



# Deepening Our Impact

**CORPORATE GOVERNANCE REPORT  
FY2019/20**

# Corporate Governance Report FY2019/20

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# A. Board & Executive Management

## MWS BOARD OF GOVERNANCE

The MWS Board of Governance (Board) is made up of 22 members comprising 11 elected Board Members and 11 Co-opted members. The Secretary of the Trustees of The Methodist Church in Singapore (MCS), as provided in the MWS Constitution, is an ex-officio non-voting member of the Board. In addition, a representative from the MCS – General Conference is invited as an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (revised September 2012).

Board Members are elected, and serve for a period of 2 years. All Board Members are not paid any remuneration or director's fees. There is a maximum term limit of 4 consecutive years for the Treasurer position.

The Board meets at least 10 times yearly with a quorum of a simple majority. No staff member sits on the Board.

## BOARD OF GOVERNANCE

Board Member & Current Designation	Date of First Appointment to Board <sup>^</sup>	Date of Latest Appointment to Board	Occupation	Board Attendance
Mrs Fong Loo Fern, Chairperson	13.12.2008	14.09.2019	Managing Director, CYC Company Pte Ltd	7 of 10
Mr Eugene Toh Ming Hong, PPA(G), Vice Chairperson	17.09.2011	14.09.2019	Director (Pro-Enterprise), Ministry of Trade & Industry	10 of 10
Rev Dr Daniel Koh Kah Soon, Honorary Secretary	10.10.2009	14.09.2019	Methodist Pastor, Trinity Annual Conference	8 of 10
Mr Raymond Khoo Peng Ann, Assistant Honorary Secretary	16.09.2017	14.09.2019	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	8 of 10
Mr Robin Cheong Chak Khiong, Honorary Treasurer	22.09.2018	14.09.2019	Retired. Former Accountant, Hercules Offshore	8 of 10
Mr Terence Wee Jin Zoo, Assistant Honorary Treasurer	26.09.2015	14.09.2019	Senior Director, Professional Services, SAS Institute Pte Ltd	7 of 10
Mr Yow Chi Mun, Board Member	26.09.2015	14.09.2019	Portfolio Manager, Precept Investments Pte Ltd	7 of 10
Mr Tan Chian Khong, Board Member	26.09.2015	14.09.2019	Honorary Executive Director, Trailblazer Foundation Ltd	7 of 10
Dr Tan Hai Chuang, Board Member	16.09.2017	14.09.2019	Managing Director, Bright Spring Management Ltd	6 of 10
Ms Joanne Low Eu Min, Board Member	14.09.2019	14.09.2019	Director, Luxe Labels Pte Ltd	6 of 6
Ms Chew Kim Ling, Board Member	14.09.2019	14.09.2019	Head of HR, United Overseas Bank Pte Ltd	4 of 6
Assoc Prof Sunil Kumar Sethi, PPA(G)*, Co-opted Board Member	14.09.2019	14.09.2019	Senior Consultant, National University of Singapore (NUS)	2 of 6

\* Stepped down on 18.03.2020.

<sup>^</sup> This refers to date of first appointment to the Board on a continuous basis.

