

9th Charity Council Term Report

(1 March 2023 – 28 February 2026)



Together, we can achieve a well-governed and thriving charity sector.



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Ag Min's Message

Charity begins at home, and the ability for us to show kindness, care and compassion to each other is a key to nurturing a We-First society. I would like to thank everyone for the collective commitment and contributions to strengthening Singapore's charity sector. This Term Report the progress made due to your efforts, and embodies our shared belief in building a sector that serves with integrity, compassion and purpose.

I would like to extend my sincere appreciation to the members of the 9th Charity Council and our sector partners for your dedication and service. Your leadership and expertise were key to strengthening governance standards and enhancing the capabilities of charities across Singapore. Your efforts have built stronger charities and made a difference in families across our nation.

As we look ahead, let us continue to work together to nurture a charity sector trusted by Singaporeans, a powerful force for good, and cornerstone in our effort to nurture a We-First society.

Mr David Neo
Acting Minister for Culture, Community and Youth
& Senior Minister of State for Education

Chairperson's Message



It has been my privilege to serve as Chairperson of the 9th Charity Council during a period of continued growth in Singapore's charity sector.

Over the past term, the Council has worked closely with the Office of the Commissioner of Charities and sector partners to strengthen governance standards, build capabilities, and enhance public trust. Through the revised Code of Governance, practical guidance, learning initiatives, and sector engagement, we have sought to support charities not only in meeting regulatory expectations, but also in achieving stronger performance and impact.

Good governance and capability building are not static. These require reflection, shared responsibility, and a commitment to continuous improvement. I am encouraged by the dedication of charity leaders and board members across the sector, who have embraced this journey with purpose and integrity.

I would like to thank my fellow Council members for their contributions and service, as well as our partners and stakeholders for their collaboration and support. Together, we can continue to build a well-governed, resilient, and trusted charity sector that serves our communities effectively and sustainably.

Ms Theresa Goh
Chairperson, 9th Charity Council

About Charity Council

The Charity Council was established in 2007 under the Charities Act. The Council includes representatives from the people sector, chosen for their expertise in accountancy, audit, corporate governance, law, media and information technology. They are also involved in volunteer and charity work across varied fields. All members of the Charity Council do not receive remuneration.

Promoter

Advocates and works to inculcate good governance standards and best practices, to enhance public confidence in the charity sector.

Enabler

Helps build capabilities and competencies of charities and IPCs, enhancing both their conformance and performance while strengthening public trust.

Advisor

Advise the Commissioner of Charities on key regulatory issues and significant cases, so that the COC can make more informed and robust decisions.

A Conflict of Interest (COI) policy is in place to provide guidance to the Charity Council. All members of the Charity Council are required to complete a COI declaration form at the start of the Council term and to inform the Charity Council Secretariat when there are changes to their interests. The declaration includes involvement and dealings with other corporates and charities. Members will abstain from participating in discussions or decision-making where they have conflicting interest.



9th Charity Council

(1 March 2023 – 28 February 2026)

People Sector Representatives



Ms Theresa Goh
Chairperson
Managing Founder,
360 Dynamics



Mr Abdul Hamid Abdullah
Member
Executive Advisor,
Straits Interactive Pte Ltd



Mr Ang Hao Yao
Member
Private Investor



Mr Gregory Vijayendran SC
Member
Senior Partner,
Rajah & Tann Singapore LLP



Mr Kanna Kannappan
Member
Regional Sales Manager,
British
Telecommunications Ltd



Ms Peggy Yee
Member
Founding Director,
PY Legal LLC



Professor Robbie Goh
Member
Provost,
Singapore University of
Social Sciences
(joined on 27 Aug 2024)



Professor Ho Yew Kee
Member
Cluster Director, Business,
Communication and Design,
Singapore Institute of
Technology
(stepped down on 17 Oct 2024)



Mr Seah Chin Siong
Member
Chairman, National
Volunteer and
Philanthropy Centre



Mr Steven Chia
Member
Journalist, Mediacorp



Ms Tammie Tham
Member
Advisor, Ensign
InfoSecurity
and SimplifyNext



Ms Tea Wei Li
Member
Partner, KPMG
(joined on 27 Aug 2024)



