

CHARITY  
TRANSPARENCY  
AWARDS

&

CHARITY  
GOVERNANCE  
AWARDS 2018

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## PROGRAMME

29 NOVEMBER 2018

6.00PM	Registration and Cocktail Reception
7.00PM	Arrival of GOH
7.30PM	Opening Performance, Commencement of Dinner
7.35PM	Welcome Addresses
8.00PM	Presentation of Charity Transparency Awards
8.45PM	Video Tribute of CGA Main Category Winners
8.50PM	Presentation of Charity Governance Awards
9.15PM	Presentation of Tokens of Appreciation
9.30PM	End of Event

## CHAIRMAN'S ADDRESS

Welcome to the Charity Transparency Awards and Charity Governance Awards 2018!

I am heartened that we have been seeing an increase in the number of award winners year after year, and today, we have come together to recognise the good work of 47 Charity Transparency Award winners. Among them, 3 have emerged as Charity Governance Award winners, and 4 charities will also be receiving the Special Commendation Awards for their exemplary practices in specific governance areas. Their success bodes well for the entire charity sector, and strengthens public confidence and support of the good work all charities are doing.

For those who did not manage to emerge as winners, do not be disheartened. Excellence in governance is not achieved overnight, and the Charity Council is here to walk the journey with you. Do not let your size daunt you, for we have seen from today's awards that small charities are equally capable of having good disclosure and governance standards.

Tonight, let's learn from the best practices of good governance shared by the award recipients. I hope their stories and successes will inspire you to take action to raise your charity's standards of governance. Together, we can make a positive difference in the community and a well governed and thriving charity sector is only achievable with the support and commitment from all charities.

Congratulations once again to all our winners!



**Dr Gerard Ee**  
Chairman, Charity Council

## ABOUT CHARITY TRANSPARENCY AWARDS

The Charity Council introduced the inaugural Charity Transparency Awards (CTA) in 2016. The CTA recognises charities with good disclosure practices that the Charity Transparency Framework (CTF) recommends.

The CTF is closely aligned to the Code of Governance for Charities and Institutions of a Public Character (IPCs), with nine key dimensions highlighted as key areas for disclosure.

### NINE KEY DIMENSIONS

- Board and Executive Management
- Strategic Direction and Programme Management
- Human Resource Management
- Management of Conflict of Interest
- Financial Management and Internal Controls
- Conduct of Fundraising Activities
- Auditor's Report
- Timeliness of Disclosure
- Other Commendable Areas

### ELIGIBILITY CRITERIA FOR CTA

To be eligible for the assessment, charities must:

- Be a registered charity and/or an IPC which has been in operation in Singapore for at least three years;
- Have submitted their Annual Reports, Financial Statements and Governance Evaluation Checklists (GECs) for the two immediate preceding financial years, with the later year's submission being an on time submission (i.e. six months from the end of the charity's financial year); and
- Have gross annual receipts of not less than \$50,000 in the immediate preceding financial year.

Eligible charities will automatically be selected to be assessed by a group of independent assessors and validators using publicly available sources of information such as:

- Annual Reports, Financial Statements and Governance Evaluation Checklists (GECs);
- Charities' official websites; and
- Facebook page (if any).

## ABOUT CHARITY GOVERNANCE AWARDS

The annual Charity Governance Awards (CGA) is in its sixth year, first launched by the Charity Council in 2012, with a hiatus in 2015 to review its value proposition. The CGA recognises charities that have adopted the highest standards of governance, in line with the Code of Governance for Charities and IPCs.

The CGA aims to promote good governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.

Following the review in 2015, only shortlisted CTA winners will qualify as entrants for CGA given that transparency and good disclosure practices are important aspects of good governance.

### ELIGIBILITY CRITERIA FOR CGA

Atop the eligibility criteria for CTA, charities must meet the following to qualify for the CGA assessment:

- Be a shortlisted CTA winner to qualify as a pre-finalist;
- Not be a main CGA category winner in the past three years;
- Have complied with the Code of Governance for Charities and IPCs based on the latest GEC.

Charities will then undergo a rigorous CGA assessment conducted by an independent assessing body and an interview session with a panel of judges. One charity from each category will be recognised as the main category winner.

Charities with exemplary practices in particular areas of governance will be conferred the Special Commendation Awards.

