

ANNUAL REPORT



THE COMPASSIONATE NETWORK LTD 甘泉慈怀联谊会



ANNUAL REPORT
FY2024 - 25

www.tcn.sg



Annual Report FY 2024-25

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About Us

OUR VISION

**LET EVERY LIFE BE CRADLED
IN COMPASSION**



The Compassionate Network (TCN) is a charity in Singapore dedicated to supporting caregivers of patients with advanced illnesses. It was incorporated as a Company Limited by Guarantee on 29 July 2023 and registered as a charity under the Charities Act (Chapter 27) since 8 March 2024. TCN has a constitution as its governing instrument.

It dedicates itself to supporting caregivers of patients with advanced illnesses using lay helpers to form circles of care, ensuring caregivers are not alone in their journey.



OUR MISSION

To nurture a compassionate Singapore society that supports caregivers of persons nearing the end of life to fulfil their roles and achieve peace of mind.

UNIQUE REGISTRATION NO.

UEN 202330108R

BANKER

The Development Bank of Singapore Ltd (DBS)

AUDITOR

RSM SG Assurance LLP



Our Five Foundational Values



01 Authenticity

We believe in genuine connections and open communication with our stakeholders to foster trust and understanding.



02 Clarity

Through reflection, we seek clarity in our purpose and intention to guide us in taking the appropriate action.



03 Generosity

We recognize that everyone has something to offer; whether time, effort or resources etc.



04 Growth

We are lifelong learners, continuously seeking to expand our self-awareness and share our resources to allow for growth as individuals and as a society.



05 Joy

We find joy and meaning in our strength and courage to accept the unfolding of life and death as part of the human experience, and celebrate the resilience of caregivers.



Chairman's Message



Dear friends and supporters,

As we look back on a year of dedication and compassion, I am deeply grateful for the unwavering commitment of our volunteers, partners, and supporters at The Compassionate Network. Together, we have made significant strides in nurturing our community and advancing our mission to support caregivers and patients in need.

This year, we expanded our strategic partnerships to include five esteemed healthcare organizations—Care for the Elderly Foundation, Dover Park Hospice, Methodist Welfare Services, Home Nursing Foundation, and Tzu Chi Foundation (Singapore)—strengthening our ability to identify and assist caregivers requiring support.

Our volunteer community flourished, with the number of regular volunteers more than doubling from 46 to 101, alongside an additional 33 volunteers who contributed to ad-hoc events. Collectively, our volunteers donated an impressive 1,216 hours to support caregivers, patients with advanced illnesses, and outreach activities, while also committing 524 hours to learning and development opportunities provided by TCN. Through these efforts, 49 caregiver-patient dyads benefited from circles of care formed by our dedicated teams of volunteers.

I would also like to extend heartfelt thanks to all our supporters—our volunteers, friends of TCN, and everyone who contributed financially to our fundraising campaign, *With You All the Way*. Your generosity, together with the Tote Board's matching grant, has been instrumental in sustaining and expanding our work.

I must recognize the invaluable contribution of our staff team, whose dedication and professionalism have been the backbone of our operations. Their commitment ensures that our programs run smoothly and effectively.

Lastly, I would like to express my gratitude to our Advisory Panel and fellow board members for their guidance and steadfast support throughout the year.



Chairman's Message

Looking ahead, we remain committed to growing with purpose by building on these achievements and nurturing our core building blocks:

Sowing New Partnerships: We will continue to develop collaborations with healthcare organizations and like-minded partners to deepen our impact and expand our reach in the community.

Nurturing Volunteer Base: Expanding and engaging our volunteer base remains a top priority. We aim to reach more families in need by connecting with schools, corporations, and individuals who share our cause. We will also spotlight the stories of our volunteers, recognizing their invaluable contributions.

Harvesting Impact: Guided by our vision and mission, we will focus on delivering personalized support to caregivers and care recipients, ensuring their psychosocial and practical needs are met. We are committed to providing comprehensive training and resources for our volunteers to enhance the quality of care we offer.

As we move forward, we will continue to listen closely to the voices of caregivers and volunteers, ensuring their experiences shape the evolution of our programs. Together, let us uphold our values of authenticity, joy, clarity, generosity, and growth, and keep walking alongside those in need of support.