Board Member & Current Designation	Date of First Appointment to Board <sup>1</sup>	Date of Latest Appointment to Board	Occupation	Board Attendance
Mr Philip Oh, Co-opted Board Member	14.09.2019	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	3 of 6
Rev David Gwee, Co-opted Board Member	14.09.2019	14.09.2019	Methodist Pastor, Trinity Annual Conference	3 of 6
Mr Wendell Wong Hin Pkin, Co-opted Board Member	01.10.2010	14.09.2019	Director, Drew & Napier LLC	4 of 10
Mr Lam Wei Choong, Co-opted Board Member	26.09.2015	14.09.2019	Managing Principal, Veros Consulting	5 of 10
Mr Albert Lim Song Kiang, PBM, Co-opted Board Member	19.07.1997	14.09.2019	Director, El-Shaddai Resources Pte Ltd	7 of 10
Mr Samuel Tay, Co-opted Board Member	01.01.2017	14.09.2019	Senior Sales Engineer, Lintec Singapore Pte Ltd	6 of 10
Mr Wilson Sampath, Co-opted Board Member	01.01.2017	14.09.2019	Senior Account Manager, Visa Inc	5 of 10
Dr Teo Li Bee, Co-opted Board Member	01.01.2017	14.09.2019	Company Director, RCS Teo Pte Ltd	2 of 10
<b>Ex-Officio:</b>				
Mr Kim Seah Teck Kim, The Secretary of The Trustees of The Methodist Church in Singapore (MCS)	01.04.2016	01.04.2016	Consultant, Incisive Law LLC	1 of 10
<b>By Invitation:</b>				
Mr Darius Chua Tan Peak, MCS Representative	19.10.2015	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	3 of 10

Board Members who have served for more than 10 consecutive years:

- **Mrs Fong Loo Fern (Chairperson)**  
Mrs Fong was the former Honorary Treasurer and has been appointed to the new position of Chairperson.
- **Rev Dr Daniel Koh Kah Soon (Honorary Secretary)**  
Immediate past Chairperson Rev Dr Koh remains on the Board as the Honorary Secretary to provide continuity.
- **Mr Albert Lim Song Kiang, PBM (Co-opted Board Member)**  
Mr Lim remains on the Board as a Co-opted Board Member, representing the Trinity Annual Conference Board of Outreach and Social Concerns Committee in the Methodist church.

Our 3 highest paid staff do not serve as governing board members.

1 Consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board.

# A. Board & Executive Management

## ROLES AND RESPONSIBILITIES

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The daily management and operations of MWS are delegated to the Group Executive Director and staff. The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the Strategic Direction and Annual Workplan of MWS and its Centres
- Ensuring plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS and its Centres' performance

## BOARD OF GOVERNANCE POLICIES

### Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Committee<sup>1</sup> identifies people with the desired competencies to meet the current and future needs of the organisation. The Board, through the National Council of Social Services, also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, MWS also brings in potential candidates to serve in our various Centre Governance Committees. This helps the Board to identify and develop specific candidates to fill Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of current term.

### Induction/Training Policy

New members are inducted to the Board through an orientation programme, Centre visits and guidance from the Chairperson and other experienced Board Members. All Members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, members are also invited to join MWS' Centre Governance Committees (CGC) or Working Committees such as Finance, Human Resource, and Communications & Engagement. This helps members to understand MWS' services and issues on the ground.

### Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nominations Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

## CENTRE GOVERNANCE AND WORKING COMMITTEES

The Board is further complemented by:

- 14 Centre Governance Committees; and
- 8 Working Committees covering the following functions: Audit, Finance, Investment, Human Resource, Information Technology, Communications & Engagement, Nominations, and Chaplaincy

### CENTRE GOVERNANCE COMMITTEES (CGC)

The CGC's primary role is to provide governance oversight for the Centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, strategic issues and governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2 to 3 months.

### WORKING COMMITTEES

#### (i) Audit

The Audit Committee facilitates discussions with the Board, internal and external auditors to provide assurance on the reliability of financial reporting, safeguarding of assets and compliance with relevant laws and regulations. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Managing the Risk Management framework
- Developing and implementing the Whistle-blowing policy

The Audit Committee meets at least 2 times a year.

#### (ii) Finance

The Finance Committee reports to the Board on all financial issues. Its specific responsibilities include:

- Advising Management on financial priorities including annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Committee meets at least 4 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Committee.

#### (iii) Investment

The Investment Committee was established to assist the Board in implementing the Investment Policy of the organisation. The Investment Policy is established by the Board and sets out the following:

- Determining amount of funds available for investment ("Investment Funds")
- The expected rate of return from the organisation's Investment Funds; and
- Specifying the instruments in which the funds may be invested

The Committee is responsible for managing the Investment Funds of MWS. Its specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board

The Investment Committee meets at least 4 times a year.