### AWARD CATEGORIES

Category	Gross Annual Receipts (in the 2 immediate preceding years)
Small	Less than \$1 million
Medium	\$1 million to less than \$10 million
Large	\$10 million and above

## CHARITY TRANSPARENCY AWARD WINNERS 2018

### SMALL CHARITIES

- |  |  |                                      |
|--|--|--------------------------------------|
| <b>1</b> Art Outreach Singapore Limited      | <b>2</b> Clarity Singapore Limited                     | <b>3</b> MINDSET Care Limited        |
| <b>4</b> Nature Society (Singapore)          | <b>5</b> Silver Ribbon (Singapore)                     | <b>6</b> TOUCH International Limited |
| <b>7</b> Volleyball Association of Singapore | <b>8</b> Wildlife Reserves Singapore Conservation Fund |                                      |

### MEDIUM CHARITIES

- |   |  |   |
|---|--|---|
| <b>1</b> ARC Children's Centre Co Limited                     | <b>2</b> Bright Hill Evergreen Home            | <b>3</b> Club Rainbow (Singapore)                         |
| <b>4</b> National Volunteer & Philanthropy Centre             | <b>5</b> New Hope Community Services           | <b>6</b> Riding for the Disabled Association of Singapore |
| <b>7</b> RSVP Singapore The Organisation of Senior Volunteers | <b>8</b> Shared Services for Charities Limited | <b>9</b> Singapore Association for Mental Health          |
| <b>10</b> Singapore Cycling Federation                        | <b>11</b> Singapore Repertory Theatre Ltd      | <b>12</b> St. John's Home For Elderly Persons             |
| <b>13</b> TOUCH Family Services Limited                       | <b>14</b> Viriya Community Services            | <b>15</b> Yellow Ribbon Fund                              |

### LARGE CHARITIES

- |  |   |   |
|--|---|---|
| <b>1</b> Assisi Hospice                              | <b>2</b> Association of Muslim Professionals                            | <b>3</b> Care Corner Singapore Ltd              |
| <b>4</b> Caritas Singapore Community Council Limited | <b>5</b> CRU Asia Limited   | <b>6</b> Gardens by the Bay                     |
| <b>7</b> HCA Hospice Care                            | <b>8</b> Kidney Dialysis Foundation Limited                             | <b>9</b> Lions Home for the Elders              |
| <b>10</b> Methodist Welfare Services                 | <b>11</b> Movement for the Intellectually Disabled of Singapore (MINDS) | <b>12</b> National Council of Social Service    |
| <b>13</b> National Gallery Singapore                 | <b>14</b> NorthLight School   | <b>15</b> NTUC-U Care Fund                      |
| <b>16</b> Ren Ci Hospital                            | <b>17</b> SATA CommHealth   | <b>18</b> Singapore Anglican Community Services |
| <b>19</b> Singapore Children's Society               | <b>20</b> SPD   | <b>21</b> Sree Narayana Mission (Singapore)     |
| <b>22</b> The Esplanade Co Ltd                       | <b>23</b> The National Kidney Foundation                                | <b>24</b> TOUCH Community Services Limited      |

# CHARITY GOVERNANCE AWARD

## MINDSET CARE LIMITED





### VISION

To change attitudes by raising awareness and understanding of mental health issues, as well as provide direct and tangible assistance for individuals, families and organisations in need of help.

### MISSION

MINDSET seeks to change the way society understands mental health by focusing on raising awareness and encouraging acceptance of mental health issues. Being part of the Jardine Matheson Group, MINDSET further seeks to leverage its business communities to raise funds for mental health causes, as well as drive social enterprise initiatives, provide employment training and opportunities that support the inclusion of mental health persons-in-recovery in the workforce and society.

### OUR INITIATIVES

-  **Awareness and Outreach** – To raise awareness and to reduce stigma associated with mental health issues through events, campaigns, effective communications and collaterals.
-  **Back to the Workforce** – To walk alongside mental health persons-in-recovery in their journey towards integrating back into the workforce through the provision of employment training and opportunities, and to promote employers' and society's inclusion of mental health persons-in-recovery.
-  **Social Enterprise** – To support the inclusion of mental health persons-in-recovery back into the workforce and society, while at the same time providing them a source of income through such initiatives.
-  **Fund Raising** – To leverage MINDSET's business communities to raise funds for mental health causes, as well as to generate a multiplier effect for corporate giving in this underserved area.

### ABOUT MINDSET CARE

MINDSET is the Jardine Matheson Group's registered charity in Singapore that strives to make a difference in the area of mental health. Recognising that the mental health community was underserved, MINDSET was established in 2011 with the aim of reducing stigma and changing attitudes towards mental health.

### EXEMPLARY GOVERNANCE PRACTICES IN MINDSET CARE

To ensure that MINDSET continues to positively impact Singapore's mental health sector, it is organised and structured to ensure effective management and leadership, with strong support and resources to continually review its objectives and strategies, as well as monitor its progress and development.