Thank you for being part of The Compassionate Network's journey. Let us look ahead with hope and determination, confident in our shared purpose and the difference we can make together.

Lim See Wah
Chairman





Meet Our Board Members

NAME	APPOINTMENT	OCCUPATION
Mr Lim See Wah	Chairman/Treasurer Since 29 July 2023	CEO/Chairman Hyphens Pharma International Ltd
Dr Ng Wai Chong	Vice Chairman Since 29 July 2023	Founder/CEO NWC Longevity Practice Pte Ltd
Ms Chee Wai Yee	Secretary Since 29 July 2023	Executive Director The Compassionate Network
Dr Tan Kia King	Member From 10 April 2024	Independent Director, Chairman Taka Jewellery Holdings Limited
Ms Fang Lee Wei	Member From 10 April 2024	Executive Director Acelyr Advisory Pte Ltd

Executive Management

Ms Chee Wai Yee

Executive Director

Appointed since 1 October 2023



Advisory Panel

1 APRIL 2024 – 31 MARCH 2026



**Adj Asst Prof
Neo Han Yee**

**Assoc Prof
Edward Poon**



Mr Albert Tan

Ms Joyce Lim



**Professor
Timothy Sim**

**Venerable
Hui Guang**



TCN's Advisory Panel consisted of specialists who resonate with our cause and offer their expertise to further the vision and mission of the charity.

They help shape TCN's strategic goals and promote best practices in service, public engagement, and research. They advise on care standards and create opportunities for mission-driven research. Their collective efforts raise TCN's profile and expand its network of partners. In addition, they also recommend staff and volunteer development and review proposals for new programs, services, and research.



Get to know our advisers and their domains of expertise

www.tcn.sg/our-team



Highlights of the Year

SUMMARY OF FINANCIAL PERFORMANCE

Total Income \$427,066
Donation is our main source of income.

Total Expenditure \$266,796

TCN does not hold any significant assets and has no major financial transactions from 1 April 2024 to 31 March 2025..

GROWING TCN'S SERVICE MODEL

- Strategic partnerships with 5 healthcare providers
- Regular volunteers increased from 46 to 101, and an additional 33 volunteers participated in ad-hoc events.
- Volunteers donated 1216 hours to support caregivers, patients with advanced illnesses and outreach activities
- Volunteers committed 524 hours to learning and development offered by TCN
- 49 caregiver-patient dyads benefitted from circles of care formed by teams of volunteers



“Compassionate communities include both formal and informal care to support those dying at home and their carers.”



Partners to TCN

Our partnerships were established with various healthcare providers to provide service for caregivers to better care for themselves and fulfil their roles towards their care recipients. To date, we have established partnerships with Care for the Elderly Foundation, Tzu Chi Foundation (Singapore) and Home Nursing Foundation, Dover Park Hospice and Methodist Welfare Services.



DOVER PARK HOSPICE
Every Moment Matters



HOME
NURSING
FOUNDATION
家护基金



Our Service Model

TCN introduced as part of service to the caregivers and patients of our partners

3 volunteers form a Circle of Care for each family

Bereavement support after losing the patient through death



Our Program & Activities

CIRCLES OF CARE

Our service users are family caregivers of individuals living with advanced illnesses. These caregivers, often unseen and unsupported, form the backbone of compassionate care for their loved ones during life's most vulnerable moments. Caregivers are not just as providers of care, but individuals with their own emotional, physical, and psychological needs. They are daughters, sons, spouses, friends—people who give deeply of themselves, often at great personal cost.

Our circles of care formed by volunteers with the guidance of a care staff offer caregivers support in many ways including:

- Providing a shoulder to lean on when caregiving gets overwhelming at times. We stay connected with caregivers through regular home visits, phone calls and group chats
- Be a trusted companion who offers assurance and validation when caregivers do not feel confident with some care tasks and decisions
- Bounce ideas and clarify options with the caregivers when they need to make care decisions but could not find anyone to discuss them
- Navigate the healthcare system together
- Sourcing for community support to offload caregiving tasks: e.g. hair cut for the home-based care recipient; delivering donated supplies and equipment, house cleaning etc.
- Doing things together to relief stress e.g. massage, laughing together
- Engaging the care recipients so that caregivers have some time for other activities e.g. attending to their own medical appointments
- Support bereaved caregivers with estate matters

For the care recipients, depending on what the caregivers require the volunteers for, they can be engaged in meaningful activities suited to their physical level, which included getting out of the house for some fresh air and sunshine, a visit to a garden or even to watch a performance. Personal grooming including a haircut at the comfort of the care recipient's home can also be arranged.

