



CODE OF GOVERNANCE

PREAMBLE

Caritas Singapore & Board Establishment

- 1 The Caritas Singapore Community Council Limited ("Caritas Singapore" or "the Council") is a company limited by guarantee. It shall be governed by an effective board of volunteer directors ("the Council's Board" or the Board), appointed by the Archbishop of the Catholic Archdiocese of Singapore.
- 2 The duties and responsibilities, powers, organisation and functions of the Board are provided in the Council's Memorandum & Articles of Association and this Code of Governance ("the Caritas Singapore Code"), and subject to the Companies Act (Cap 50).
- 3 The Council is also a registered charity and shall operate within the rules and regulations of the Charities Act (Cap 37). As a registered charity, Caritas Singapore is exempt from tax.

CSCC Agape Fund & Trustees Establishment

- 4 The Council has set up a trust fund, the CSCC Agape Fund ("the Fund"), through a declaration of trust ("the Trust Deed"). The Fund shall be governed by a board of trustees ("the Trustees") appointed by the Council's Board.
- 5 The duties and responsibilities, powers, organisation and functions of the Trustees are provided in the Trust Deed and subject to the Trustees Act (Cap 337).
- 6 The Fund is a registered charity and an Institution of Public Character ("IPC") and it shall operate within the rules and regulations of the Charities Act (Cap 37) and the IPC rules and regulations administered by the National Council for Social Services. As an IPC, the Fund can issue tax-exempt donation receipts.

The Caritas Singapore Code of Governance

- 7 Caritas Singapore recognises that it is accountable to all its stakeholders as all its members, under its umbrella, are charitable organisations working for the benefit of the broader community. For Caritas Singapore and its members to be effective, there must be confidence and public trust in its works. Good governance is therefore paramount.

- 8 The Board and Trustees are fully committed to ensuring that Caritas Singapore practices the highest standard of governance. The Caritas Singapore Code is established to articulate and communicate the governance standards and best practices that it wishes to uphold.
- 9 It is intended that the Caritas Singapore Code shall also provide a model of governance for the member organisations under its umbrella.
- 10 This Code has been developed for the full operation of Caritas Singapore, and with regard to the Board and the Trustees' duties and responsibilities, they shall ensure that there shall be consistency and compliance with the principles and requirements of this Code.
- 11 Caritas Singapore, the Board and the Trustees shall develop appropriate policies, processes and structures to ensure that the spirit, and not just the letter of this Code, is fully complied with. Two such specific documents are:
 - (a) The Staff Manual which contains human resource policies and guidelines, as well as office matters
 - (b) The Finance and Accounting Policy Manual, which sets out the Council's financial and accounting guidelines.

Relationship to the Charity Council Code

- 12 The Charity Council has produced a Code of Governance for Charities and IPCs ("the Charity Council Code"). In addition, the Charity Council has also produced an Evaluation Checklist for Submission on the Charity Portal for charities to regularly report on its compliance with the Charity Code.
- 13 The Charity Council Code guidelines are tiered into Basic¹, Enhanced² and Advanced³ sections according to the IPC status and size of the charity. Similarly, there are different versions of the Evaluation Checklist, based on IPC status and size of the charity.
- 14 Caritas Singapore has developed its Code by adapting and building upon the Charity Council Code. For comparability, the numbering sequence of the Charity Council Code has been maintained, with new clauses shown as extensions e.g. 1.1.2A will be added after 1.1.2. The main differences between the Charity Council Code and the Caritas Singapore Code are summarized in Appendix 1.

¹ Basic tier applies to all charities and IPCs

² Enhanced tier applies to all IPCs and large charities with gross annual receipts of \$10 million or more

³ Advanced tier applies to large IPC with gross annual receipts of \$10 million or more

- 15 Although Caritas Singapore falls only under the Enhanced section (and not the Advanced section) of the Charity Council Code, the Board and Trustees have chosen to adopt all the sections, including the Advanced section, in establishing the Caritas Singapore Code.

- 16 In reporting to the authorities, the Board and Trustees shall submit the Evaluation Checklist applicable to Caritas Singapore, a sample of which is provided in Appendix 2.

Code of Ethics

17 The Caritas Singapore Code has an additional section (Section 10 – Code of Ethics) over the Charity Council Code. The Code of Ethics recognizes that it is, first and foremost, a Catholic organization, and its conduct and values should thus reflect the Catholic ethos.

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1. BOARD GOVERNANCE

General Principle: Caritas Singapore is governed by a volunteer Board whose members are appointed by the Archbishop of the Catholic Archdiocese of Singapore in accordance with its Memorandum and Articles of Association. As the highest policy and decision making body, the Board has the responsibility of ensuring that Caritas Singapore is governed and managed responsibly and prudently to ensure its effectiveness, credibility and sustainability.

1.1 Board Roles, Composition & Bye-laws

Basic

1.1.1 Board Roles: Board members are responsible for directing the affairs of Caritas Singapore, ensuring it is well-managed, and delivering the following charitable objectives⁴:

- (a) To initiate, assist and organise such forms of relief and schemes of social services so as to alleviate distress or poverty amongst people regardless of their race or religion;
- (b) To better and more effectively serve the poor, the needy and all people by researching, analysing the needs and developing the strategies and activities of the various social and community organisations;
- (c) To provide leadership and direction and support for the various Catholic social and community organisations to better serve the broader community;
- (d) To synergise resources and co-ordinate common activities of various social and community organisations, including but not limited to fund raising, volunteer recruitment and matching, capacity building, governance practices, shared services and shared practices; and
- (e) To provide a network and promote a community for various social and community organisations to facilitate an exchange of ideas, gathering of resources, and promoting research and development of strategies and actions to be undertaken to more effectively serve the poor, the needy and the community generally.

The Board shall also have the powers set out in the Memorandum of Association of Caritas Singapore.

1.1.2 Independence: All Board members shall exercise independent judgement and act in the best interest of Caritas Singapore. To ensure objectivity in decision-making, the Board shall comprise only of non-

⁴ Memorandum of Association of Caritas Singapore para 3(i) to (v)

executive members⁵. Non-executive members shall not receive any remuneration as members of the Board. Paid staff of Caritas Singapore shall not become members of the Board.

1.1.3 Bye-Laws: The Board's composition, election or appointment, power, tenure and proceedings, including the maintenance of records, shall be in accordance with the Articles of Association of Caritas Singapore. The guidelines for its Board composition and appointments can be found in Appendix 3.

1.1.4 Distinction of Duties: Board and committee members are expected to help with the work from time to time. Where Board members are directly involved in operational decisions and matters, those concerned should make a clear distinction between their Board role and their operational work.

1.1.5 Staff attendance at Board meetings: The day-to-day operations of Caritas Singapore shall be managed by an Executive team led by a full-time Executive Director. The Executive Director and when appropriate, members of the Executive team may attend Board meetings, as ex-officio, to provide information and facilitate necessary discussions but they shall not take part in decision-making or have any vote.