#### Composition

There is an adequate mix of competencies on MINDSET's Board and within the organisation, supported by appropriate policies and processes. MINDSET's Board is further supported by the Steering Committee which plays a key role in ensuring that MINDSET's activities and programmes are relevant to its mission and vision. The Steering Committee consists of members who play leading roles in various Jardine businesses, and bring with them a diverse wealth of experience and expertise in many different areas and sectors. In addition, the Board and the Steering Committee also benefit from the guidance and relevant expertise of MINDSET's external advisors who are experienced professionals in the mental health sector.

#### Policies and Integrity

MINDSET has in place a conflict of interest policy to ensure the proper disclosure and management of any potential or actual conflict of interest which may arise. MINDSET's Steering Committee members, Jardine Ambassadors (employee volunteers) and administrators, being employees of the Jardine Matheson Group, are required to comply with the Jardines Code of Conduct and other similar policies (such as Gift Policy and Whistleblowing Policy) when acting on behalf of MINDSET.

#### Audit and Risk Management

To ensure that MINDSET's risk management processes are in line with the high standards expected of it and to continually manage legal risks and strengthen its governance processes, MINDSET undertakes regular internal audits of its risk management and oversight processes, which are conducted by the Jardine Group Audit and Risk Management teams. This is in addition to the annual external audits.

#### Transparency and Communication

MINDSET actively engages with its external stakeholders (including persons-in-recovery, partnering voluntary welfare organisations, private companies or the public). This engagement is carried out in person, online and through social media platforms. MINDSET also publishes on its website annual reports that include further information on its initiatives as well as its governance processes.





**PURSUIT OF EXCELLENCE**

To ensure MINDSET’s continued contributions to the mental health sector, we constantly strive towards an aligned vision, effective communication and the highest standards of governance from MINDSET’s Board and Steering Committee to the Jardine Ambassadors (employee volunteers dedicated to executing MINDSET programmes).

MINDSET’s strategic roadmaps and performance indicators are established and reviewed annually. Quarterly Steering Committee meetings provide further opportunities to keep track of projects and serves as a valuable platform for adjustments and improvements to be made to existing action plans.

Monthly meetings between MINDSET’s administrators and the Jardine Ambassadors are held to provide an additional platform through which Jardine Ambassadors can provide their feedback and suggestions for improvements to existing strategic roadmaps and action plans. Constructive feedback and views of external stakeholders (including persons-in-recovery and partnering voluntary welfare organisations) are also actively sought in person and through online and social media platforms to ensure that MINDSET’s vision and objectives continue to remain relevant and best placed to serve the mental health community.

“ What sets us apart is that we subscribe to the same high standard of good governance in our charity, MINDSET, as we do in our businesses. We believe that good governance is integral to our success and we continually review and refine our processes as part of our accountability towards our stakeholders. ”

*Mr Alex Newbigging,  
Chairman, MINDSET Care Limited*



# CHARITY GOVERNANCE AWARD CLUB RAINBOW (SINGAPORE)

## VISION

To be the charity of choice that inspires hope and makes a difference in the lives of children with chronic illnesses and their families.

## MISSION

We support and empower children with chronic illnesses & their families by providing compassionate relevant services in their journey towards an enriching life.

## CORE VALUES

- ♥ Teamwork
- ♥ Professionalism
- ♥ Respect
- ♥ Integrity
- ♥ Compassion
- ♥ Excellence



## ABOUT CLUB RAINBOW (SINGAPORE)

Set up in 1992, Club Rainbow (Singapore) (CRS) is a non-profit organisation that adopts a holistic approach to help beneficiaries ranging from newborns to youths up to the age of 20 in five core aspects, namely emotional support, financial support, educational assistance, social integration and information resources.

Many of the children require frequent hospital visits for treatment, complicated therapy and long-term medication. CRS works closely with KK Women's & Children's Hospital, the National University Hospital and the neonatal unit of Singapore General Hospital. On the recommendation of doctors, the children are referred to CRS for critical follow-up support.

CRS offers an array of free support services to the beneficiaries in each core aspect, some of which include home and hospital counselling as well as tuition services, regular social integration programmes and educational seminars.

Currently, CRS is serving 1,065 beneficiaries.

## EXEMPLARY GOVERNANCE PRACTICES IN CLUB RAINBOW (SINGAPORE)

Upholding good governance in CRS has always been the top priority. The foundation is laid with the stringent selection of the Council and staff as well as implementation of tight internal controls and processes. CRS believes that by adopting exemplary governance practices, the organisation demonstrates good stewardship and commitment towards our stakeholders. This helps to attract the required resources to sustain CRS' work.

## Having Clarity of Strategy

In CRS, it is important that all staff has a clear idea of the organisation's goal and purpose. Through the annual strategic planning meeting, the Council reviews the vision, mission and strategy to ensure that they continue to be relevant and appropriate. Based on the current landscape and CRS' future outlook, the strategic plan is then broken down into both short and long term goals that are communicated to all staff.

