

Governance Evaluation Checklist – Enhanced Tier
(For 1 January 2017 to 31 December 2017)

S/N	Description	Code ID	Response	Reasons for Non-Compliance
Board Governance				
A	Are there Board Members holding staff appointments? (Skip items 1 and 2 if “No”).		No	Neither are there staff holding Board appointments.
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	Chairman of the Finance Committee cannot serve for more than two (2) consecutive terms. Chairman of the Board currently oversees finances.
4	The Board has an audit committee (or designated Board members) with documented terms of reference).	1.2.1	Complied	Terms of Reference for Board and Committees are published in the 2017 Annual Report.
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	The Board met 4 times in 2017 with the required quorum of not less than 3 Directors.
Conflict of Interest				
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	Board members and all staff are required to declare potential conflicts of interest annually in the Conflict of Interest Declaration Form. They shall abstain from participating in the discussion, decision making and voting on the matter.
7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	All Board members are prohibited from any business dealings and contracts with CAL. A Board member with a declared conflict of interest is not allowed to vote or participate in decision making on the matter.

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Strategic Planning				
8.	The Board reviews and approves the vision and mission of the charity. They have documented and communicated to its members and the public.	3.1.1	Complied	The review is carried out periodically. The vision and mission are published in CAL's website (http://www.cal.org.sg) as well as in the Annual Report.
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	Strategic directions/ plan are proposed by management and endorsed by the Board annually during the budget exercise.
Human Resource Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	HR policies for staff are proposed by management, reviewed and endorsed by the Nominations and HR Committee and approved by the Board.
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	Annual appraisal and training plans are in place for all staff. Open appraisals are carried out at the end of each year where staff performance will be discussed and graded.
Financial Management and Controls				
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	Documented policies and procedures such as authorization limits, procurement, payment, etc, are endorsed and approved by the Board.
13	The Board ensures reviews on the charity's control, processes, key programmes and events.	6.1.3	Complied	The Board maintains independent oversight on the adequacy and

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				effectiveness of controls by review of monthly management accounts and transactions and the work done by the external auditors.
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	The annual budget is reviewed and approved by the Board. Monthly financial report is prepared to compare against the approved budget.
15	The charity discloses its reserve policy in the annual report.	6.4.1	Complied	Reserves policy is disclosed in CAL's Annual Report.
B	Does the charity invest its reserves? (Skip item 16 if "No")		Yes	
16	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	Reserves policy is disclosed in CAL's Annual Report. Investments in FDs are approved by the Board.
Fundraising Practices				
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	All direct donations are issued with a receipt. In addition, donations are reported quarterly to the Board.
Disclosure and Transparency				
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	An Annual Report, including the audited Financial Statements, is published yearly. It is also available in CAL's website.
C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No	No Board members are paid for his/her service.
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		Yes	

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21	No staff is involved in setting his or her own remuneration.	2.2	Complied	CAL follows very closely the salary scales provided by NCSS.
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity reveals this fact.	8.3	Complied	The annual remuneration of staff exceeding \$100,000 is disclosed in CAL's Annual Report.
Public Image				
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	CAL's vision, mission, values, programmes and activities are contained in the Annual Report which is available in CAL's website.

Declaration

Name	Dr Sally Thio
Email	sallythio@cal.org.sg
Contact	Office 6460 4409 Ext 401 Mobile 9618 7454
Designation	Executive Director
<input checked="" type="checkbox"/> I declare that my charity's/IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf. All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact. The full responsibility for providing accurate and update checklist information will rest with my charity's/IPC's governing Board.	
<input checked="" type="checkbox"/> My governing Board agrees to make this Governance Evaluation Checklist available for members/donors through avenues such as the website, bulletins or the annual general meeting.	
<input checked="" type="checkbox"/> My governing Board agrees to make this Governance Evaluation Checklist available for public viewing at the e-Service page on Charity Portal.	

Approved By: Chew Sutat
Chairman
20 Feb 18