1.1.6 Term Limit: Term limits for board members and key appointments are set out in Appendix 3, "Guidelines for Board Composition and Appointments."

1.1.7 Board Renewal: The Board shall have a strategy for its own renewal, with succession planning arrangements in place to ensure continuity and timely replacement of Board members resigning or completing their terms of office. Particular attention shall be given to succession planning for key office bearers. Specific guidelines for renewal are provided in Appendix 3.

Enhanced

1.1.8 Voting: Decisions of the Board should generally be made based on group consensus. However, where a vote is required, each Director shall have one vote. The Chairperson of the meeting shall have the casting vote.

1.1.9 Qualifications & Training: The Board shall comprise members who possess suitable personal attributes⁶, core skills/competencies and

⁵ The Articles of Association of Caritas Singapore para 32 does not specify whether executive staff can become Board members

⁶ Suitable personal attributes include: integrity, informed judgement, financial literacy, mature confidence, high standards of excellence

commitment⁷. The Board as a whole shall work to achieve these competencies by attending structured training (e.g. courses in governance and core competencies) during their term of office. Orientation briefings and documents shall be given to each new Board member to properly induct and familiarise them about their responsibilities and the operations of Caritas Singapore.

Advanced

1.1.10 Board Evaluation: The Board shall conduct a written self-evaluation survey at least once a year to assess the performance⁸ and effectiveness of the Board as a whole. Based on this evaluation, the Board shall, where appropriate, consider process improvements, new board programs and new members for appointment to the Board.

1.2 Board Structure

1.2.1 The Board shall establish infrastructural and program committees, with documented terms of reference, to assist with the governance and programmes of Caritas Singapore. Infrastructural committees shall comprise:

- (a) Executive Committee
- (b) Audit Committee
- (c) Finance & Investment Committee
- (d) Nominating Committee

The number and type of program committees may change from year to year, but would typically include the following functions:

- (a) Membership
- (b) Grants & Capacity Building
- (c) Formation
- (d) Fundraising
- (e) Communications
- (f) Volunteers
- (g) Community Strategy

1.2.1A. Each Board committee shall be chaired by a Board member. The chair of the Audit Committee shall not concurrently chair the Finance and/or Investment Committee.

1.2.1B. The Board is empowered to establish other appropriate or necessary project committees or task forces for specific projects or subprograms, from time to time. Project committees need not be chaired by a Board member but the Board shall establish the necessary

⁷ Core competencies include: accounting, finance, legal, human resources, business & management, strategic planning, fundraising, property, technology, media and sectoral knowledge (health, social services, education, religious, etc)

⁸ Such as attendance, preparedness, participation and candour

representation and communications with the project committee or task force.

1.3 Board Meetings

Basic

1.3.1 Proceedings and decisions of the Board, Trustees and committee meetings should be minuted and circulated to all concerned within two weeks of the meeting.

1.3.2 The Board shall meet at least once every quarter while the Trustees shall meet at least once a year to make effective use of the time, skills and knowledge of the members. The quorum required for a meeting is at least one-third of the Board as set out in the Articles of Association.

1.3.3 Board members shall make every effort to attend all Board meetings during their tenure.

2. STRATEGIC PLANNING

General Principle: Caritas Singapore is established to accomplish the objectives set out in its Memorandum of Association for the benefit of society. The vision and mission of Caritas Singapore shall be clearly articulated, and the charitable work shall be carefully planned and implemented.

2.1 Vision and Mission

Basic

2.1.1 The mission and vision of Caritas Singapore are as follows:

Mission: To provide leadership to the Catholic community in Singapore in fulfilling the Church's social mission for the benefit of the broader community.

Vision: To be the hub of a vibrant Church's social outreach to the broader community and a model of social innovation and Christian leadership.

In addition, the Board shall ensure that Caritas Singapore carries out its mission and vision in accordance with the teachings and doctrines of the Catholic Church as set out in the Code of Ethics (see Section 10), and that it regularly informs its stakeholders concerning the work that it undertakes. This shall be done through its annual report, its website and the Catholic media.

The Board shall also review its mission and vision periodically to ensure their relevance to its changing environment and needs.

Enhanced

2.1.2 The Board shall define and approve the intermediate and long-term outcomes of Caritas Singapore, clearly document and communicate them to its stakeholders. The Board shall review these outcomes at least once in each Board term to ensure their relevance to its changing environment and needs.

2.2 Operations Plan

Basic

2.2.1 The Board shall ensure that Caritas Singapore has adequate resources for its operations and programmes, and that such resources are effectively, efficiently and prudently managed. Broad-based programmes shall be identified annually and Board committees formed to develop actions and initiatives in each programme area.

Enhanced

2.2.2 The Board shall approve an annual work plan for Caritas Singapore to ensure that the activities are aligned to its charitable objectives. The Board shall review the plan periodically.

2.2.3 Caritas Singapore shall, where appropriate, collaborate or network with other church organizations, other charities, corporate partners, community and national organisations for greater efficiency in the use of shared resources and for the advantage of its beneficiaries or members.

2.2.4 The Board shall ensure that there is adequate reporting of the progress of its programmes and outcomes to relevant stakeholders on its website, through the Catholic media and in its annual report.

Advanced

2.2.5 The Board shall ensure that, as part of the annual work plan, there is a current and updated plan on developing the capability of Caritas Singapore and shall monitor the progress of this plan. It shall also measure the overall organisational performance of the Council.

3. CONFLICTS OF INTEREST

General Principle: Board members and staff shall act in the best interest Caritas Singapore. Clear policies and procedures shall be set and measures taken to declare, prevent and address conflict of interest that could affect the integrity, fairness and accountability of Caritas Singapore.

3.1 Related Party Transaction

Basic

3.1.1 Conflicts of Interest Policy: All Board members and staff of Caritas Singapore shall provide a disclosure of their interests in all other organisations in which they are directors or have control or have a substantial shareholding or monetary interest to the Board when they are newly appointed and whenever there are updates. Such disclosures shall be circulated to all Board members and any potential conflict of interests documented.

3.1.2 Management of Conflicts of Interest: Where Board members have:

- (a) personal interest in business transactions or contracts that Caritas Singapore may enter into; or
 - (b) vested interest in other organisations that Caritas Singapore has dealings with or is considering entering into joint ventures; or
 - (c) personal interest as its suppliers, service users, beneficiaries;
- this shall be reported to the Board and recorded as soon as possible.

Where a conflict of interest arises at a Board meeting, the Board member concerned shall not vote on the matter. He or she should declare his or her interest and offer to withdraw from the meeting, and the other Board members shall decide if this is required. The basis in arriving at the final decision on the transaction or contract shall be documented in the minutes of meeting.

3.1.3 Staff Appointment of Related Parties: Appointment of paid staff, who are direct family members of Board members or other existing staff, shall be notified to and be approved by the Board, in addition to being employed only through the established human resource procedures for recruitment. Board members or paid staff shall make a declaration of such relationships and refrain from influencing decisions during the recruitment process.