All staff are therefore aware of and has a shared understanding of how their roles are aligned with CRS' plan and how their performance will lead to the achievement of the desired outcomes. Regular progress reports about the activities, performance, financials and corporate governance of CRS are also shared regularly with the Council to ensure strategic alignment.

## Establishing a Risk Management Framework

A risk management policy has been set out to implement an organisational wide philosophy that incorporates risk management as an integral part of CRS' objectives, strategic plans and management systems. A risk management framework was developed to record the risks in a risk register. The register states all risk items, causes, impacts, its mitigation and resolution plan and date. The management team is held accountable for these risks and develop measures or implement strategies to manage and mitigate these risks on a regular basis. Any key issues are promptly escalated to the Council for their information and advice.



### **Getting the Right People**

All prospective employees are assessed and evaluated on their experience, skill sets and ethical standards through CRS' stringent hiring and interviewing practices. Upon joining, all staff are made aware of the conflict of interest policy in place and are to make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.

This applies to prospective new Council members, who are equally assessed and evaluated by the same standards. The current Council comprises a diverse group of professionals with a wealth of industry experience. While individual council members specialise in different domains across areas like paediatric medicine, education, finance and accounting, they come together with a single purpose of steering CRS to greater heights.

### **Building a Robust Communication Channel**

CRS has a contact email address that facilitates feedback from all stakeholders and allows all interested parties to enquire about CRS and express their interest to help. The whistle-blowing email address also makes it possible for all stakeholders to report any activity that infringes on CRS' code of conduct or violates any law, directly to the Audit Committee members, who shall conduct an investigation and take up appropriate actions.

The regular Council, Executive Committee (EXCO) and annual general meetings are available channels for staff and members to voice their feedback, opinions and concerns.

Major events like the signature annual Ride for Rainbows and 25th Anniversary Celebrations Gala Dinner provide a platform where members of the public, partners and corporate sponsors can interact with the Council, staff and beneficiaries and allow the Council to express their appreciation for the continuous support and donations.

### **PURSUIT OF EXCELLENCE**

As CRS continues to grow, the Council recognises the importance of board renewal and succession to ensure the appropriate leadership composition in order to govern and deliver the charity's purposes effectively.

The Council has plans to develop a succession planning chart and skills matrix, which includes current Council members, their industry experience and skill sets, their length of service, expiration of their current term as well as committee positions held. These help to give a clear picture of upcoming Council position(s) which will need to be filled.

Regular assessments of board effectiveness and overall performance is critical to the charity's success. The Council targets to conduct regular self-evaluation to assess its performance and effectiveness; at the same time, benchmarking against peers across a range of governance and operational metrics. With an effective Council and staff team, coupled with strong governance practices, CRS aims to continue its mission of supporting and empowering children with chronic illnesses and their families by providing compassionate relevant services in their journey towards an enriching life.

“ Our beneficiaries start their journey with us from as young as a newborn, all the way up to age 20. On this long journey, while we aim to provide the best programmes and services to empower and help them live their best possible lives, it is only through organisation-wide concerted efforts to uphold good governance and strategic initiatives that we are able to continue to carry out our purpose for our beneficiaries with chronic illnesses. Every member of our team is aware of our ultimate goal for our beneficiaries and actively contributes to our on-going efforts to ensure we continue to deliver the best for them. ”

*Dr Sashikumar Ganapathy,  
President, Club Rainbow (Singapore)*



# CHARITY GOVERNANCE AWARD

## SATA COMMHEALTH







### VISION

To be the leading charity for the advancement of lifelong health in the community.

### MISSION

Promoting lifelong health, serving the community.

### CORE VALUES

-  **Compassion**  
We will show care and concern for the health of the community, especially for the sick and needy.
-  **Respect**  
We will treat everyone with dignity, fairness and professionalism.
-  **Excellence**  
We will pursue the highest standards of clinical and service quality.
-  **Accountability**  
We will act with integrity and responsibility in delivering our commitments.
-  **Teamwork**  
We will foster camaraderie and solidarity amongst our staff and also with our partners.
-  **Empowerment**  
We support, trust and empower employees to further the shared mission of promoting lifelong health.  
We are committed to developing the confidence of every employee's individual talents and capabilities.

(acronym – CREATE)

### ABOUT SATA COMMHEALTH

SATA CommHealth provides lifelong healthcare in the community, through preventive and primary care via medical centres as well as mobile services for those who are vulnerable. Integrated health and social care are provided for disadvantaged elderly beneficiaries so they can age in place and with dignity. Currently, SATA CommHealth's seven medical centres in the heartlands serve up to 200,000 outpatients in a year.