Mr Yap Chee Meng
Member
Retired Chief Operating
Officer, KPMG Asia
Pacific Region



Ms Tan Li San
Member
Chief Executive Officer, National
Council of Social Service
(stepped down on 31 Jan 2026)



Mr Lim Shung Yar
Member
Chief Executive Officer, National
Council of Social Service
(joined on 1 Feb 2026)



Mr James Wong
Member
Deputy Secretary
(Services), Ministry of
Education



Mr Vincent Wu
Member
Deputy Secretary (Policy),
Ministry of Health

Sector Administrators

Mr John Lim, then Deputy Secretary at the Ministry of Social and Family Development, served as a member from 1 April 2019 and stepped down on 31 July 2024 following the transfer of the role of Sector Administrator for the Social and Welfare Charities to NCSS.

Attendance

(1 March 2023 – 28 February 2026)



S/N	Name	Date of Appointment	Attendance
1	Theresa Goh	1 March 2021	12 out of 12
2	Abdul Hamid Abdullah	1 March 2021	10 out of 12
3	Ang Hao Yao	1 March 2021	11 out of 12
4	Gregory Vijayendran	1 March 2023	10 out of 12
5	Kanna Kannappan	1 March 2023	9 out of 12
6	Peggy Yee	1 March 2019	9 out of 12
7	Professor Robbie Goh	27 August 2024	5 out of 6
8	Seah Chin Siong	1 January 2021	11 out of 12
9	Steven Chia	1 March 2023	10 out of 12
10	Tammie Tham	1 March 2023	10 out of 12
11	Tea Wei Li	27 August 2024	6 out of 6
12	Yap Chee Meng	1 March 2021	12 out of 12
13	NCSS Ex-Officio* • Tan Li San • Lim Shung Yar	1 June 2020 1 February 2026	12 out of 12
14	MOE Ex-Officio* • Lim Boon Wee • James Wong	1 May 2014 15 September 2023	12 out of 12
15	MOH Ex-Officio* • Benjamin Koh • Jasmin Lau • Vincent Wu	1 August 2018 1 August 2023 1 April 2025	12 out of 12

- Prof Ho Yew Kee served as a member of the Charity Council from March 2021 to October 2024 and stepped down due to relocation. He attended 5 out of 7 meetings.
- Ms Tea Wei Li and Professor Robbie Goh were appointed in the middle of the term.
- Professor Robbie and Ms Peggy Yee could not attend a meeting in November 2025 due to a change in meeting date.
- Attendance by ex-officio* members includes attendance by a representative.
- While some members faced scheduling conflicts that prevented attendance at certain meetings, they remained actively engaged by participating in the various learning events throughout the term.

Calendar of Events 2023



January - March	April - June	July - September	October - December
<ul style="list-style-type: none"> Charities Lean Forward Webinar with Pro Bono SG (PBSG) on Fundraising and Digital Protection for Charities 	<ul style="list-style-type: none"> Certificate for High Performing Charities Course with the Singapore University of Social Sciences (SUSS) SGOOD Course with the Singapore Institute of Directors (SID) Engagement Session with the Churches on the Revised Code of Governance Community of Practice (COP) with RSM on Managing Digitalisation Projects Engagement Session with the Malay Muslim Organisations on the Revised Code of Governance 	<ul style="list-style-type: none"> Certificate for High Performing Charities Course with SUSS Engagement Session with the Hindu Temples on the Revised Code of Governance Sharing Session with the Community Care Charities on the Charity Transparency and Governance Awards Charities Lean Forward Webinar with PBSG on Getting Employment Practices Right COP with RSM on Managing Personal Data and Cybersecurity Risks 	<ul style="list-style-type: none"> Open Dialogue with Charities and Charity Council Charities Lean Forward Webinar with PBSG on Doing More with Less – Maximising Impact through Systems Change Charities Lean Forward Webinar with PBSG on Strengthening your Charities against Money Laundering and Terrorist Financing COP with RSM on Managing Digitalisation Projects Charity Governance Conference Charity Transparency and Governance Awards

