

# **Caritas Singapore Community Council**

## **Code of Governance**

**Document Control**

<b>Organisation</b>	Caritas Singapore Community Council Ltd
<b>Document Owner</b>	Executive Director
<b>Reviewed &amp; Approved By</b>	Executive Director (Reviewer), Audit Chair (Reviewer) & Board of Directors (Approver)
<b>Approved Date</b>	Board Meeting 25 April 2024
<b>Version History</b>	April 2024
<b>Document Classification</b>	Internal
<b>Distribution List</b>	All staff, Board of Directors and Board of Trustees

<b>TABLE OF CONTENTS</b>		
<b>SECTION</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>1.</b>	<b>INTRODUCTION AND BACKGROUND</b>	<b>5</b>
	1.1 Purpose	
	1.2 Definitions	
	1.3 About Caritas Singapore Community Council	
	1.4 Mission, Vision and Corporate Identity	
	1.5 Legal Structure	
	1.5.1. Caritas Singapore Community Council Limited	
	1.5.2. Caritas Singapore Agape Fund	
<b>2.</b>	<b>CARITAS SINGAPORE COMMUNITY COUNCIL (CSCC) CODE OF GOVERNANCE</b>	<b>7</b>
	2.1 Governance Standards that apply to CSCC	
	2.1.1 Charity Council Code	
	2.1.2 Catholic Archdiocese of Singapore and CSCC's Code of Ethics	
	2.1.3 Caritas Internationalis & its Management Standards	
	2.2 Governing Documents	
<b>3.</b>	<b>BOARD GOVERNANCE</b>	<b>12</b>
	3.1 Board Composition, Nominations and Appointments	
	3.2 Board of Directors	
	3.3 Board of Trustees	
	3.4 Independence	
	3.5 Qualifications and Training	
	3.6 Orientation	
	3.7 Board Renewal	
<b>4.</b>	<b>DUTIES AND RESPONSIBILITIES</b>	<b>15</b>
	4.1 Management	
	4.2 Duties & Responsibilities of Directors and Trustees	
	4.2.1 Fulfilling the Mission and Vision of CSCC	
	4.3 Duties of Board Members	
<b>5.</b>	<b>CONFLICT OF INTEREST</b>	<b>17</b>
	5.1 Disclosure of Conflict of Interest	
	5.2 Management of Conflicts of Interest	
	5.3 Staff Appointment of Related Parties	
	5.4 Conflict of interests of organizational members	
<b>6.</b>	<b>DISCLOSURE AND TRANSPARENCY</b>	<b>18</b>
<b>7.</b>	<b>BOARD PROCESSES</b>	<b>19</b>
	7.1 Board Strategy and Planning	
	7.2 Meetings	
	7.2.1 Meeting Protocols	
	7.2.2 Voting	
	7.3 Minutes and Notes of Meeting	
	7.4 Board Evaluation	
	7.5 Annual General Meeting (AGM)	
	7.6 Annual Report	
	7.7 Annual Calendar	

<b>SECTION</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>8.</b>	<b>BOARD COMMITTEES</b>	21
	8.1 Types of Committees	
	8.2 Committee Membership, Terms of Reference and Goals	
<b>9.</b>	<b>RISK MANAGEMENT FRAMEWORK AND GOVERNING POLICIES</b>	22
	9.1 Risk Management Framework	
	9.2 Governing Policies and Processes	
	9.3 Finance and Accounting	
	9.4 Grant Management	
	9.4.1 Grant Evaluation	
	9.4.2 Grant Oversight	
	9.5 Human Resource	
	9.5.1 Reference Checks	
	9.5.2 Performance Appraisal	
	9.5.3 Staff Remuneration	
	9.5.4 Training	
	9.6 Volunteer Management	
	9.7 Information Technology	
	9.6 Data Protection	
	9.7 Anti-Money Laundering/Counter Terrorist Financing (AML/CFT)	
	9.8 Whistleblowing	
	9.9 Fundraising	
	9.9.1 Fundraising Communications	
	9.9.2 Use of Commercial Third Party Fundraisers	
	9.9.3 Confidentiality of Donors	
	9.9.4 Accountability to Donors	
	9.10 Media and Communication	
<b>10.</b>	<b>COLLABORATION WITH OTHER ORGANISATIONS OR CHARITIES</b>	29

## **Section 1. Introduction and Background**

### **1.1 Purpose**

The objectives of this Code of Governance are to provide:

- A set of documented Principles and Policies to guide Caritas Singapore Community Council Limited (CSCC) or Caritas Singapore's (CSCC) Board of Directors, Trustees, and staff in the proper conduct of the organisation's affairs.
- Sufficient readily available information to newly appointed Directors, Trustees, and staff to enable him/her to carry out his/her duties and responsibilities accordingly.