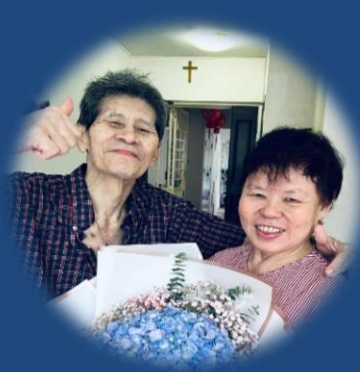


We served a total of 49 caregiver-patient dyads, following through with bereavement care for 13 caregivers who faced transitions to a new reality after the deaths of their care recipients. A total of 39 families were referred by the 5 partners, and another 10 families from the past financial year continued to receive support from TCN.

Our Program & Activities

FEATURE

For 26 years, Mr Low and Madam Linah's love was a quiet strength in their lives. When Mr Low's health declined, Madam Linah faced overwhelming challenges—until TCN volunteers Jessica, Dennis, Chelsea, and Sharon formed a circle of care around this couple. Their visits brought warmth, laughter, and hope, brightening even the toughest days. We felt privileged to organize a heartfelt vow renewal, a precious memory for the couple. As Mr Low's hospital stays grew longer, the volunteers became a constant source of comfort, patiently guiding Madam Linah through difficult choices and holding her hand in moments of uncertainty. When Mr Low passed away, the volunteers did not leave her side. They helped her navigate estate matters, reorganized her home, and offered a listening ear as she grieved. Madam Linah's sister, visiting regularly from Indonesia, witnessed and was deeply moved by the volunteers' unwavering compassion. Their kindness has brought light and healing to Madam Linah's journey.



LEVERAGING SUPPORT FROM OTHER VOLUNTEERS

TCN leverages a wide network of regular and skill-based volunteers, collaborating with groups like the Leo Club of Nanyang Polytechnic and volunteers who signed up through Giving.sg. These dedicated individuals provide essential support to family caregivers and homebound patients, taking on tasks that would otherwise go unmet or overwhelm caregivers. By mobilizing volunteers at large, TCN enhances the quality of life for both caregivers and their loved ones, ensuring holistic, community-driven care.





Friday Hot Meals

CORPORATE PARTNER: COGNIZANT 7 FEB 2025

Cognizant Singapore mobilized their associates and employees to deliver personalized lunch for 16 caregivers under TCN's 'Friday Hot Meals' initiative.

Mr. Babu's hospital visit to Mdm L and Mdm H brought comfort and support. Homebound caregiver Mdm R was touched by a home-cooked meal from volunteer Ram, saying, "It was delicious, please thank the volunteer. May God reward her."

Paromita and Anjana sent video messages to caregivers Irene and Joanne alongside their meal deliveries to encourage them. Joanne was moved by the kind gesture and responded with much appreciation - "Thank you for the kind words and arranging the food. I really appreciate it!"

This initiative exemplifies the power of compassion and generosity in building a caring community. We look forward to many more of such opportunities to work with corporate volunteers in supporting family caregivers.



Public Engagement

CAREGIVING LEARNING FESTIVAL 27 & 28 APRIL 2024

The Caregiving Learning Festival, jointly organized by The Compassionate Network (TCN) and the Home Nursing Foundation, was held on 27 and 28 April 2024. This event brought together over 120 caregivers, volunteers, and service partners to enhance their caregiving capabilities and foster a sense of community and mutual support.

Designed to equip both current and aspiring caregivers, as well as community volunteers, the festival provided an inclusive platform for participants to learn essential caregiving skills. Attendees engaged in hands-on workshops focused on areas such as safe feeding techniques, proper methods for transferring and positioning individuals, measuring vital signs, and the correct use of wheelchairs.