Calendar of Events 2024



January - March	April - June	July - September	October - December
<ul style="list-style-type: none"> • Certificate for High Performing Charities Course with SUSS • Workshop with the Chartered Secretaries Institute of Singapore on Compliance and Governance • Financial Literacy Workshop for Charities by Professor James Leong • COP with RSM on Cyber and Data Protection for Charities 	<ul style="list-style-type: none"> • Engagement Session with the Arts and Heritage Charities on Code of Governance • In Conversation with the Commissioner of Charities and Charity Council • SGOOD Course with SID • Launch of the Enterprise Risk Management Toolkit for Charities • COP with RSM on Digitalisation Roadmap for Charities • Engagement Session with the Taoist Temples on Code of Governance • Certificate for High Performing Charities Course with SUSS 	<ul style="list-style-type: none"> • Certificate for High Performing Charities Course with SUSS • COP with RSM on ESG Considerations for Charities • COP with RSM on Digitalisation Roadmap for Charities • COP with RSM on Managing Digitalisation Projects 	<ul style="list-style-type: none"> • Charity Governance Conference • Charity Transparency and Governance Awards • Certificate for High Performing Charities Course with the Singapore University of Social Sciences

Calendar of Events 2025



January - March	April - June	July - September	October - December
<ul style="list-style-type: none"> Charities Lean Forward Webinar with Pro Bono SG on Strengthening Charities Against Money Laundering and Terrorist Financing Webinar with Temasek Trust Foundation Advisors on Name Screening Services for Charities 	<ul style="list-style-type: none"> COP with RSM on IT Governance and Oversight In Conversation with the Commissioner of Charities and Charity Council Workshop with KPMG on ESG Considerations for Charities 	<ul style="list-style-type: none"> COP with RSM on Risk Management in the Cyber and Digital Era for Charities COP with RSM on Unlocking the Power of Artificial Intelligence for Charity Transformation Charities Lean Forward Webinar with Pro Bono SG on Governance as the Backbone of your Charity 	<ul style="list-style-type: none"> COP with RSM on Building Technology Charity Governance Conference Learning Session with the Taoist Temples on Financial Procedures and Policies COP with RSM on GST Considerations for Charities Connect, Learn, Strengthen Session with Charities

Throughout the three-year term, the Charity Council Chairperson has also participated in engagement sessions with charities such as Care Corner Singapore and Sree Narayana Mission (Singapore).

Learning Sessions



Charities Lean Forward Webinar



The Commissioner of Charities, Charity Council and Pro Bono SG regularly organise webinars on topics relevant to the charity sector. These webinars provide charities with practical tips and the latest insights to strengthen their capabilities and support more effective operations.

Recordings of the webinars are uploaded to the [Charity Council's YouTube Channel](#) for charities to access and share with their stakeholders.

Community of Practice (COP)

The COP is a platform for charities to learn from one another and share practical approaches to management practices. It provides a safe space for open discussions on challenges and the co-creation of common solutions.

The Charity Council partnered with RSM Singapore to organise these sessions, helping charities strengthen their understanding in areas such as digital transformation, cybersecurity, and data protection.

Key Events



In Conversation with the COC and the Charity Council



An annual platform for charities to learn effective governance and management practices from experts and peers, while enabling the COC and Charity Council to engage the sector, share best practices, and understand key needs and challenges. Event write-ups and materials are available on the Charity Portal.

- [2023](#)
- [2024](#)
- [2025](#)

Charity Governance Conference (CGC)



Jointly organised with the Securities Investors Association (Singapore) and the Singapore University of Social Sciences, the CGC is an annual flagship event bringing together charity leaders, board members, and sector professionals to share insights and best practices in charity governance. Event write-ups and recordings are available on the Charity Portal.

- 2023: [Governance in Action](#)
- 2024: [Trust Matters](#)
- 2025: [Leadership for Excellence and Impact](#)

Charity Transparency and Governance Awards



The Charity Transparency Award (CTA) and Charity Governance Awards (CGA) promote good transparency and governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices. Event write-ups and videos of the winners are available on the Charity Portal.