# A. Board & Executive Management

## (iv) Human Resource

The Human Resource Committee was established to assist the Management and Board in implementing the Human Resource Policy of the organisation. Its responsibilities include:

- Establishing a fair salary remuneration system that is commensurate with other Social Service Agencies and relevant government agencies
- Advising on the development of Human Resource strategies and plans
- Review of Human Resource policies as and when required

The Human Resource Committee meets at least 2 times a year.

## (v) Information Technology

The Information Technology Committee reports to the Board on the management of MWS' IT assets. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers, software to ensure compliance with laws and regulations
- Establishing appropriate policies on IT systems and use of software

The Information Technology Committee meets at least 2 times a year.

## (vi) Communications & Engagement

The Communications & Engagement Committee provides guidance and support in the areas of community and corporate engagement, communications, fundraising, and donor management in order to meet MWS' objectives.

Its specific responsibilities include:

- Advising on the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors

The Communications & Engagement Committee meets at least 2 times a year.

## (vii) Nominations

The Nominations Committee was established to ensure an effective Board succession plan. It provides recommendations to the Board on the nomination of new Board members, re-nomination of current Board members, appointments to Centre Governance Committees and Working Committees. Its specific responsibilities include:

- Developing the selection criteria in recruiting Board Members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Committee meets at least once a year.

## (viii) Chaplaincy

The Chaplaincy Committee was established to assist the Board in developing the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for appointment of MWS Chaplains and Assistant Chaplains
- Ensure Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Committee meets at least 4 times a year to review the plans and work of the ministry.

**WORKING COMMITTEES' MEETING ATTENDANCE**

Working Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Committee Attendance <sup>2</sup>
Audit	5	3	14	11	78.6%
Finance	5	5	22	21	95.5%
Investment	5	4	20	15	75%
Human Resource	4	2	8	8	100%
Information Technology	3	3	9	8	88.9%
Communications & Engagement	2 <sup>3</sup>	2	4	4	100%
Chaplaincy	6	4	22	15	68.2%

<sup>2</sup> Formula = Actual score/maximum score \* 100%

<sup>3</sup> A third member joined the Working Committee on 12.03.2020

Maximum score and actual score refer to the maximum and actual attendance in each committee respectively. Actual score is derived from the sum of members' attendance in all meetings.

**KEY MANAGEMENT EXECUTIVES****1. Ms Junie Foo, MWS Group Executive Director**

Appointed on 18 June 2018, Ms Foo was formerly Head, Global Corporates, Singapore; Global Subsidiary Banking, Corporate Banking Asia Oceania, Mitsubishi-UFJ Group.

**2. Ms Fong Mee Sim, Group Director - Finance, Admin & Procurement**

Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in the UK.



## B. Human Resource Management

### TALENT ACQUISITION AND RETENTION

Finding the right talent and retaining good ones continue to be key priorities for MWS. Over the past year, it has been observed that job seekers are recognising the immense potential in the growing social services and healthcare sector, and that it comes with multiple job opportunities and career paths.

To support the organisation's goal in talent attraction and retention, MWS has been reviewing job grades, compensation scales and benefits to ensure they are benchmarked against industry standards. The organisation believes an equitable reward system supports the commitment to fair employment practices and will be critical to ensuring MWS remains an attractive employer.

### CAPABILITY DEVELOPMENT

Dementia care, person-centred care, and trauma-informed care remain the focus of capability development for our social service professionals, and medical and nursing staff. These skills and knowledge are critical in providing a professional standard of care to our beneficiaries. MWS staff clocked more than 1,300 hours on training for these skills in the last FY.