3.1.3A Conflict of interests of organizational members: Caritas Singapore has a number of organisational members that function within the framework of the Catholic Church. Its major financial relationship with these organisational members is that of a grant-maker.

The Board shall ensure that there is an established grant-making process to properly evaluate the basis of all grants given to member organisations of Caritas Singapore. Information on the names of the related parties and their transactions shall be disclosed in its annual financial report.

4. PROGRAMME MANAGEMENT

General Principle: The programmes conducted by Caritas Singapore determine the charity work that it sets out to accomplish. They shall be carefully planned, tracked and reviewed to ensure relevancy to its mission and vision.

Basic

4.1 Caritas Singapore shall ensure that operations and programmes are directed towards achieving the stated outcomes, mission and vision.

4.2 Caritas Singapore shall ensure that the outcomes of each programme are clearly defined.

4.3 The Board shall be regularly updated on the progress of its programmes, and services.

Enhanced

4.4 Caritas Singapore shall develop an evaluation system that measures the effectiveness and efficiency of the programmes and that their outcomes are in line with its mission and objectives.

5. HUMAN RESOURCE MANAGEMENT

General Principle: Human resource is an important asset of Caritas Singapore. It has a pool of paid staff and volunteers to run its operations and programmes, and shall have human resource policies to address these groups of people.

5.1 Staff and Volunteers

Basic

5.1.1 Human Resource Policy: Caritas Singapore shall ensure that its Staff Manual contain documented human resource policies approved by the Board for paid staff and volunteers. Appointment to the position of Executive Director shall be approved by the Board. All other appointments shall be made by the Executive Director, subject to clause 3.1.3.

Enhanced

5.1.2 Volunteer Management: Caritas Singapore shall have a staff responsible for volunteer management. This staff shall be guided by an appropriate Board committee.

5.1.3 Reference Checks: The Board shall ensure that there are procedures for reference checks before the appointment of the Executive Director and the Finance executive(s). Background check on volunteers shall be carried where applicable.

5.1.4 Recruitment: The human resource policies shall aim to attract suitable staff and volunteers with the appropriate type and level of qualification, experience and motivation. An orientation program shall be conducted for new staff.

5.1.5 Performance Appraisal: The Board shall ensure that systems are set up for the regular supervision, appraisal and personal development of the Executive Director and its other paid staff. Caritas Singapore shall also ensure a fair and transparent performance review and appraisal system for its Executive Director and its other paid staff and, where appropriate, as well as for key volunteers.

5.1.6 Staff Remuneration: No paid staff shall be involved in setting their own remuneration. The Board shall ensure that there is a system for setting the remuneration of paid staff (including the Executive Director) which is benchmarked against other charitable organisations. Where there is a performance related element in the remuneration package, it should be linked to the achievement of measurable targets appropriate to the objectives of Caritas Singapore.

5.1.7 Reimbursement: Reimbursement policies and procedures shall be prescribed in the Finance and Accounting Policy Manual.

5.1.8 Training: Caritas Singapore shall ensure a system to identify training needs of staff and volunteers to equip them with the necessary skills to perform their jobs effectively.

Advanced

5.1.9 Insurance: There shall be appropriate insurance coverage for staff and, where appropriate, for volunteers.

5.1.10 Feedback Channels: All staff and volunteer shall be informed that should they have any issues or concerns or grievances, they are able to contact or feedback directly to the Executive Director and if necessary, to any members of the Board.

5.1.11 Conflict Resolution: Any major dispute or conflict or grievances between staff and/or volunteers shall be resolved by the Executive Director. In the event the Executive Director is in conflict, this shall be brought to the attention of an appropriate Board member or committee chairperson who will use his or her best endeavours to resolve it.

5.1.12 Exit Policies: Staff who are resigning shall be interviewed by the Executive Director, and the Executive Director by the Executive Committee, to ascertain their reasons for resigning and shall also be reminded that they are not to disclose any confidential information pertaining to Caritas Singapore to any other party. A record of the exit interview shall be prepared.

6. FINANCIAL MANAGEMENT AND CONTROLS

General Principle: Being an organization providing services for the good of its members and having donated funds as its major source of income for its operations, Caritas Singapore shall have sound financial management and compliance with applicable laws to ensure accountable and legitimate use of its resources.

6.1 Budget Planning and Monitoring

Basic

6.1.1 The Board shall approve an annual budget appropriate for the corporate and programme plans of Caritas Singapore and monitor regularly its budget expenditure to prevent or minimise operating deficits.

Financial statements with comparative budget figures shall be presented to the Board meeting, with analysis and explanations for major variances, if any, for Board discussion and adoption.

6.2 Operational Controls

Basic

6.2.1 The Board shall have a policy to approve any loans or donations made by Caritas Singapore.

6.2.2 The Board shall ensure periodic internal audit on controls, processes, key programmes and events (e.g. fund raising).

6.2.3. Caritas Singapore shall ensure that internal control systems are in place with documented procedures in the Finance and Accounting Policy Manual, approved by the Board, for financial matters, such as:

- (a) Procurement procedures and controls
- (b) Quotation or tender procedures and controls for purchases above certain amount
- (c) Receipting, payment procedures and controls such as dual signatories
- (d) System for the delegation of authority and limits of approval

6.3 Asset Management

Basic

6.3.1 Caritas Singapore shall maintain some level of reserves⁹ to ensure long-term financial sustainability. A reserves policy¹⁰ shall be defined in the Finance Policy Manual and disclosed in its annual report.

⁹ "Reserves" is used to describe that part of its income funds that is freely available for its operating purposes not subject to commitments, planned expenditure and spending limits. "Reserves" normally excludes: permanent endowment funds, expendable endowment funds, designated and restricted funds.

The reserves of Caritas Singapore are generated from two income funds, namely: the General Fund and the CSCC Agape Fund. Donations requiring tax exemptions need to be received into the CSCC Agape Fund which has IPC status. Other donations are generally received into its General Fund, although it may also be received into the CSCC Agape Fund.

Creation of any other funds including designated funds, endowment or restricted funds shall be decided by the Board and disclosed in its annual report.

6.3.2 Caritas Singapore shall ensure that capital funds, if required, are only set up for clear and justifiable needs. It shall ensure that prospective donors are informed of the purpose of the funds, amount of funds needed and the planned timing of the capital development (such as planned commencement and targeted completion dates). Where there are such funds, Caritas Singapore shall disclose the purpose and size of each fund as well as planned timing of the capital development in its annual report.

6.3.3 Caritas Singapore shall ensure that the capital of all endowment funds are not utilised or transferred to other funds unless explicit permission is given by the donor(s) of the endowment fund. It shall ensure, within reason, that the endowment funds are utilised for the purposes stipulated by the donor(s). Where there are such endowment funds, it shall disclose the purpose and size of the each fund in its annual report.

6.3.4 Caritas Singapore shall maintain a fixed asset register to account for all its fixed assets. It shall safeguard the value of its assets by arranging for adequate insurance coverage.