### EXEMPLARY GOVERNANCE PRACTICES IN SATA COMMHEALTH

SATA CommHealth believes that good governance is key to ensure the integrity and effectiveness of the organisation. The Board, management and staff must apply the principles of fairness, accountability, responsibility in all actions and remain transparent in reports to all stakeholders. SATA CommHealth believes that upkeeping governance is a continuous process as it operates in an increasingly dynamic and complex environment due to disruption brought about by digitalisation, healthcare technologies and emerging social trends.

#### Board recruitment, selection and succession

The Board has a formalised process for appointment and re-appointment of Board members. The election process guides SATA CommHealth to think two terms ahead. SATA CommHealth has six Board sub-committees, each with a 'Terms of Reference' which documents the roles, objectives of the committee and term limits. Succession discussion which centres around tenures, structure, diversity and composition, adherence to conflict of interest policy and code of conduct takes place six months before every Annual General Meeting.

Potential Board members are sourced through independent methods, Board recommendations and existing sub-committee members. Screening of interested candidates and reference checks are carried out by the Governance and Nominations Committee (GNC). Shortlisted candidates are then presented to the Board for approval.

#### Board evaluation, feedback and improvement

In 2018, Board 'peer review' and 'Feedback to Chair' assessments were introduced to the yearly Board evaluation. All Board directors do a self-assessment and assess their peers in areas such as awareness of expectations as Board member, level of preparation for Board meetings, familiarity with the organisation's vision, mission, values and policies, constructiveness of opinions, listening skills, supportiveness of Board decisions, etc. Board members also rate the Chairman's leadership abilities in managing board dynamics. GNC reviews the results and discuss interventions, where necessary.

#### Clarity of direction and alignment to strategy

The Board's primary role is to provide strategic direction to the organisation and monitor performance that is supported by adequate resources for operations and programmes. The Board is guided by the Constitution and the Code of Governance for Charities. During the annual Board Retreat, the Board reviews the purpose, vision and mission as well as the strategies and plans for the next three to five years. A clear organisation design is documented for all Board and management following the Board Retreat.

Through an annual Board evaluation, the Board is reviewed to ensure that it is aligned with the vision and mission of the organisation.

The Board also ensures that the management has clear goals and objectives, which are tracked through a balanced scorecard (BSC) with Key Performance Indicators (KPIs), and impact measurements for the CEO, that are cascaded down to staff levels. The achievement of key goals is discussed and reviewed by the Board at every board meeting.





### Risk Management

The Board has the responsibility of effectively overseeing the organisation's 'enterprise-wise' risk management in a way that balances risks yet does not limit growth and performance. The Board reviews the overall adequacy and effectiveness of the internal control systems, including financial, operational, compliance, information technology and reputational risks through our six Board committees. This ensures risk is identified and managed in a holistic way.

The Audit Committee drives the risk process and all committees highlight risks on a regular basis. For risks that are deemed substantial, a task force will be set up to closely monitor and manage the risk. This allows for full accountability and reporting of the risks.

New strategic and project initiatives undergo a risk analysis assessment, using scenario analysis and simulation techniques that must be pre-approved by the relevant committee before it is reported to the Board for evaluation and approval.

Internal and external audits are conducted annually by external auditors. These audits highlight potential risks and are discussed at the Audit Committee and at Board level. Besides the external auditors there are also internal checks and audits conducted by the Quality Management Department to ensure that expected quality and safety standards are met.



### **PURSUIT OF EXCELLENCE**

To ensure the Board, management and staff have an aligned vision on governance, discussion on the Board's directives are carried out at town halls. These directives are then communicated to the staff through engagement sessions to ensure their clarity on the organisation's vision and mission. Feedback on the shared vision and mission is also gathered from staff and stakeholders through the biennial Employee Climate Survey and the quarterly Customer Satisfaction Survey. These practices ensure the organisation continually achieves its mission of "Promoting lifelong health, Serving the community".

“The first seventy years of SATA CommHealth was focused on our core in health screening and diagnostics. The next seventy is about integrating our core with primary to long-term health and social care in the community, especially for our elderly and vulnerable. My diversified Board will exercise independent thinking, enforce exemplary governance practices yet support management to breakthrough and exercise innovative thinking in navigating the change.”

*Ms Theresa Goh,  
Chairman, SATA CommHealth*

## SPECIAL COMMENDATION AWARD FOR CLARITY OF STRATEGY SILVER RIBBON (SINGAPORE)

### VISION

Positive attitude towards mental health among the community.

### MISSION

To combat mental health stigma, encourage early treatment, and facilitate integration of people with mental illness within the society through innovative means of promoting mental health literacy.