- [Awards 2023](#)
- [Awards 2024](#)

GovernWell: Excellence in Charity Leadership

GOVERNWELL: EXCELLENCE IN CHARITY LEADERSHIP				
COURSES	SGOOD 2.0	ETHICS FOR CHARITY BOARDS IN SINGAPORE	SOCIAL IMPACT ESSENTIALS: MEASURING AND COMMUNICATING IMPACT	FINANCIAL STEWARDSHIP FOR CHARITIES
 <p>Course Description</p>	Equips board members with essential governance knowledge and best practice to enhance organizational effectiveness and sustainability.	Equip charity leaders with a deep understanding of ethical considerations and fiduciary obligations and enabling them to lead their organisations with integrity, transparency and in compliance with the Code of Governance for Charities and IPCs.	Equip participants with practical frameworks, strategic insights and communication skills to strengthen decision-making, enhance transparency and effectively engage stakeholders.	Designed to empower charity leaders with advanced financial stewardship capabilities.
 <p>Key Information</p>	<ul style="list-style-type: none"> 10 e-Learning modules from 1 July 2025 onwards 1 x In-Person Learning Day to learn from experts and peers <ul style="list-style-type: none"> Session 1: Nov 2025; OR Session 2: Mar 2026 Half-day Regulator Panel Discussion (optional) in May 2026 	8 sequential modules: <ol style="list-style-type: none"> Theory (Modules 1 – 3): Self-paced online learning Application (Modules 4 – 6): 3 webinars Implementation (Modules 7 & 8): 2 virtual self-paced workshops 	<ul style="list-style-type: none"> Six-module course structured over 12 teaching hours over 1.5 days Use of The Majority Trust as a case study demonstrating how a philanthropic organisation integrates impact evaluation into decision-making, fundraising and stakeholder engagement 	<ul style="list-style-type: none"> 9 e-Learning modules 2 x In-Person Case Studies Session (Optional – To attend after completing the program) 6 months access from date of registration
 <p>Course Details</p>	<ul style="list-style-type: none"> 24 CPD Hours Registration opens on 1 Jun 2025 Programme Price: <ul style="list-style-type: none"> Individual: \$1,000/participant Corporate: \$6,000 (up to 10 participants per charity) 	<ul style="list-style-type: none"> 15 CPD Hours First Run: Nov 2025 – 31 May 2026 Programme Price: \$1,000/participant 	<ul style="list-style-type: none"> 12 CPD Hours First Run: 20 Nov – 21 Nov 25 Second Run: 27 Nov – 28 Nov 25 Programme Price: \$1,200/participant Move runs will be conducted in 2026. 	<ul style="list-style-type: none"> 20 CPD Hours (1.5 to 4hrs per module) Launch date: 15 May 2025 Programme Price: <ul style="list-style-type: none"> Individual: \$1,000/participant Group (5 or more): \$500/participant

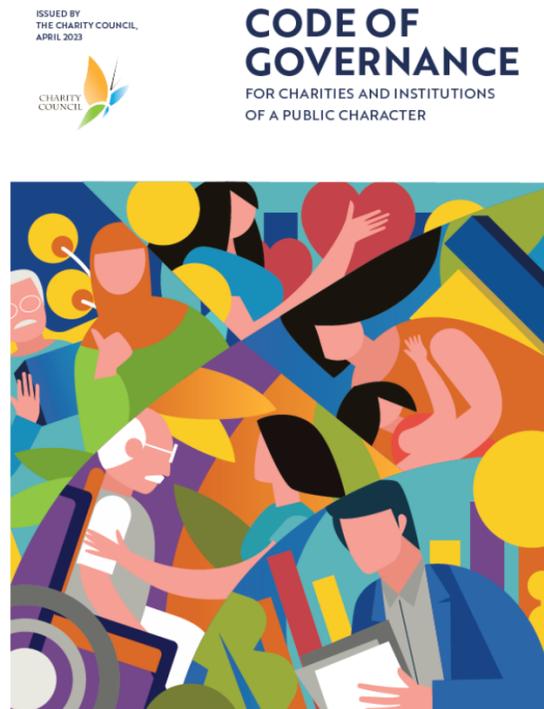
The conduct of charity leaders and the strength of their governance practices are fundamental to a charity’s success—both in advancing its strategic objectives in the short and long term, and in upholding regulatory compliance.