### **1.2 Definitions**

- a. "Member" refers to a Director or Trustee.
- b. "Board" refers to either the Board of Trustees or Board of Directors, as applicable for Trustees or Directors respectively.
- c. "Member Organisation" ("MO") refers to a Catholic charity under the umbrella of CSCC.

### **1.3 About Caritas Singapore**

CSCC is the official social and community arm of the Catholic Church in Singapore and a member of Caritas Internationalis, a global confederation of over 160 humanitarian organisations.

CSCC is the umbrella body in Singapore for over 20 Catholic charities and organisations (Caritas Singapore's Member Organisations) all of whom serve to fulfil the Church's social mission for the benefit of the broader community regardless of race or religion.

Its MOs support a wide array of causes such as the poor, rough sleepers, children and families, victims of family violence, youth-at-risk, the elderly, the ailing and terminally ill, prisoners, low-wage migrants, and mental health conditions. Its MOs run over 70 programmes aimed at helping the less fortunate in society, including but not limited to financial aid, shelters and residential care, befriending and counselling services, medical and palliative care, rehabilitation and therapy, education and skills training, overseas humanitarian missions, public advocacy, and community outreach.

To join as a MO of CSCC, the organisation must fulfil all the following criteria:

- a. The organisation must be recognised by the Catholic Archdiocese of Singapore that the organisation is within the purview of the Catholic Archdiocese of Singapore and be legally registered in Singapore as a Company Limited by Guarantee (CLG) or Society.
- b. The objectives or work of the organisation must help further the social mission of the Church i.e., the organisation's beneficiaries should not be restricted only to Catholics but should also reach the wider community regardless of race or religion. The organisation should be open and inclusive in the outreach. (*GEC 1.1*)

In 2015, Archbishop William Goh also established Caritas Agape Village<sup>1</sup> to serve as a one-stop hub of integrated social services to meet the multiple needs of those in distress, providing holistic and coordinated care by various MOs from the Caritas Singapore family – all under one roof.

## **1.4 Mission, Vision and Corporate Identity**

### **Our Mission**

To provide leadership and foster collaboration within the Catholic community in Singapore in fulfilling the Catholic Church's social mission, to reach out and serve the poor, vulnerable, needy and marginalised in society. (*GEC 1.1*)

### **Our Vision**

To be the visible sign of God's love for humanity demonstrated by Catholics living the principles and values of Catholic Social Teaching (CST) in fostering a vibrant social outreach to the broader community. (*GEC 1.1*)

### **Our Name & Logo**

"Caritas" means charity in Latin, and the name reminds us to live out our faith through social work.



The Caritas logo comprises three elements: the Caritas Cross, the Caritas name, and the region of Singapore. The flaming Caritas Cross symbolises Christ's burning love for His people, an expression that forms the core of the work done by Caritas Singapore and our member organisations.

## **1.5 Legal Structure**

### **1.5.1 Caritas Singapore Community Council Limited or Caritas Singapore**

Caritas Singapore Community Council Limited (UEN: 200613504D) is a Company Limited by Guarantee incorporated on 13<sup>th</sup> September 2006. It is governed by a Board of volunteer directors, appointed by the Archbishop of the Catholic Archdiocese of Singapore ("TRCAS").

The duties and responsibilities, powers, organisation and functions of the Board are provided in Caritas Singapore's Constitution and this Code of Governance ("the Caritas Singapore Community Council Code of Governance"), and subject to the Companies Act (Cap 50).

---

<sup>1</sup> formerly known as Agape Village

CSCC is also a registered charity and shall operate within the rules and regulations of the Charities Act (Cap 37). As a registered charity, CSCC is exempt from tax.

#### **1.4.2 Caritas Singapore Agape Fund**

CSCC had set up a trust fund on 31<sup>st</sup> October 2006, the CSCC Agape Fund (“the Fund”: UEN T06CC2001K), through a declaration of trust (“the Trust Deed”). The Fund is governed by a Board of Trustees (“the Trustees”) appointed by the Archbishop of the Catholic Archdiocese of Singapore (“TRCAS”).

The duties and responsibilities, powers, organisation and functions of the Trustees are provided in the Trust Deed which is subject to the Trustees Act (Cap 337) and approved by the Ministry of Social and Family Development.

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 Commissioner of Charities. As an IPC, the Fund can issue tax-exempt donation receipts.

CSCC and the Caritas Singapore Agape Fund are required to comply with the Code of Governance for Charities and Institutions of Public Character published by the Singapore Charity Council (which can be found on the Charity Portal).

### **Section 2: Caritas Singapore Community Council Code of Governance**

CSCC recognises that it is accountable to all its stakeholders, as all its MOs, under its umbrella, are charitable organisations working for the benefit of the broader community. For CSCC and its member organisations to be effective, there must be confidence and public trust in its work. Good governance is therefore paramount.

The Directors and Trustees are fully committed to ensuring that CSCC practises the highest standards of governance.