### CORE VALUES

- Accountability
- Collaboration
- Commitment
- Inclusivity
- Innovation
- Respect
- Passion
- Positivity
- Sustainability
- Teamwork

### ABOUT SILVER RIBBON (SINGAPORE)

Silver Ribbon (Singapore) is dedicated to raising awareness on positive mental health in Singapore by providing information on mental health issues and promoting positive mental well-being. Mental health issues may affect one in ten people in Singapore in their lifetime. Yet, it is surrounded by stigma and discrimination which may delay the process of seeking help. Silver Ribbon (Singapore) aims to eradicate these stigmas and to encourage early help-seeking attitudes through the provision of basic counselling to facilitate early detection and encouraging treatment.

### EXEMPLARY CLARITY OF STRATEGY PRACTICES IN SILVER RIBBON (SINGAPORE)

To ensure the effectiveness of its outreach programmes in order to promote positive mental health in Singapore, it has been essential for Silver Ribbon to develop a clear strategy for the organisation.

Silver Ribbon (Singapore) places great emphasis on a close working relationship with the Board, team members, funding bodies, and stakeholders and encourages open and frequent communication. Communication with stakeholders offers a better understanding of their needs to better serve them.



The organisation reviews its vision and mission regularly to remain relevant in the changing times. Correspondingly, the strategies are also reviewed regularly in alignment with its vision and mission to ensure they continue to meet community needs. These strategies are clearly articulated among the staff and key stakeholders of the organisation.

“ Proper governance is key to the survival of all entities. It is especially important in VVOs, where the board largely comprises of volunteers who may not have the requisite training or knowledge to manage it well, despite all good intentions. Hence, it is important that each organisation should have good, honest and competent staff backed up by dedicated and diligent board members who regularly conduct audits to ensure full compliance of governance codes in accordance with its vision and mission. ”

*Ms Ellen Lee,  
President, JP, PBM,  
Silver Ribbon (Singapore)*



# SPECIAL COMMENDATION AWARD FOR CLARITY OF STRATEGY THE NATIONAL KIDNEY FOUNDATION

## VISION & MISSION

Giving Life & Hope through affordable, sustainable & quality renal care and education & prevention of kidney disease in partnership with the community.

## CORE VALUES

- ♥ Nurturing
- ♥ Integrity
- ♥ Compassion
- ♥ Excellence
- ♥ Respect

Form the basis of how we carry ourselves, conduct our practices and processes. It is the heart of our culture, underpinning our vision in giving life and hope.

## ABOUT NKF

Since its inception in 1969, more than 10,000 kidney patients' lives have been saved and immeasurable difference has been made to kidney patients and their families because of the support of a caring community. Today, whether patients choose to do dialysis in-centre at any of NKF's 36 dialysis centres islandwide or in the comfort of their homes, or opt for a kidney transplant, NKF continues to strive to help them make the right treatment choice and provide the best support and care possible.

NKF firmly believes in its holistic approach to make an impact in patients' lives. The organisation strives towards optimal patient outcomes by supporting their evolving needs and help them stay connected to the world or be re-integrated back to society, such that they are empowered and engaged to lead fulfilling and fruitful lives. Ultimately, improving patients' quality of life, allowing them to live normally, and fulfilling their dreams and aspirations are what NKF remains committed to.

Furthermore, NKF empowers and partners with the community, to prompt every Singaporean to care more about their kidney health, and take proactive steps in keeping kidney disease at bay.

## EXEMPLARY CLARITY OF STRATEGY PRACTICES IN NKF

NKF has put in place a five-year strategic roadmap, supported by a Corporate Key Performance Indicator (cKPI) Framework, which ensures that broad cKPIs down to department KPIs, are well aligned with NKF's vision and purpose. Performance progress is updated in a timely manner, where issues are surfaced for collective deliberation, and suitable interventions and improvements are introduced on a regularly basis. This allows NKF's collective work plans to stay on course and remain effective, and ensures spending is always purposeful, prudent, justifiable and accountable.



With the evolution and continued growth in the non-profit sector, NKF remains committed to excellence in corporate governance. As NKF enters its 50th year of establishment next year, the organisation will continue to take proactive steps to enhance NKF's overall governance, risk management, accountability, transparency and cost-effectiveness. These serve as a catalyst for NKF to constantly improve patient care and benefit the community through preventive healthcare education and quality treatment.

“ Good corporate governance is more than a goal in itself. It is the precondition and foundation upon which we formulate and execute our strategic plan in order to achieve our critical mission which is to provide holistic care for the well-being of our kidney patients. ”

*Mr Koh Poh Tiong,  
Chairman, NKF*

# SPECIAL COMMENDATION AWARD FOR GOVERNANCE AND MANAGEMENT METHODIST WELFARE SERVICES

## VISION

To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full.