In support of this, the Commissioner of Charities and the Charity Council, together with five training partners, launched a pilot training programme titled *GovernWell: Excellence in Charity Leadership in April 2025*. This programme is designed to equip charity leaders with the knowledge, skills and practical tools to lead their organisations with confidence, integrity and accountability.

The programme comprises four modules, amounting to a total of 68 Continuing Professional Development (CPD) hours, and covers the key pillars of effective charity leadership. For more information, please refer [here](#).

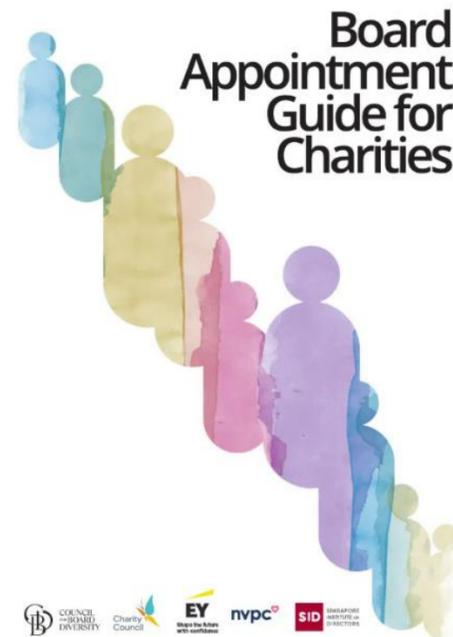
Resources

The Charity Council has partnered with sector stakeholders to co-develop the following resources to support charities. These guidance materials are available on the [Charity Portal](#).



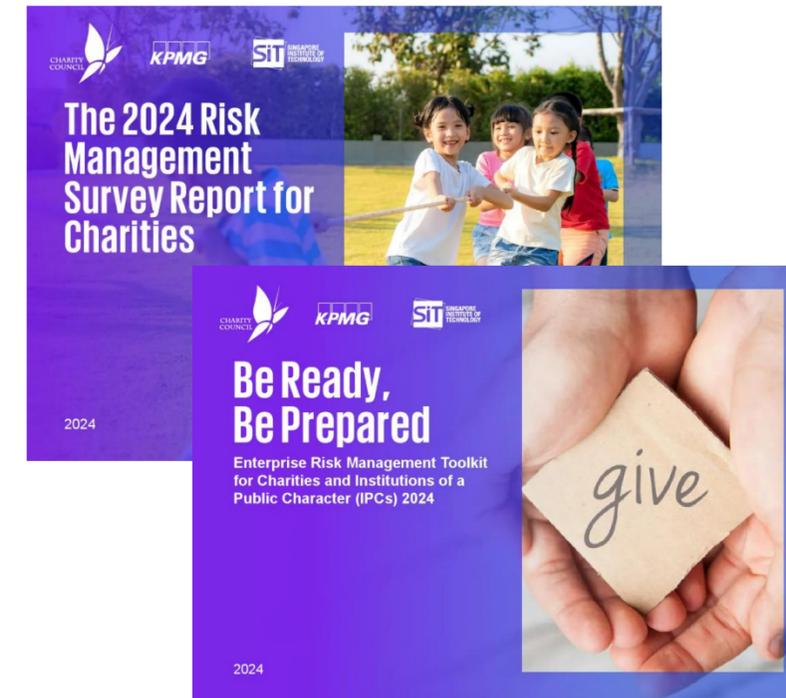
Code of Governance for Charities and IPCs

Sets out six principles and guidelines that charities should adopt to achieve high standards of governance and attain long-term sustainable success.



Board Appointment Guide for Charities

Invites charities to adopt a structured and intentional approach to board appointments.



Risk Management Survey

Sought to identify the risk management needs of charities, to inform the development of an updated Enterprise Risk Management Toolkit tailored to the charities and IPCs.

Enterprise Risk Management (ERM) Toolkit

Complements the 2016 ERM Toolkit and incorporates lessons learnt from COVID-19, emerging and evolving risks, and business continuity management.