Advanced

6.3.5 Caritas Singapore shall invest its reserves in accordance with an investment policy approved by the Board. The Board shall obtain advice from qualified professional advisors, where appropriate.

6.3.6 The Board shall have a policy to ensure that the facilities and assets of Caritas Singapore are efficiently utilised for its maximum value.

¹⁰ A policy on reserves states the level of reserves held and why they are held. Where material funds have been designated, the reserves policy statement should quantify and explain the purpose of the designations and, where set aside for future expenditure, the likely timing of that expenditure.

7. Fund-raising practices

General Principle: As fund-raising is one of the key interactions between Caritas Singapore and the public, it shall ensure that its fund-raising activities are transparent, ethical and uphold the public's confidence in the causes of the charity.

7.1 Fund-Raising Practices

7.1.1 Caritas Singapore and its fund-raisers shall ensure that the conduct and communication of its fund-raising activities will preserve its integrity and transparency and promote the public trust and confidence in the Council and its activities.

7.1.2 In its communications with donors and the public, Caritas Singapore and its fundraisers shall avoid stirring negative emotions. It shall observe the following:

- (a) Avoid stirring feelings of guilt in the public who may not wish to donate;
- (b) Show respect for the dignity of those benefiting from the appeal;
- (c) Avoid making comparisons of charitable organisations;
- (d) Avoid presenting an exaggerated impression of the scope or nature of the cause or problem handled by Caritas Singapore ;
- (e) Avoid misleading the public with regards to the purpose and use of the donations;
- (f) Avoid the use of messages or images that discriminate against any race, religion or culture; and
- (g) Not subject prospective donors to coercion, harassment or undue pressure.

7.1.3 When Caritas Singapore has accumulated sufficient reserves in accordance with its Reserve Policy, it shall not actively raise more donations than is needed unless there are concrete plans to expand its activities or services.

7.1.4 The use and application of the Council's name and logos by third parties must be approved by a member of the Executive Committee.

7.2 Financial Accountability

General Principle: Caritas Singapore shall ensure that proper accounting practices and records are maintained for the fund-raising activities.

7.2.1 Caritas Singapore and its fund-raisers shall ensure the prompt banking of solicited funds as prescribed in the Finance and Accounting

Policy Manual. Caritas Singapore shall also ensure that fund-raisers transfer collected funds to it on a timely basis.

7.3 Accountability to Donors

General Principle: Caritas Singapore and its fund-raisers shall be accountable to their donors for the donations received.

7.3.1 Caritas Singapore and its fund-raisers shall ensure that donors receive informed and ethical advice about the Council, intended use of donation, value and tax implications of potential donations.

7.3.2 Caritas Singapore shall, whenever possible, express appreciation to their donors through “thank you” letters, tokens, certificates, award ceremonies, or some other similar means. However, it shall guard against overspending on such initiatives.

7.4 Confidentiality of Donors

General Principle: Caritas Singapore and its fund-raisers shall respect donors’ confidentiality.

7.4.1 Caritas Singapore and its fund-raisers shall enquire whether donors wish to be named or to remain anonymous, or state its practice upfront on any public recognition of donors.

7.4.2 Caritas Singapore and its fund-raisers shall honour any request by donors to be excluded from the donors list.

7.4.3 Caritas Singapore and its fund-raisers shall respect any request by donors or prospective donors to reduce or discontinue contacting them in total or to restrict the frequency of solicitations, through the use of mailings, email, telephone or other approaches.

7.5 Interests of Fund-Raising Personnel

General Principle: Caritas Singapore and its fund-raisers shall effectively manage and take care of the interests of its fund-raising personnel.

7.5.1 Caritas Singapore and its fund-raisers shall take reasonable care to ensure the welfare and safety of all fund-raising personnel.

7.5.2 Caritas Singapore and its fund-raisers engaging children below 16 years of age to raise funds shall obtain prior approval from the relevant regulatory authorities and consent from the parents or guardians of those children. Parents or guardians should have the right to decline

such requests. For fund raising within the Church, the relevant authority that Caritas Singapore should seek approval from is the Archbishop or his Vicar General for archdiocesan-wide fund-raising, or the relevant Parish Priest for parish-based fund-raising.

7.5.3 Caritas Singapore and its fund-raisers shall ensure that children below 16 years of age who are engaged in fund-raising are encouraged to do so in the spirit of volunteerism and giving. Appreciation for their acts may be given and are encouraged. However, incentives that will be seen as dishonouring the spirit of volunteerism shall be avoided.

7.5.4 Caritas Singapore and its fund-raisers shall brief all fund-raising personnel (staff, volunteers, hired solicitors) on all relevant aspects of the Council and the fund-raising exercise, so that they understand and are able to communicate these to prospective donors.

7.5.5 Caritas Singapore shall, whenever possible, express appreciation to the volunteers and other fund-raising personnel.

7.6 Use of Commercial Third Party Fund-Raisers¹¹

General Principle: Caritas Singapore shall be prudent in engaging commercial third party fundraisers. Notwithstanding the use of a third party fundraiser, Caritas Singapore itself remains responsible for complying with this Code as if it carries out the fundraising activities itself.

7.6.1 Caritas Singapore shall exercise due care in engaging commercial third party fund-raisers. It shall take into account how the use of such commercial third party fund-raisers may be perceived by the donating public.

7.6.2 The use of a commercial third party fund-raiser, its rationale and the detailed arrangements should be disclosed to and formally approved by the Board.

7.6.3 A contract in writing should be entered with the commercial third party incorporating the following details:

- (a) Roles and responsibilities of Caritas Singapore and the commercial third party fund-raisers;
- (b) Fund-raising concept and methodology;
- (c) Period, venue and other details of fund-raising events;
- (d) Intellectual property right for publicity materials;

¹¹ A commercial third party fund-raiser means any person who for reward solicits or otherwise procures money or other property for, or purportedly for, the benefit of an approved institution of a public character. It excludes service providers who are paid a fixed fee in return for services rendered in the fund-raising event, e.g. event companies.

- (e) Budget for fund-raising activity costs;
- (f) Agreement on the retainer and salaries to paid manpower, if any;
- (g) Allocation of proceeds to designated charities of Caritas Singapore, such as guarantee amount and term for delivery of proceeds;
- (h) Procedures for settling disputes;
- (i) Clauses for termination of the contract;
- (j) Indemnity clauses;
- (k) Proper accounting procedures for monies received and expended;
- (l) Proper and fair representation of Caritas Singapore in all publicity materials; and
- (m) Legitimacy of the commercial third party fund-raiser.

7.6.4 In general, paying commercial third party fund-raisers based on finders' fees, commissions or other payments based on the value of donations is discouraged. Donations shall be based on a target set to meet the needs of Caritas Singapore.

7.7 Co-Ventures¹²

General Principle: Caritas Singapore shall be prudent in entering into co-ventures.

7.7.1 Caritas Singapore shall exercise due care in entering into co-ventures. It shall take into account how the specific co-venture partners will be perceived by the donating public and the implication of such co-ventures on the charities' image and reputation.

