Directors (SID) – Board Match & relevant courses such as SGOOD <p>Resources on Board Management</p> <ul style="list-style-type: none"> 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) <p>Training</p> <ul style="list-style-type: none"> SUSS's courses: <ul style="list-style-type: none"> – (with COC and Charity Council) Certificate in High Performing Charities – Graduate Diploma in Organisation & 				

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		<ul style="list-style-type: none"> - 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 				

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