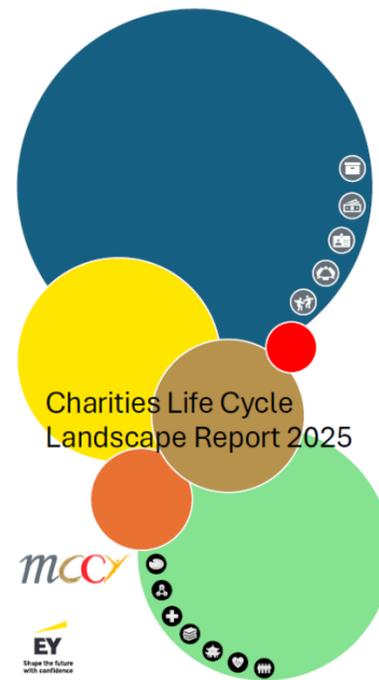
Resources

The Charity Council has partnered with sector stakeholders to co-develop the following resources to support charities. These guidance materials are available on the [Charity Portal](#).



ESG Playbook for Charities

Introduces the fundamentals of ESG principles and guides charities in identifying opportunities to integrate them into their operations.



Charities Life Cycle Survey (to be published by Q2 of 2026)

Understanding these stages helps stakeholders identify challenges and opportunities, enabling targeted planning and best practices at each stage.



PILLAR FRAMEWORK (to be published by Q2 of 2026)

A harmonised framework consolidating key transparency and governance practices for charities' self-assessment and participation in the Charity Transparency and Governance Awards.

Shared Services Blueprint

The Charity Council has worked with sector partners to develop resources for charities. This mapping organises relevant resources and guidance according to the principles and functional needs of the Code of Governance for Charities and IPCs, helping charities easily identify what they need. The blueprint is available for download on the [Charity Portal](#).



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							
Human Capital			HR resources – coming soon				
Social							
Legal/ Intellectual							
Physical							
Reputational							
Digital							
Organisational							
Leadership							

Charities Capability Fund

The fund aims to enhance productivity, operational efficiency, governance and management capabilities of the exempt, registered charities and IPCS. Between 1 April 2022 to 31 December 2025, more than \$14 million of the funds were utilised, with training grant being the most heavily utilised. More information on the fund is available on Charity Portal's [CCF Page](#).



Collaboration Grant

Supports collaborative projects between charities.



Consultancy Grant

Funds consultancy projects to develop and review charity policies and SOPs.



Info-Communications and Technology Grant

Funds basic ICT and digital solutions to improve charity efficiency.