A heartfelt thank you goes to the dedicated healthcare professionals—including nurses, a physiotherapist, and a doctor—who volunteered their time and expertise to teach and demonstrate these vital skills. Their contributions ensured that the learning experience was both practical and impactful.



Public Engagement

VESAK DAY CELEBRATION 12 MAY 2024

TCN was invited to the Singapore Buddhist Foundation's (SBF) Vesak Day Celebration, held at the Singapore Expo. The theme, "Mutual Compassion, Peaceful World," was a timely reminder of the importance of empathy and harmony in today's society.

Special thanks go to our dedicated volunteers — Meow Theng and Eric—who thoughtfully designed an interactive activity that invited participants to reflect on what gives them peace of mind as caregivers and how we can better support individuals nearing the end of life. Our other volunteer Oei Kheng also tirelessly help raise awareness about TCN's support for caregivers and their care recipients.

As part of our ongoing mission, TCN continues to build a compassionate network of care and support across diverse communities in Singapore, empowering individuals and families facing death, dying, grief, and bereavement.



MENTAL HEALTH SYMPOSIUM 13 JULY 2024

Organized by Dot Connections Growth Centre Limited, the symposium explored the intersection of Buddhist teachings and mental health, highlighting how spiritual practices can complement mental well-being and care.

TCN's presence at the event was warmly received, and we were heartened by the many meaningful conversations at our booth. We deeply appreciated the strong interest shown in our work, where many attendees were inspired to sign up as volunteers, offer friendship, and support us with donations. This outpouring of support underscores the growing awareness of the vital role caregivers play in the journey of patients with advanced illnesses.



Public Engagement

CAREGIVING WEEK 2024
16, 17 & 18 SEP 2024

TCN was proud to collaborate with the Caregiving Welfare Association (CWA) to put together a series of talks, workshops and activities that promoted well being for Caregiving Week 2024. The event brought together caregivers, professionals, and volunteers to honor the vital role of caregivers in supporting older adults, while also offering resources and inspiration for their personal well-being.

Dr. Edward Poon, TCN Advisor, delivered an insightful talk on the importance of mental wellness for caregivers, highlighting practical ways to manage stress and reduce anxiety often associated with caregiving responsibilities.

To equip participants with tools for self-care, Ms. Erin Lee and Ms. Jacqueline Lai offered simple, practical techniques for managing stress, and Ms. Adeline Ho introduced Zentangle as a calming art practice.

Caregiving Week 2024 also coincided with the Mid-Autumn Festival. Participants had the chance to engage in origami lantern-making, a hands-on activity that blended cultural tradition with creative expression.

Appreciation goes to TCN volunteers, - Mr. Low Teck Kah, whose beautiful calligraphy added a personal touch to each lantern, and Mdm Wei Lei, helping the seniors to secure the lanterns.

A key highlight of the week was an honest and heartfelt dialogue on authentic caregiving, featuring our Executive Director, Ms. Chee Wai Yee, and TCN Advisor and family caregiver, Ms. Joyce Lim. Their conversation offered a candid exploration of the emotional complexities that caregivers often navigate, validating the lived experiences of many. By sharing personal reflections and professional insights, they shed light on what it truly means to care with authenticity, vulnerability, and resilience.



Public Engagement

LIVE WELL. LEAVE WELL. FESTIVAL 7 OCTOBER 2024

As part of the "Live Well. Leave Well. Festival 2024" organized by the Singapore Hospice Council, a national campaign aimed at reshaping conversations around death and dying, our Executive Director Ms. Chee Wai Yee was invited to present a webinar titled "Life After Caregiving." The session addressed the multi-faceted experience of bereaved caregivers, exploring the impact of caregiving and the grief that follows. Additionally, participants were also offered insights into early grief reactions, practical strategies for regulating grief, and provided guidance on how to cope.

Through this thoughtful presentation, TCN contributed to the ongoing effort to encourage open, proactive discussions about end-of-life care and planning, empowering individuals and families to navigate these journeys with greater clarity, compassion, and resilience.

"It is really an informative webinar. She is easy to understand as she uses real examples."