MWS recognises that leadership is critical to organisational success. We are investing in developing current as well as the next generation of leaders. Last year, MWS started leadership training in areas such as reviewing staff performance more effectively. In addition, senior leaders attended training sessions such as IMPACT, a leadership programme designed to advance the skills and confidence of middle management, and IGNITE, which gave insights into the Community Care sector and provides a platform for network building.

### STRUCTURED CAREER AND COMPETENCY DEVELOPMENT

A career and competency development framework will be created for all the different roles and job titles across MWS which include the clusters of Family Services, Community Eldercare Services and Residential Services; and Corporate Services.

This involves identifying the core competencies and knowledge needed by staff of each job grade to successfully carry out their assigned duties and be prepared for changes in the social services and healthcare sector. All staff have the opportunity to advance their skills and knowledge in their respective fields. Those with high potential are also offered scholarships to support them in fulfilling their career goals.

With this career and competency development framework, employees will see more structure and transparency in their career progression and development.

Specifically in the last FY, MWS Family Service Centres launched the Career Pathway and Competency Framework for Social Workers. MWS received positive feedback from employees and senior leaders in the sector. The leaders will be using this to assess supervisees on their competencies and determine if they are ready to move to the next level of the career pathway. Riding on the same methodology, MWS is developing the competency framework for MWS Senior Activity Centres and will be launching the framework in the coming FY.

### STAFF PERFORMANCE REVIEW AND APPRAISAL

The organisation has in place a performance review and appraisal system that is pegged to the staff career and competency development plan. This alignment ensures staff are continually assessed on parameters that support MWS' mission whilst experiencing career and personal growth.

The Human Resource framework which comprises the 5 elements of planning, monitoring, developing, assessing and rewarding, is expected to be completed in 2 years due to the complex nature of work, and the vast number of roles and job titles involved.

### ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of 100,000)	Number
\$200,001-\$300,000	3

The following parties are involved in setting the remuneration of key staff:

- MWS Chairperson or an EXCO member
- Human Resource Committee Chairperson
- Group Executive Director

## C. Conflict of Interest Management

### CONFLICT OF INTEREST POLICY

A system of checks and accountability is in place to ensure corporate governance. MWS has a conflict of interest policy that applies to the Board, committees and staff.

Members of the Board and committees, as well as MWS staff have to complete the conflict of interest declaration form annually. Board and committee members must inform the MWS Board Secretariat of any changes to their interests during the year, while staff should inform Human Resource.

At Board meetings, members are reminded to declare conflicts of interest especially in discussions on financial transactions of the charity. Those who declare conflicts of interest will refrain from voting and participating in the discussion.

Declaration of any vested interests in business transactions or contracts are to be made to the Board Honorary Secretary with a copy to the Committee Chairperson where applicable. In instances involving the Honorary Secretary, the declaration is to be made to the Chairperson. Upon declaration, members may participate in any quotation/tender exercise, but must not be involved in the administration, evaluation and award of offer. The Board reserves the right to determine whether such persons may participate in the exercise.

### WHISTLE-BLOWING POLICY

MWS is committed to the highest standard of ethical behaviour and sound corporate governance. MWS' whistle-blowing policy ("Policy") complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within the organisation. The Policy is adopted to ensure that members of staff would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussion, as a consequence of them raising their concerns in good faith.

## D. Financial Management and Internal Control

### INTERNAL CONTROL SYSTEMS

There is a Standard Operating Procedure for purchase requisition and appropriate financial approving authority limits for expenditure.

An independent Internal Auditor (IA) has been appointed by the Audit Committee to ensure that a robust system of internal controls are in place, and that financial policies are adhered to. The scope of IA extends to cover fundraising activities, as well as Human Resource Management policies, procedures and funding checks.

All our Centres are overseen by a Governance Committee which helps to provide effective governance at the Centre level, and ensure the proper usage of funds and compliance with regulatory requirements.