7.7.2 All co-ventures shall be approved by the Board.

7.7.3 An agreement which sets out the details of the arrangement should be worked out in writing with the co-venture partner. The following items should be included in such an arrangement:

- (a) Roles and responsibilities of Caritas Singapore and the co-venture partners;
- (b) Co-venture concept and methodology;
- (c) Period, venue and other details of fund-raising event(s);
- (d) Intellectual property right for publicity materials;
- (e) Specifics of any items to be paid or potentially paid for by Caritas Singapore ;
- (f) Specifics of the sharing arrangement for revenue from the co-venture partner;
- (g) Procedures for settling disputes;
- (h) Clauses for termination of the contract;
- (i) Indemnity clauses;
- (j) Proper accounting procedures for monies received and expended;
- (k) Proper and fair representation of Caritas Singapore in all publicity materials; and
- (l) Limitations on use and communication of its name and assets by the co-venture partner.

7.7.4 Caritas Singapore shall monitor the progress of the co-venture to ensure that it is functioning as intended and properly.

¹² A co-venture is an arrangement with a commercial organisation where the IPC receives some financial benefits in the sale of products and/or services by the commercial organisation.

8. Disclosure and transparency

General Principle: As Caritas Singapore operates with public support through both donations and the use of volunteers, it shall be transparent in its operations to maintain the integrity of serving for public trust and community good instead of personal gain. As such, Caritas Singapore shall demonstrate its openness to the public by providing the public with information about its mission, structure, programmes, activities, performance and finances.

Basic

8.1.1 Caritas Singapore shall make available to its stakeholders an annual report on the charity's programmes, activities, audited financial statements and listing of members on its governing Board and executive management. Financial accounts shall be tabled at the Annual General Meeting if required by the governing document.

Enhanced

8.1.2 The Board members shall not receive any remuneration. If there are any benefits received by any individual Board member, these shall be disclosed in its annual report

8.1.3 Caritas Singapore shall disclose the annual remuneration of the top three key executives in salary bands of less than \$100,000, and subsequent bands of \$50,000 in the annual report. For example, amongst the top three executives, how many receive annual remuneration of less than \$100,000, how many receive annual remuneration between \$100,000 to \$150,000, etc.

9. PUBLIC RELATIONS AND CORPORATE COMMUNICATIONS

General Principle: Caritas Singapore provides important services to the community. It therefore needs to communicate its mission, programmes or activities to key stakeholders and respond readily to requests for such information.

9.1 Public Image

Basic

9.1.1 Caritas Singapore shall build up a positive image and represent the interest of its beneficiaries. The Board shall ensure that Caritas Singapore does not engage in any form of party politics or misrepresent itself to the public.

Enhanced

9.1.2 The Board shall ensure that there are procedures relating to releasing information about Caritas Singapore and its activities to the media, its stakeholders and the public.

9.1.3 The Board has designated the Chairman, the Deputy Chairman and the Executive Director as the official spokespersons for Caritas Singapore. However, for specific matters, the Board may designate the appropriate Board member or staff as the official spokesperson.

10. CODE OF ETHICS

10.1.1 This Code of Ethics defines the moral responsibility of Caritas Singapore as a Catholic organisation. Its purpose is to assure that Caritas Singapore and its member organisations carry out their moral responsibility, in undertaking the social mission of the Church.

10.1.2 All the policies, programmes, procedures and practices of Caritas Singapore and its member organisations are to be guided by and be faithful to the biblical values, teachings and doctrines of the Catholic Church.

10.1.3 The mission of Caritas Singapore is to further the Church's social mission and Catholic Social Teachings. These social teachings are contained in scripture, papal encyclicals and other Church documents through the ages, and are compiled in the Compendium of the Social Doctrine of the Church. Caritas Singapore has summarized these teachings into ten principles (see "Appendix 4 – Principles of Catholic Social Teachings").

10.1.4 The decisions and actions of Caritas Singapore shall be based upon and support the principles of Catholic Social Teachings. In essence, these principles emphasize:

- (a) the sanctity and dignity of human life created by God, from the moment of its conception until death;
- (b) the value and integrity of the human person;
- (c) the sacredness of the union of man and woman in marriage and the central role of the family in human life & in society;
- (d) seeking conditions that enhance the common good and promoting peace and goodwill amongst all men.

10.1.5 The Church's and Caritas Singapore's outreach is to assist the underprivileged, the vulnerable and those who are suffering and in the allocation of limited resources, priority shall be to serve those who are poorest and most in need.

10.1.6 Race, religion, intellect, sex, belief or disability will not prejudice or preclude any person from the services or programmes provided by Caritas Singapore or its member organisations.

10.1.7 Caritas Singapore will seek to realize in action the virtues of charity and justice in all relationships with staff, volunteers, the people served, and the larger community.

10.1.8 Caritas Singapore will function faithfully within the mission and structures of the archdiocese of Singapore and the worldwide Church, with proper respect for the role of the diocesan bishop and priests.

10.1.9 Caritas Singapore shall conform and abide by all relevant civil laws in its governance, and at the same time, it will hold itself free to seek peacefully to change oppressive civil laws.

10.1.10 Caritas Singapore shall conform and abide by the canon law of the Catholic Church in its governance; programmes and practices.

10.1.11 Caritas Singapore shall not make investments in or accept donations and support from organisations engaged in unethical or immoral practices. Any practices that are contrary to its social mission, whether directly or indirectly are deemed to be unethical or immoral. This includes, but is not limited to, the following:

- Morally objectionable businesses or activities such as armament productions or sales, illegal addiction inducing drugs, gambling or betting, pornography, morally undesirable entertainment and tobacco products;
- Entities which have a history of unjust labour practice, labour rights violation or exploitation of women or child labour.
- Entities which do not have sound corporate governance and business practices and policies, or good regulatory, legal and environmental compliance track records.
- Entities which have business practices that are not in accordance with the United Nations Global Compact initiative.

**Appendix 1: Differences Between The Caritas Singapore Code & The
Charity Council's Code**
(For Large IPCs¹³ – Basic, Enhanced & Advanced Tiers)

The table below attempts to highlight all the differences between the Caritas Singapore Code and Charity Council's Code issued on 26 November 2007.

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
No.	Board Governance					
1	Board Roles, Composition and Bye-laws					
	<i>Basic</i>					
1.1.1	Board Roles <ul style="list-style-type: none"> o Accept responsibilities o Deliver charitable objectives 	1.1.1		Y		Added the details of the charitable objectives of Caritas Singapore from its M&A
1.1.2	Independence <ul style="list-style-type: none"> o Wholly non-executive o Paid staff not more than 1/3 of the Board o Paid staff not Chairperson 	1.1.2		Y		Directors are not paid and paid staff are not permitted on the Board.
1.1.3	Bye-Laws <ul style="list-style-type: none"> o Board composition o Election or appointment o Terms of reference o Tenure of office bearers 	1.1.3		Y		Added Board composition and appointment guidelines in Appendix 3
1.1.4	Distinction of Duties <ul style="list-style-type: none"> o Those concerned to make clear the distinction 	1.1.4	Y*			

¹³ Large IPCs are defined as having gross annual receipts of \$10 million or more in each of its 2 immediate preceding financial years.