Social Connections vs Isolation: Reach Out



SINGAPORE HOSPICE COUNCIL
Living before Leaving

LIVE WELL
Festival

甘泉 The Compassionate Network

Discover Meaning and Purpose



SINGAPORE HOSPICE COUNCIL
Living before Leaving

LIVE WELL
Festival

甘泉 The Compassionate Network

Volunteer Development

MONTHLY FIRESIDE CHATS

TCN is committed to the development of our volunteers, who are crucial to the support we offer to caregivers and people living with advanced illnesses. This birthed the creation of monthly fireside chats, which sought to offer a space for volunteers to share and learn together. We share cases, provide skills training, talks by experts and more, in order to build our volunteers' confidence and competence as a lay helper.

28 AUGUST 2024

In a milestone moment for our volunteer engagement initiatives, we hosted our inaugural Fireside Chat - sessions designed to deepen connection, encourage reflective learning, and celebrate the invaluable contributions of our volunteers.

This meaningful evening was marked by heartfelt reflections, candid feedback, and a shared appreciation for the privilege of walking alongside caregivers and their care recipients. More than just a conversation, the Fireside Chat created a space for volunteers to engage in thoughtful dialogue, strengthen bonds, and reaffirm their commitment to our mission.

We are deeply grateful for the compassion, dedication, and presence of our volunteers. The relationships nurtured during this event continue to reinforce the strength of our community of care.



Volunteer Development

MONTHLY FIRESIDE CHATS

Date	Speaker/Facilitator	Topic
28 Aug 2024	Ms Chee Wai Yee	Overview of Volunteer Development – Onboarding, Orientation and Fireside Chats
25 Sep 2024	Ms Chee Wai Yee	Overview of Financial Schemes in Singapore
Oct 2024	Ms Chee Wai Yee	Case Studies: Application of Financial Schemes to TCN's clients
23 Nov 2024	Dover Park Hospice -Dr Mervyn Koh -Ms Martha Ng -Ms Chew Li Sien	Learning Journey to Dover Park Hospice: Understanding palliative care services provided in Singapore
10 Jan 2025	Mr Jee Su Giam, Staff & Volunteers of CPF Board	Schemes administered by CPF Board
27 Feb 2025	Ms Ooi Yinn Shan	Coping with Bereavement: Ways to Support Bereaved Families and Friends
27 Mar 2025	Ms Chee Wai Yee	Supporting Caregivers in Decision-Making



ZENTANGLE WORKSHOP 15 FEB – 8 MAR 2025

TCN Volunteer Adeline, a certified Zentangle trainer, offered 4 lessons for 8 participants to learn both basic and complex Zentangle drawings. This valuable skill became an additional tool for volunteers to engage caregivers and support their well being.

“Zentangle helps with focus, relaxation and reduces stress, especially for caregivers. Put all the worries behind, just draw.”
Siong Long, volunteer.





Year-End Appreciation

7 DECEMBER 2024

Marking a full year since our founding in July 2023, TCN held its inaugural Year-End Appreciation Event in 2024 - an uplifting celebration of our volunteers, advisors, and partners who have walked this journey with us.

The event opened with a moving video montage reflecting on TCN's milestones, followed by a heartfelt address from Chairman Mr. Lim See Wah, who honored the contributions of our community and spoke on how our core values guide the expression of compassion in our work. Executive Director Ms. Chee Wai Yee shared real-life stories of care activities delivered by volunteers, showcasing the tangible impact TCN has made in supporting caregivers and patients with advanced illnesses. A lively panel discussion, moderated by Vice Chairman Dr. Ng Wai Chong, brought together stakeholders to exchange ideas and aspirations for TCN's future.

A creative highlight of the day was a collaborative Zentangle workshop led by certified teacher Ms. Adeline Ho, where volunteers co-created a collective art piece symbolizing how individual acts of kindness combine to build a compassionate community. We extend our sincere thanks to Mr. Ang Hwee and SP-Lotus for sponsoring a delicious buffet lunch, which added a warm and celebratory touch to the gathering.

A big thank you for our volunteers, advisors, and partners, whose dedication has been the cornerstone of our mission.



LOOKING AHEAD – GROWING WITH PURPOSE

As we look to the year ahead, we remain committed to nurturing our community of compassion by strengthening our core building blocks.

Sowing New Partnerships

We will be looking at developing further partnerships with various organizations to further our cause and enhance our impact on the community.