## MISSION

To enrich the quality of life for the disadvantaged and distressed, through integrated and holistic services in partnership with Methodist churches and the community.

## CORE VALUES

- ♥ Trust
- ♥ Respect Worth and Dignity of people
- ♥ Uncompromising Integrity
- ♥ Service before Self
- ♥ Teamwork
- ♥ Sound Governance

## ABOUT METHODIST WELFARE SERVICES

Founded in 1981, Methodist Welfare Services (MWS) is registered under the Charities Act as an Institution of a Public Character (IPC). It is a multi-service organisation managing 19 centres and outreach programmes that serve the disadvantaged and distressed, regardless of their race and religion.

MWS' critical services support disadvantaged children from low-income families, at-risk youths, multi-stressed families trapped in chronic poverty, lonely and socially-isolated seniors, and the chronically ill, frail and destitute.

### Charitable objectives

- Reduce poverty
- Alleviate the strain of daily living
- Help the elderly age in place and live in dignity
- Provide early intervention for disadvantaged children
- Rehabilitate youth-at-risk

## EXEMPLARY GOVERNANCE AND MANAGEMENT IN METHODIST WELFARE SERVICES

MWS is a multi-service agency managing 19 centres and programmes which serve a cross section of needs from disadvantaged children, at-risk youths, families in distress, the elderly frail, sick and destitute and the socially isolated. This presents many challenges in management and control. MWS strives to meet the challenges posed by the myriad of standards and service requirements for each group.

On top of which, the organisation adheres closely to the guidelines from the various ministries and agencies including the Ministry of Health, Agency of Integrated Care, Ministry of Social and Family Development, National Council of Social Service and Early Childhood Development Agency.



It is imperative for MWS to develop and enforce clear standards of management, service delivery and financial controls. MWS' governance framework encompasses an independent Board which is accountable for the entire organisation, as well as Governance Committees that oversee each of the respective centres. This framework has evolved in response to improving standards of governance, and to encourage committed volunteerism, and greater staff professionalism in the delivery of MWS' services to the community.

MWS also ensures that each centre is compliant to or exceeds KPIs set by government partners and agencies in their respective sectors.

“MWS is constantly reviewing and improving its governance and management processes and strategies. We are committed to excellence in governance, management and service; and to building long-lasting relationships and trust with both internal and external stakeholders.

*Reverend Dr Daniel Koh Kah Soon,* ”  
*Chairperson, Methodist Welfare Services*



# SPECIAL COMMENDATION AWARD FOR RISK MANAGEMENT

## HCA HOSPICE CARE

### VISION

To be the Centre of Excellence for home hospice care.

### MISSION

HCA Hospice Care is committed to:

- Ensuring the best quality of life for our patients by delivering professional palliative care and providing compassionate support for their families.
- Nurturing the dedicated individuals who make our work possible and serving our community through continued learning and development.

### CORE VALUES

- Compassion
- Professionalism
- Respect

### ABOUT HCA HOSPICE CARE

HCA Hospice Care (HCA) is Singapore's largest home hospice care provider, supporting patients with life-limiting illnesses regardless of age, religion, ethnicity, nationality and financial status. HCA's services are provided at no charge to about 3,500 patients annually. Besides medical care for patients, this service also entails psychosocial support for patients and caregivers. A 24/7 hotline ensures help is available round-the-clock.

HCA is a Centre of Specialisation for palliative care under the National Council of Social Services and conducts palliative care training for its patients' caregivers. Its other services and programmes include day hospice care, paediatric palliative care (Star PALS), bereavement support and outreach programmes such as the Young Caregivers Programme.



### EXEMPLARY RISK MANAGEMENT PRACTICES IN HCA HOSPICE CARE

Charities operate in a fast-changing world and the last few years have seen major shifts that have put increasing pressure on governance standards. All these changes have created new risks, challenges and opportunities. HCA Hospice Care recognises that at such times, it is crucial to have a sound risk management framework and good governance to gain the confidence of its employees, partners, donors, volunteers and the public for the charity to continue its work for a meaningful cause.

HCA Hospice Care has always had risk management processes in place. The processes were formalised two years ago, with the setting up of an enterprise risk management framework. Through its process, HCA Hospice Care transited from being reactive to proactive, enabling the charity to view risk through the much

broader lens of the entire organisation. Reliable business continuity plans are in place to allow HCA to mitigate risks and crisis. This risk management process is now a part and parcel of regular work within HCA Hospice Care.

“HCA Hospice Care endeavours to maintain a strong foundation in promoting the correct risk management mindset in our DNA across our organisation.”