¹⁴ "Same" wordings as the Charity Council Code and where the words are slightly modified, an asterisk (Y*) is denoted next to the answer.

¹⁵ "Higher requirement" than the Charity Council Code

¹⁶ "Variation" from the Charity Council Code

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
1.1.5	Staff attendance at Board meetings <ul style="list-style-type: none"> o As ex-officio o No decision making or voting ability 	1.1.5	Y			
1.1.6	Term Limit <ul style="list-style-type: none"> o Maximum term limit of four consecutive years for the Treasurer (or equivalent¹⁷) position o Set term limits to ensure steady renewal of Board members 	1.1.6	Y*			o Guidelines in Appendix III
1.1.7	Board Renewal <ul style="list-style-type: none"> o Strategy for renewal o Succession planning for Chairperson, Treasurer and other key office bearers 	1.1.7	Y*			o Guidelines in Appendix III o Succession planning in progress
	<i>Enhanced</i>					
1.1.8	Voting <ul style="list-style-type: none"> o One vote per member 	1.1.8	Y*			o Generally by consensus and voting only when required
1.1.9	Qualification & Training <ul style="list-style-type: none"> o Competent & committed members o Attending structured training o Proper induction for new members 	1.1.9	Y*			o Board pack
	<i>Advanced</i>					

¹⁷ Examples of equivalent positions to the Treasurer could be the Audit or Finance Committee Chairperson. The Treasurer and Audit Committee Chairperson should preferably possess recognised accounting qualifications and appropriate practical experience.

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
1.1.10	Board Evaluation o Regular self-evaluation to assess performance and effectiveness	1.1.10	Y*			o At least once a year on the Board as a whole
1.2	Board Structure					
1.2.1	Board committees with documented terms of reference	1.2.1 1.2.1A 1.2.1B		Y		o Each Board comm. to be chaired by a Board member
	<i>Basic</i>					
	(a) Audit; (b) Programmes and Services;	(a) & (a) - (g)	Y*			o Infrastructural and Program committees
	<i>Enhanced</i>					
	(c) Fund-raising; (d) Appointment/ Nomination ¹⁸ ; (e) Human Resource ¹⁹ ; and	(d) & (a)	Y			o HR is under Exco
	<i>Advanced</i>					
	(f) Investment.	(c)	Y			o Finance & Investment Comm
1.3	Board Meetings					
	<i>Basic</i>					
1.3.1	Proceedings & decisions o Minute & circulate	1.3.1	Y			o Within two weeks
1.3.2	Meetings o Regularly o Quorum at least 1/3 of the Board	1.3.2	Y			o At least once a quarter
1.3.3	Make every effort to attend all Board meetings	1.3.3	Y			
2	Strategic Planning					
2.1	Vision & Mission					
	<i>Basic</i>					

¹⁸ Nomination and appointment of Board members.

¹⁹ Or Remuneration Committee.

Charity Council Code		Code No.	Sam e ¹⁴	Higher Require - ment ¹⁵	Vari a - tion ¹⁶	Remarks
2.1.1	Vision & Mission o Board to define and approve o Clearly document and communicate o Review periodically	2.1.1	Y*			o Mission and Vision expounded o Linked to Code of Ethics
	<i>Enhanced</i>					
2.1.2	Intermediate and Long-term outcomes o Board to define and approve o Clearly document and communicate o Review at least once in each Board term	2.1.2	Y			o Broad-based programmes
2.2	Operations Plan					
	<i>Basic</i>					
2.2.1	Resources o Adequate for operations and programmes o Effectively and efficiently manage	2.2.1	Y			
	<i>Enhanced</i>					
2.2.2	Strategic plan o Board to approve and periodically review	2.2.2	Y			o Annual work plan
2.2.3	Collaborate with others	2.2.3	Y			
2.2.4	Adequate reporting of programmes and outcomes	2.2.4	Y			o Website, Catholic media and Annual Report
	<i>Advanced</i>					
2.2.5	Capability Development o Board to ensure plan is current and updated o Monitor progress	2.2.5	Y			o Part of the Annual work plan

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
	o Measure overall organisational performance					
3.	Conflicts of Interest					
3.1	Related Party Transaction					
	<i>Basic</i>					
3.1.1	Conflicts of Interest Policy o Documented procedures o Declaration of conflicts at the earliest opportunity.	3.1.1	Y			o HR Manual & Directors' disclosures
3.1.2	Management of Conflicts of Interest o Members with conflicts do not vote o Offer to withdraw from meeting o Basis of decision documented.	3.1.2 3.1.4	Y			o Board decides who to stay for meeting. o Established grant process.
3.1.3	Staff Appointment of Related Parties o Go through HR procedures o Members to disclose relationship and refrain from decision process.	3.1.3	Y			o HR Manual
4.	Programme Management					
	<i>Basic</i>					
4.1	Ops and programmes directed towards stated outcomes, mission & vision	4.1	Y			o Grant process
4.2	Outcomes of each programme are clearly defined	4.2	Y			o Grant process
4.3	Regular updates to	4.3	Y			

Charity Council Code	Code No.	Sam e ¹⁴	Higher Require - ment ¹⁵	Vari a - tion ¹⁶	Remarks
	Board				
	<i>Enhanced</i>				
4.4	Evaluation system to measure effectiveness & efficiency of programmes	4.4	Y		o Grant process
5.	Human Resource Management				
5.1	Staff & Volunteers				
	<i>Basic</i>				
5.1.1	HR Policy for paid staff and volunteers o Documented & approved by the Board	5.1.1	Y		o HR Manual
	<i>Enhanced</i>				
5.1.2	Volunteer management system in place	5.1.2	Y		
5.1.3	Reference checks o Executive Head o Key staff who controls considerable sum of money o Volunteers where applicable	5.1.3	Y		o ED & finance executives o Only background checks for volunteers
5.1.4	Recruitment o HR policies to ensure job fit	5.1.4	Y		o HR Manual
5.1.5	Performance Appraisal o Systems are set up for regular ²⁰ supervision, appraisal and personal development of the executive head, paid staff (and volunteers, where	5.1.5	Y		o Annual appraisal

²⁰ Annually, where appropriate.