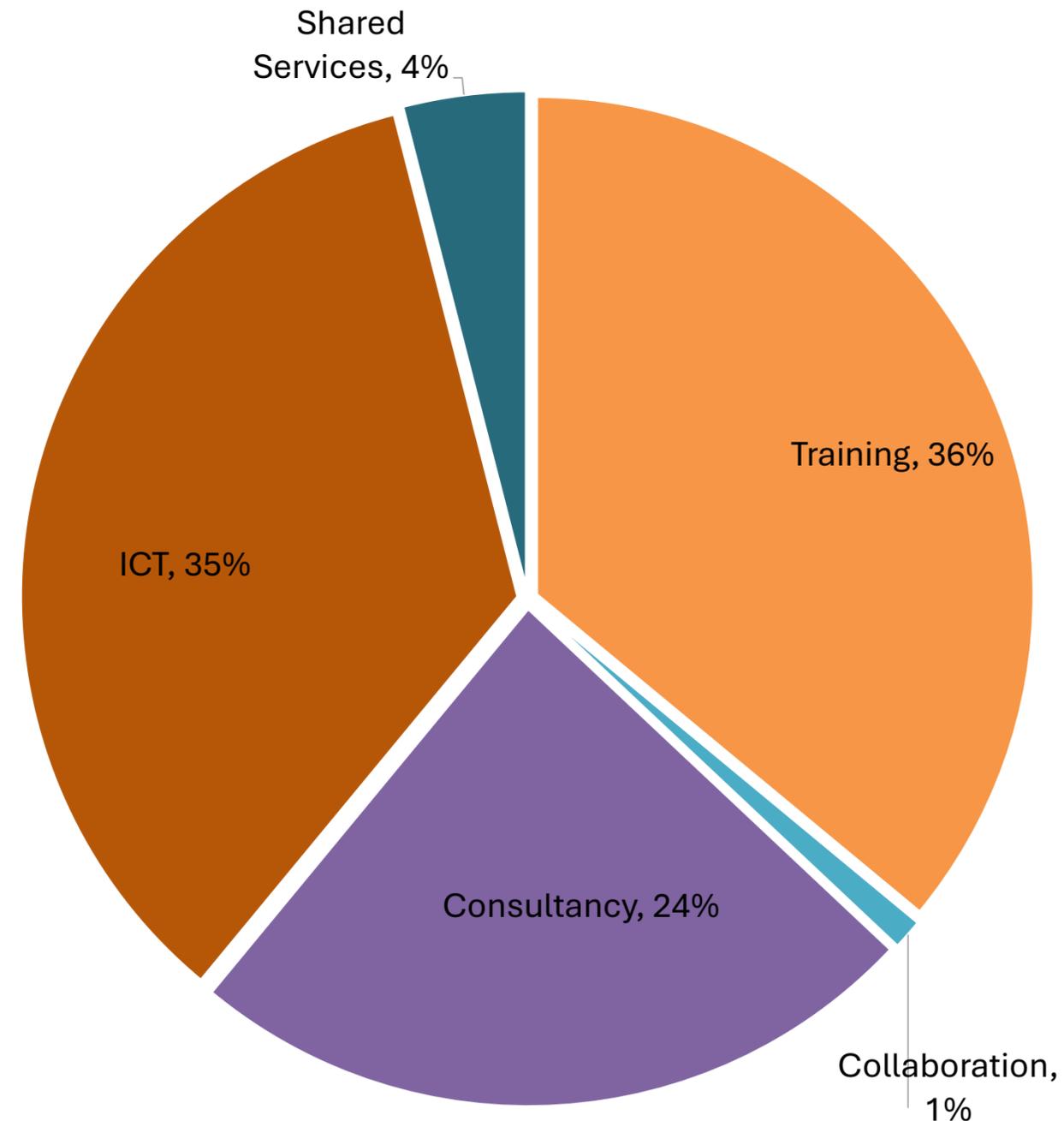
Shared Services Grant

Supports outsourcing of corporate functions (e.g. payroll, finance, HR, IT) to improve back-office efficiency.



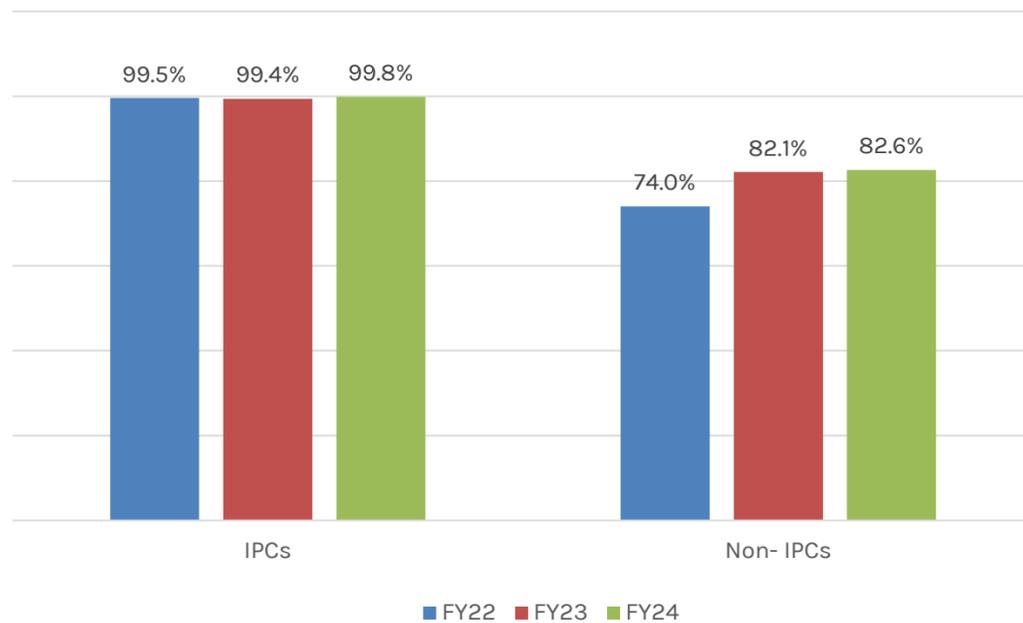
Training Grant

Funds local and overseas training courses in key governance and management areas for charity board members, staff, and sub-committeemembers.