*Ms Angeline Wee,  
Chief Executive Officer,  
HCA Hospice Care*

## ABOUT THE CHARITY COUNCIL



The Charity Council aims to promote the adoption of good governance and best practices, and encourage self-regulation in the charity sector. It also aims to help build capabilities of charities and IPCs to enable them to comply with regulatory requirements and enhance public accountability. In addition, the Council advises the Commissioner of Charities (COC) on key regulatory issues where there may be broad-ranging impact on charities and IPCs.

The Council comprises 15 members, including the Chairman. 10 members are from the people sector, chosen for their expertise in accountancy, corporate governance, entrepreneurship and law. They are also involved in volunteer and charity work in varied fields such as arts and heritage, community, education, health and social services.

[www.charitycouncil.org.sg](http://www.charitycouncil.org.sg)

## ABOUT THE MINISTRY OF CULTURE, COMMUNITY AND YOUTH



The Ministry of Culture, Community and Youth seeks to inspire Singaporeans through the arts and sports, strengthen community bonds, and promote volunteerism and philanthropy. Since its inception in November 2012, MCCY has been actively engaging the arts, heritage, sports, community and youth sectors. The Ministry aims to bring into sharper focus the efforts to build a more cohesive and vibrant society, and to deepen a sense of identity and belonging to the nation.

MCCY will work with its stakeholders to create an environment where Singaporeans can pursue their aspirations for a better quality of life and together, build a gracious and caring society we are proud to call home.

[www.mccy.gov.sg](http://www.mccy.gov.sg)



## ABOUT OUR STRATEGIC PARTNERS

### CHARITY GOVERNANCE AWARD



#### EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

[www.ey.com](http://www.ey.com)

### CHARITY TRANSPARENCY AWARDS



#### THE INSTITUTE OF INTERNAL AUDITORS SINGAPORE

The Institute of Internal Auditors (IIA) Singapore is the only professional body dedicated to the advancement and development of the internal audit profession in Singapore. For more than 40 years, we have been advocating the interests of the profession and remain committed to raising the profile and standing of the internal audit profession and developing the knowledge, skills and expertise of internal auditors. Representing about 2,800 members, we enhance technical excellence through The IIA's International Standards for the Professional Practice of Internal Auditing and Code of Ethics. Our members belong to a global community of more than 190,000 professionals in over 170 countries who share a common vision to advance their professional growth in internal auditing and add value in their organisations.

[www.iaa.org.sg](http://www.iaa.org.sg)



#### SINGAPORE MANAGEMENT UNIVERSITY

Established in 2000, Singapore Management University (SMU) is recognised for its high-impact multi-disciplinary research that addresses Asian issues of global relevance, and for its innovations in experiential learning. With 10,000 students, SMU offers bachelors, masters and PhD degree programmes in Accountancy, Business, Economics, Information Systems, Law and Social Sciences, and executive development programmes. Through its city campus, SMU enjoys strategic linkages with business, government and the wider community in Singapore and beyond.

[www.smu.edu.sg](http://www.smu.edu.sg)

## ABOUT OUR SPONSORING PARTNERS

### VENUE SPONSOR



#### GARDENS BY THE BAY

An integral part of Singapore's "City in a Garden" vision, Gardens by the Bay spans a total of 101 hectares of prime land at the heart of Singapore's new downtown – Marina Bay. Comprising three waterfront gardens – Bay South, Bay East and Bay Central – Gardens by the Bay is a showcase of horticulture and garden artistry that brings the world of plants to Singapore and presents Singapore to the World.

[www.gardensbythebay.com.sg](http://www.gardensbythebay.com.sg)

### SILVER SPONSORS



#### THE CHARTERED INSTITUTE OF MANAGEMENT ACCOUNTANTS

The Chartered Institute of Management Accountants (CIMA), founded in 1919, is the world's leading and largest professional body of management accountants, with members and students operating in 177 countries, working at the heart of business. CIMA members and students work in industry, commerce, the public sector and not-for-profit organisations. CIMA works closely with employers and sponsors leading-edge research, constantly updating its qualification, professional experience requirements and continuing professional development to ensure it remains the employers' choice when recruiting financially-trained business leaders.

[www.cimaglobal.com](http://www.cimaglobal.com)

**Robson Lee**  
李德龍

#### MR ROBSON LEE

Mr Robson Lee is an equity partner in the global finance and mergers & acquisitions practice groups of international law firm, Gibson Dunn & Crutcher LLP. With more than 20 years of experience, Robson is frequently involved in many cross-border corporate and finance transactions. He actively contributes to charity, and generously devotes his time to serve public institutions, pro-bono missions and community events.

## ACKNOWLEDGEMENTS

The Charity Council extends special thanks to

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TOGETHER, WE WILL BUILD A  
WELL-GOVERNED AND THRIVING  
CHARITY SECTOR!

# THOUGHTS ON GOVERNANCE