Charity Council Code	Code No.	Sam e ¹⁴	Higher Require - ment ¹⁵	Vari a - tion ¹⁶	Remarks
	appropriate).				
5.1.6	Staff Remuneration o No paid staff or Board member (<i>where applicable</i>) is involved in setting his own remuneration.	5.1.6	Y		o Exco decides o Remuneratio ns are benchmarked against other charitable organisations
5.1.7	Reimbursement o Documented procedures	5.1.7	Y		o Financial Policy Manual
5.1.8	Training o Identification of training needs	5.1.8	Y		o HR Manual
	<i>Advanced</i>				
5.1.9	Insurance o For staff and if necessary, volunteers	5.1.9	Y		
5.1.10	Feedback Channels o Appropriate & effective	5.1.10	Y		o To ED or any Board member
5.1.11	Conflict Resolution o To address grievances and resolve conflicts for staff and volunteers	5.1.11	Y		o To ED or escalate to any appropriate Board member
5.1.12	Exit Policies o Exit interviews	5.1.12	Y		o Staff by ED and ED by Exco
6.	Financial Management & Controls				
6.1	Budget Planning & Monitoring				
	<i>Basic</i>				
6.1.1	Annual Budget o Board to approve budget o Monitor budgeted expenditure	6.1.1	Y		o Quarterly monitoring

Charity Council Code	Code No.	Sam e ¹⁴	Higher Require - ment ¹⁵	Vari a - tion ¹⁶	Remarks
	regularly.				
6.2	Operational Controls				
	<i>Basic</i>				
6.2.1	Loan approval policy	6.2.1	Y		o Finance Policy Manual
6.2.2	Periodic internal audit	6.2.2	Y		o Under audit comm
6.2.3	Internal control systems are in place with documented procedures, approved by the Board, for financial matters.	6.2.3	Y		o Finance Policy Manual
6.3	Asset Management				
	<i>Basic</i>				
6.3.1	o Reserves Policy o Separate Funds	6.3.1	Y		o Annual Report
6.3.2	o Capital Funds	6.3.2	Y		o Annual Report
6.3.3	o Endowment Funds	6.3.3	Y		o Annual Report
6.3.4	o Fixed Asset Register o Sufficient insurance coverage	6.3.4	Y		o Finance Policy Manual
	<i>Advanced</i>				
6.3.5	Investment Policy o Board to approve o Within constitution o Seek advice from qualified professional advisors, where appropriate.	6.3.5	Y		o Under Finance & Investment Comm
6.3.6	o Policy to efficiently utilised facilities and assets for maximum value to the charity	6.3.6	Y		o Under Finance & Investment Comm
7.	Good Fund-Raising Practices (Guidelines)				
7.1	Fund-Raising Practices				
7.1.1	Conduct and	7.1.1	Y		

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
	communication of fund-raising activities <ul style="list-style-type: none"> o Preserve integrity and transparency of the charity o Promote public trust & confidence 					
7.1.2	Communication with Donors and Public <ul style="list-style-type: none"> o Avoid stirring negative emotions 	7.1.2	Y			
7.1.3	Charities with sufficient reserves <ul style="list-style-type: none"> o Should not raise more donations unless there are concrete plans for expansion 	7.1.3	Y			
7.1.4	System of approval for use of charity's name & logo	7.1.4	Y*			o Apprpved by a Exco Member
7.2	Financial Accountability					
7.2.1	Prompt banking and transfer of solicited funds	7.2.1	Y			o Finance Policy Manual
7.3	Accountability to Donors					
7.3.1	Donors receive informed & ethical advice <ul style="list-style-type: none"> o On the charity o Intended use of donations o Value and tax implications 	7.3.1	Y			
7.3.2	Express appreciation to Donors but guard against overspending	7.3.2	Y			
7.4	Confidentiality of Donors					
7.4.1	o State upfront the Charity's practice	7.4.1	Y			

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
	<p>on any public recognition of Donors</p> <ul style="list-style-type: none"> o Enquire if Donors wish to be named or to remain anonymous 					
7.4.2	Honour any request by Donors to be excluded from Donors list	7.4.2	Y			
7.4.3	Honour any request by Donors to <ul style="list-style-type: none"> o Reduce, discontinue or restrict frequency of solicitations 	7.4.3	Y			
7.5	Interest of Fund-Raising Personnel					
7.5.1	Reasonable care on welfare & safety of all fund-raising personnel	7.5.1	Y			
7.5.2	Prior approval from authorities & parents if engaging children >16 yrs	7.5.2	Y*			<ul style="list-style-type: none"> o Approval from ArchBishop or Vicar General
7.5.3	For these children, avoid incentives seen as dishonouring the spirit of volunteerism & giving	7.5.3	Y			
7.5.4	Comprehensive briefing to all fund-raising personnel	7.5.4	Y			
7.5.5	Express appreciation to volunteers & other fund-raising personnel whenever possible	7.5.5	Y			

Charity Council Code		Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
7.6	Use of Commercial 3rd Party Fund-Raisers²¹					
7.6.1	Due care in engaging commercial 3 rd parties	7.6.1	Y			
7.6.2	Board to approve the use of 3 rd parties, its rationale and detailed arrangements	7.6.2	Y			
7.6.3	To draw up contract in writing	7.6.3	Y			
7.6.4	In general, finders' fees ²² , commissions or other payments based on the value of the donations is discouraged	7.6.4	Y			
7.7	Co-Ventures²³					
7.7.1	Due care in entering into co-ventures	7.7.1	Y			
7.7.2	Board to approve the co-venture	7.7.2	Y			
7.7.3	To draw up an agreement in writing	7.7.3	Y			
7.7.4	To monitor progress	7.7.4	Y			
8.	Disclosure & Transparency					
	<i>Basic</i>					
8.1.1	<ul style="list-style-type: none"> o To make available Annual report to all stakeholders o <i>To table Financial accounts at the Annual General Meeting, if required by the governing document</i> 	8.1.1	Y			o Annual Report
	<i>Enhanced</i>					
8.1.2	o Board members	8.1.2		Y		o No

²¹ A commercial 3rd party fund-raiser means any person who for a reward solicits or otherwise procures money or other property for, or purportedly for, the benefit of an approved IPC. It excludes service providers who are paid a fixed fee in return for services rendered in the fund-raising event, e.g. event companies.

²² Fee paid for bringing in a donor or a charitable contribution to the IPC

²³ A co-venture is an arrangement with a commercial organization where the IPC receives some financial benefits in the sale of products and/or services by the commercial organization

Charity Council Code	Code No.	Same ¹⁴	Higher Requirement ¹⁵	Variation ¹⁶	Remarks
	<p>are not remunerated for their Board services.</p> <ul style="list-style-type: none"> o The exact remuneration and benefits received by each individual Board member are disclosed in the annual report. 				remuneration for Board members
8.1.3	The annual remuneration of the top three key executives in salary bands of less than \$100,000, and subsequent bands of \$50,000 are disclosed in the annual report.	8.1.3	Y		o Annual Report
9.	Public Relations & Corporate Communications				
	<i>Basic</i>				
9.1.1	<ul style="list-style-type: none"> o Build positive image & represent the interest of beneficiaries o Ensure that the charity does not engage in any form of party politics or misrepresent itself to the public 	9.1.1	Y		
	<i>Enhanced</i>				
9.1.2	Procedures in place relating to the release of information to media, stakeholders and public	9.1.2	Y		
9.1.3	There is a designated spokesperson(s) for the	9.1.3	Y*		Chairman, Deputy

Charity Council Code		Code No.	Sam e ¹⁴	Higher Require - ment ¹⁵	Vari a - tion ¹⁶	Remarks
	charity					Chairman and ED or Board member for specific matters

**Appendix 2: Evaluation Checklist For
Submission On Charity Portal Code Of
Governance For Charities & IPCs**
(For Large IPCs²⁴ – Basic, Enhanced & Advanced Tiers)

All IPCs must disclose the extent of their compliance with the Charity Council Code evaluation checklist in their annual report and on the online Charity Portal (www.charities.gov.sg).