Compliance with Code of Governance

Chart 1: Percentage of IPCs and Non- IPCs which submitted their GEC from FY2022 to FY2024

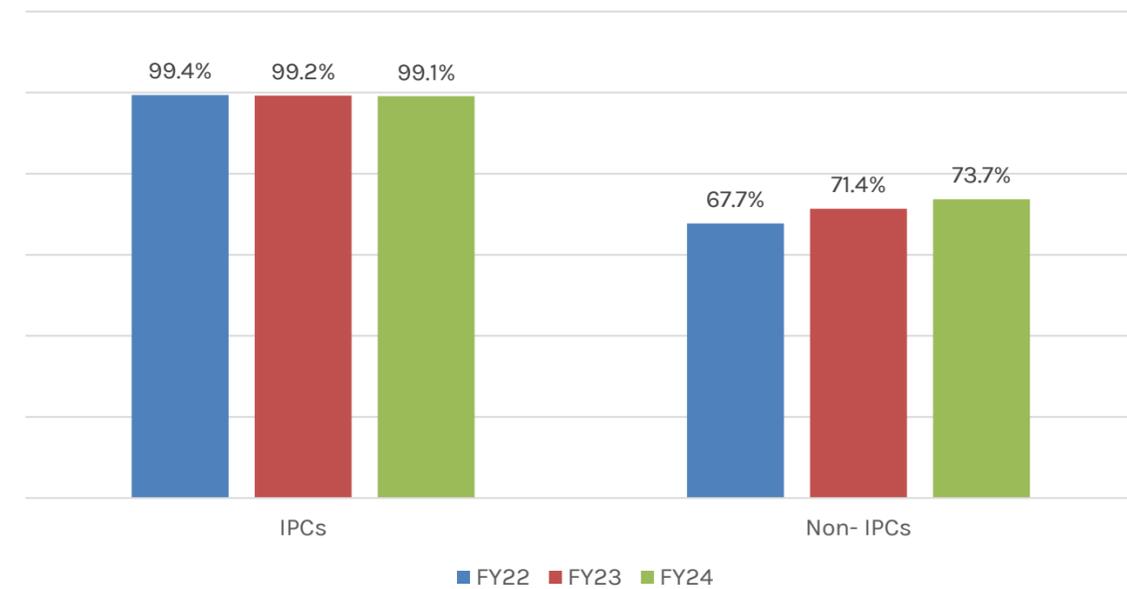


IPCs demonstrated consistency in GEC submissions, maintaining submission rates above 99.4% throughout the three-year period.

Non-IPCs showed a steady improvement. They started at 74% in FY22 and increased to 82.6% in FY24.

This upward trend suggests that capacity-building efforts and awareness campaigns have been effective.

Chart 2: Percentage of IPCs and Non- IPCs which met the minimum 80% benchmark for GEC from FY2022 to FY2024



Following the implementation of the "Revised Code of Governance" in FY24, IPCs maintained its standards in meeting the 80% benchmark.

Non-IPCs showed consistent improvement, rising from 67.7% in FY22 to 73.7% in FY24, reflecting ongoing capacity development and learning effects.

Key Partners

The Charity Council would like to thank the following key partners for their strong support of the charity sector and their contributions to strengthening charities' capabilities.

Shared Services Partners



Other Partners





THANK YOU

A strong and trusted charity sector is grounded in sound governance, transparency, and accountability. The Charity Council plays an important role in advancing these principles by working alongside charities to promote good practices and strengthen board leadership.

This report reflects the collective efforts of the Council, sector partners, and charity leaders to raise governance standards and support charities at different stages of development.

I thank the Chairperson and members of the 9th Charity Council, as well as our partners, for their service and contributions. Together, we can continue to strengthen Singapore's charity sector for the communities we serve.

Mr Desmond Chin
Commissioner of Charities

Charity Council Secretariat

c/o Charities Unit

Ministry of Culture, Community and Youth

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