Increased partnerships with healthcare organizations will help us identify caregivers in need of support and deepen volunteer engagement through partnership events



We also look to organizations that resonate with our cause to support through providing donations, sponsoring events or providing corporate volunteers

Nurturing Volunteer Base

As an essential part of our organizational cause, volunteer engagement is also at the top of our minds.



We seek to expand our volunteer base to support a greater number of families by reaching out to schools, corporations and to anyone sharing a similar cause



We continue to engage volunteers through both expert-led and peer-led sessions through our monthly fireside chats and other relevant events



The stories of volunteers deserve to be seen as well. We hope to show our appreciation by spotlighting impactful stories and through other small tokens

Harvesting impact

Not forgetting our organizational vision and mission, we remain steadfast in seeking to make an impact on the lives of caregivers and patients in need of support.



Identifying and providing service to a greater number of caregivers and care recipients to remind them that they are not alone on this journey



Ensure that our support to them is personalized and meets their individual, psychosocial and practical needs



Implement more comprehensive training for volunteers and provide helpful resources to ensure better support for caregivers

We will also continue listening closely to caregivers and volunteers, ensuring their voices shape the evolution of our programs. Together, we will keep walking alongside those in need of support, under our guiding values of authenticity, joy, clarity, generosity and growth.

Governance

Role of the Governing Board

The Board's role is to provide strategic direction and oversight of 'TCN's programs and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve periodic financial statements;
- Regularly monitor the progress of the charity's programs.

Board Meetings and Attendance

A total of five Board meetings, and one AGM were held during the financial year. The following sets out the individual Board Member's attendance at the meetings:

Names of Board Members	% of attendances
Lim See Wah	100
Ng Wai Chong	100
Chee Wai Yee	100

Disclosure of Remuneration and Benefits received by Board Members

No Board members are remunerated for their Board services in the financial year.

Disclosure of Remuneration of three highest paid staff receiving more than \$100,000:

Remuneration Band	No. of staff
\$100,000 - \$200,000	1

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Conflict of Interest Policy

All board members, sub-committee members and staff are required to comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on an annual, and need-to basis.

Board members also abstain and do not participate in decision making on matters where they have a conflict of interest.

Whistle-blowing Policy

Our charity has in place a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial and other matters within the charity.

Donor List

We have made every effort to correctly list the names of all donors who have donated \$1,000 or more, and to honour the requests of donors who wish to remain anonymous. Kindly email us at contact@tcn.sg for any enquiry.

\$10,000 - \$99,999

Singapore Buddhist Lodge

Mr Winuth Bopitiya

\$5,000 - \$9,999

Ms Chee Wai Yee

Ms Liaw Khai Loon

Ms Quah Siok Bin

Ms Tan Li Kuan

\$1,000 - \$4,999

Fu Shan An devotees

Dr Ang Beng Choo

Ms Chia Wai Kong

Ms Kua Moi Chin

Mr Lee Yong Tic

Ms Tang Foong Jen



**WITH YOU ALL THE WAY
CAMPAIGN**

Governance

Evaluation Checklist

Principle 1: The charity serves its mission and achieves its objectives.		
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	Yes
Principle 2: The charity has an effective Board and Management.		
4	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	Yes
5	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	Yes
6	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	Yes
7	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	Yes
8	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	Yes
10	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	Yes
11	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	Yes

Governance

Evaluation Checklist

Principle 3: The charity acts responsibly, fairly and with integrity.		
12	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	Yes
13	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	Yes
14	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	Yes
15	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	Yes
16	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	Yes
17	Take into consideration the ESG factors when conducting the charity's activities.	Yes
Principle 4: The charity is well-managed and plans for the future.		
18	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	Yes
19	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	Yes
20	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programs listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	Yes
21	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	In Progress

Governance

Evaluation Checklist

Principle 5: The charity is accountable and transparent.		
22	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	Yes
23	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	Yes
24	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	Yes
25	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	Yes
26	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	Yes
27	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	Yes
28	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	Yes
Principle 6: The charity communicates actively to instil public confidence.		
29	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	Yes
30	Listen to the views of the charity's stakeholders and the public and respond constructively.	Yes