Non-IPC charities must submit a Charity Council Code evaluation checklist for review by their respective Sector Administrators.

Charity/ IPC should disclose compliance to the Charity Council Code guidelines and explain deviations or non-applicability in the checklist.

Essential guidelines in the Charity Council Code for evaluation are set out below:

Essential Code Guidelines		Code No.	Com - plied	In- pro gres s	Not Com - plied	NA	Explan - ation (If Com - plied not ticked)
S/ N	Board Governance						
	Board Roles, Composition and Bye-laws						
1.	The Board is wholly independent from the paid executive management of the charity. Where paid staff are on the Board ²⁵ , they comprise not more than one-third of the Board.	1.1.2 a					
2.	Paid staff does not chair the Board.	1.1.2 b					
3.	There is a maximum term limit of four consecutive	1.1.6					

²⁴ Large IPCs are defined as having gross annual receipts of \$10 million or more in each of its 2 immediate preceding financial years.

²⁵ Paid staff may only become Board members where this is explicitly permitted by the charity's governing document.

Essential Code Guidelines	Code No.	Com - plied	In- pro gres s	Not Com - plied	NA	Explan - ation (If Com - plied not ticked)
vision and mission of the charity. They are documented and communicated to the public or its members.						
Operations Plan						
8. The Board regularly approves and reviews a strategic/ work plan for the charity to ensure that the activities are aligned to the charitable objectives.	2.2.2 (Enh)					
Conflicts of Interest						
Related Party Transaction						
9. There are documented procedures for Board members or paid staff to declare conflicts of interest to the Board.	3.1.1					
10. Board member with conflicts of interest do not vote or participate in decision making in the matter.	3.1.2					
Human Resource Management						
Staff & Volunteers						
11. There are documented human resource policies approved by the Board for paid staff (and volunteers, where appropriate).	5.1.1					
12. There are systems for regular ³⁰ supervision, appraisal and personal development of the	5.1.5 (Enh)					

³⁰ Annually, where appropriate.

Essential Code Guidelines	Code No.	Com - plied	In- pro gres s	Not Com - plied	NA	Explan -ation (If Com - plied not ticked)
executive head, paid staff (and volunteers, where appropriate).						
13. No paid staff or Board member (<i>where applicable</i>) is involved in setting his own remuneration.	5.1.6 (Enh)					
14. There is a system to address grievances and resolve conflicts for staff and volunteers.	5.1.1 1 (Adv)					
Financial Management & Controls						
Budget Planning & Monitoring						
15. The Board approves an annual budget for the charity's corporate and programme plans and monitor its budget expenditure regularly.	6.1.1					
Operational Controls						
16. The Board ensures periodic internal audit on controls, processes, key programmes and events.	6.2.2					
17. The charity ensures internal control systems are in place with documented procedures, approved by the Board, for financial matters.	6.2.3					
Asset Management						
18. The charity discloses its reserves policy in the annual report.	6.3.1					
19. The charity invests its reserves, if the governing document permits, in	6.3.5 (Adv)					

Essential Code Guidelines		Code No.	Com - plied	In- pro gres s	Not Com - plied	NA	Explan - ation (If Com - plied not ticked)
	accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, where appropriate.						
	Disclosure & Transparency						
20.	The charity makes available to its stakeholders an annual report. <i>(Financial accounts are tabled at the Annual General Meeting, if required by the governing document).</i>	8.1.1					
21.	Board members are not remunerated for their Board services.	8.1.2 a (Enh)					
22.	The charity discloses the exact remuneration and benefits received by each individual Board member in the annual report.	8.1.2 b (Enh)					
23.	The charity discloses annual remuneration of the top three key executives in salary bands of less than \$100,000, and subsequent bands of \$50,000 in the annual report.	8.1.3 (Enh)					
	Public Relations & Corporate Communications						
24.	The charity communicates its mission, programmes or activities to key stakeholders.	9.1.1					

Appendix 3: Guidelines For Board Composition & Appointments of Caritas Singapore

1. The Board shall comprise of 7 to 15 directors.
2. Each Board member is appointed for a term of two years by the Archbishop, based on the recommendation made to him by the Board's Nominating Committee.
3. The following guidelines apply in the appointment and re-appointment of Board members:
 - a. The total and balance of Board members should be sufficient and appropriately diverse and qualified to collectively allow Caritas Singapore to fulfill its mission and potential.
 - b. There should be religious representation on the Board, but their number should not exceed one-third of the total Board members.
 - c. The number of Board members that are religious and/or employed by the Archdiocese should not exceed half of the total Board members.
 - d. The tenure for any Board member should be limited to a maximum of six consecutive terms.
 - e. The tenure for the Board Chairperson should be limited to a maximum of two consecutive terms.
 - f. The tenure for the Chairperson of the Finance Committee should be limited to a maximum of two consecutive terms.
 - g. The tenure for the Chairperson of the Audit Committee should be limited to a maximum of two consecutive terms.
 - h. There should be at least two new Board members with each new term.

Appendix 4: Principles of Catholic Social Teachings

1	<p>The Dignity of the Human Person Every human person is of infinite dignity and has rights and duties by virtue of being human. Moreover we are all of equal dignity.</p>
2	<p>Association We are meant to be in community. Besides the family, people also have a right to form socio-economic, religious and political associations for the development of the common good and for personal development.</p>
3	<p>Subsidiarity These natural groupings should be helped to flourish and not be disempowered by having a higher-level body take over what these groups can do for themselves.</p>
4	<p>Participation We have a right and duty to have a say and take action in what determines our well-being and our future.</p>
5	<p>The Common Good We must seek the good of the broader community and not just our own interests. Moreover, the concerns of everyone need to be addressed and not just what suits the majority.</p>
6	<p>Universal Destination of Goods God intended for all the world's resources to be enjoyed by everyone, and not just a few. Moreover, we should have a <i>preferential option for the poor</i> and see to it that the most vulnerable also have what they need.</p>
7	<p>Solidarity Every human person is connected to every other person. We are called to serve one another and to build up the human family.</p>
8	<p>Dignity of Work Human work even in its humblest form has an intrinsic dignity. This also implies the need to ensure that all people have working conditions worthy of the children of God.</p>
9	<p>Dignity of Creation We are not owners but stewards of God's creation. Caring for the earth, for each other and for ourselves is an essential part of our mission.</p>
10	<p>Peacemaking We are called to seek true and lasting peace, which implies right relationships all round - within ourselves, with God, one another and the environment.</p>