### BUDGET PLANNING AND FINANCIAL INFORMATION

The Finance Committee scrutinises yearly budgets to ensure that expenses and incoming funds are prudently projected. Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

### REVIEWS OF PROCESSES

Reviews of financial policies and procedures are conducted by the Internal Auditors (IA). The Board determines the areas of focus for the purposes of internal audit in any given year. The Audit Committee will work with IA to share its report and recommendations for the Board's endorsement. Recommendations to improve processes will be executed.

### BOARD OPINION OF INTERNAL CONTROLS

The Board is satisfied with the system of internal controls at MWS, and notes that control procedures are designed and implemented to address the financial, operational and compliance risks exposure.

### ENHANCED FRAMEWORK FOR RISK MANAGEMENT

MWS is in the process of reviewing overall risk management and setting up a Risk Management Policy incorporating compliance, operational, reputation and strategic risks. The framework will formalise risk management activities across MWS. The process will highlight risks performed at 3 levels, namely, Strategic (Board and Committees), Function (Group Executive Director and Corporate Services Management Team), and Transactional (Centres and departments).

### FINANCIAL POLICIES

#### RESERVES AND RESTRICTED FUNDS POLICY

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expensed, in accordance with donors' wishes or stipulated by government ministries.

The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

#### POLICY GOVERNING LOANS MADE TO RELATED AND EXTERNAL PARTIES

MWS does not offer loans to any related and external parties.

#### POLICY GOVERNING DONATIONS MADE TO EXTERNAL PARTIES

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Group Executive Director and approved by the Board of Governance. The maximum quantum for each request shall not exceed \$120,000 per year.

#### INVESTMENT POLICY

The aim of MWS investment activities is to preserve its capital, achieving a yield of 3% higher than bank deposit rates and managing the investment funds on a long-term basis.

The Board approves the amount for investment as well as instruments that include but not limited to equities, government and statutory board bonds, corporate bonds, cash, and bank deposits.

## E. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio*
MWS Fellowship on the Greens 2019 (10 July 2019)	\$464,741	Channelled to MWS Centres and programmes	14%
MWS Charity Ball (28 October 2019)	\$662,127	Channelled to MWS Centres and programmes	18%
MWS Hong Bao Donation Drive (January 2020)	\$123,667	Channelled to MWS Centres and programmes	3%
The Giving Methodist 2020 (26 February to end October 2020)	\$213,011 <sup>^</sup>	Financial assistance to 1,000 low-income families	14%

<sup>^</sup> Receipts for FY2019/20 ending 31.03.2020

\* Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

$$\left[ \frac{(\text{Direct Fundraising Expenses} + \text{Sponsorships in cash})}{(\text{Receipts} + \text{Sponsorships in cash})} \times 100\% \right] < 30\%$$

## F. Code of Governance Evaluation Checklist (FY2019/20)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board of Governance</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff* appointments?		No	
5	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
7	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
8	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
9	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
11	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
13	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
14	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not compiled with)
<b>Human Resource and Volunteer Management</b>				
15	The Board approves documented human resource policies for staff.	5.1	Complied	
16	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
17	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
18	Are there volunteers serving in the charity?		Yes	
19	There are volunteer management policies in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
20	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
21	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
23	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
24	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
25	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
26	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
27	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
28	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
29	Did the charity receive donations in kind during the financial year?		Yes	
30	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

## F. Code of Governance Evaluation Checklist (FY2019/20)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Disclosure and Transparency</b>				
31	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
32	Are governing board members remunerated for their services to the Board?		No	
35	Does the charity employ paid staff?		Yes	
36	No staff is involved in setting his own remuneration.	2.2	Complied	
37	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
38	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
39	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	



70 Barker Road  
#05-01  
Singapore 309936  
Tel: 6478 4700  
Fax: 6478 4701  
Email: [admin@mws.sg](mailto:admin@mws.sg)  
Website: [www.mws.sg](http://www.mws.sg)