The CSCC Code of Governance is established to articulate and communicate the governance standards and best practices that it wishes to uphold. It is intended that this Code shall also provide a model of governance for its member organisations.

CSCC, the Directors 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.

#### **2.1 Governance Standards that apply to Caritas Singapore**

##### **2.1.1 Charity Council Code**

The Charity Council developed the Code of Governance in 2007 to set out principles and best practices in key areas of governance and management that charities are encouraged to adopt.

Based on the second refinement of the Code issued in 2017, CSCC falls within the ambit of the Charity Council's Tier II requirements for "large charities", defined as charities whose revenue exceeds S\$10 million.

The Charity Council has in April 2023 updated its Code of Governance for Charities and IPCs. The updated April 2023 Code of Governance is effective 1<sup>st</sup> Jan 2024 so CSCC will need to comply with the Charity Council's April 2023 Code of Governance and submit the updated GEC starting from FY 1/10/2024 to 30/9/2025.

This update of CSCC's Code of Governance is aligned with the Charity Council's latest April 2023 Code of Governance.

There are six (6) principles that underline the Charity Council's Code of Governance:

1. The charity serves its mission and achieves its objectives
2. The charity has an effective Board and Management
3. The charity acts responsibly, fairly and with integrity
4. The charity is well-managed and plans for the future
5. The charity is accountable and transparent
6. The charity communicates actively to instil public confidence

In addition, CSCC shall abide by the following ESG principles (*GEC 3.5*):

**i. Environmental Stewardship**

Implement practices that minimise the organisation's environmental impact. This can include reducing energy consumption, promoting recycling and waste reduction, and adopting sustainable procurement practices.

**ii. Social Responsibility**

Prioritise the well-being and inclusivity of all stakeholders, including employees, volunteers, beneficiaries, and the communities CSCC serves. This can involve promoting diversity and inclusion, ensuring fair labour practices, and fostering a safe and supportive work environment.

**iii. Ethical Governance**

Establish transparent and accountable governance practices.

**iv. Impact Measurement:**



Develop a robust system to measure and report the impact of CSCC's programmes and initiatives. This can help demonstrate accountability and effectiveness to donors, partners, and beneficiaries. (GEC 4.6)

### **2.1.2 Catholic Archdiocese of Singapore & Caritas Singapore's Code of Ethics**

CSCC is set up by the Catholic Church in Singapore as part of the Church's social mission arm. As a Catholic organisation, CSCC's policies should be aligned to conform with the Canon Law of the Catholic Church, and its practices should reflect Catholic ethos, promote the Church's teachings and, where appropriate, align with those of the Singapore Archdiocese.

Following from above therefore, in addition to the Charity Council's Code of Governance requirements, CSCC's Code of Governance has an additional section as detailed in Section 4.3 Code of Ethics and Code of Conduct. The Code of Ethics recognises that it is, first and foremost, a Catholic organisation, and its conduct and values should thus reflect the Catholic ethos.

### **2.1.3 Caritas Internationalis & its Management Standards**

CSCC is a member organisation of Caritas Internationalis. Caritas Internationalis is a confederation of 165 members working at the grassroots in almost every country of the world.

The diverse members give Caritas strength – from small groups of volunteers to some of the biggest global charities. Inspired by the Catholic faith, Caritas Internationalist is the helping hand of the Church, reaching out to the poor, vulnerable, and excluded, regardless of race or religion, to build a world based on justice and fraternal love.

Caritas Internationalis has its headquarters in Rome, coordinating emergency operations, formulating development policy, and advocating for a better world for everyone. All national Caritas organisations are members of their own regional Caritas networks and the international confederation.

From the founding of the first Caritas in Germany in 1897 to the setting up of Caritas Internationalis in 1951 until today, Caritas has a rich history of listening respectfully to the suffering of the poor and giving them the tools to transform their own lives. The deep moral and spiritual principles of dignity, justice, solidarity, and stewardship still guide Caritas today.

Caritas organisations work together to strengthen one another and the confederation living up to the Caritas Internationalis Management Standards. The standards are based on current good practice and accepted global principles within the humanitarian and international development community. They serve to safeguard our professional competence and efficacy in serving our neighbours.

The five Management Standards cover:

- a. Law and Ethical Codes
- b. Governance and Organisation

- c. Finance and Accountability
- d. Stakeholder Involvement
- e. Safeguarding

As a member of the global Caritas confederation, CSCC must comply with the Caritas Internationalis Management Standards. These standards, based on accepted principles within the international humanitarian community, were introduced to ensure that every Caritas organisation has the professional competence to do its work, good governance, and accountability process.

Assessment of a Caritas organisation's compliance with the standards must take place every four years. In November 2022, CSCC was assessed as fully compliant with all the latest management standards of Caritas Internationalis.

## 2.2 Governing Documents (GEC 4.4)

As the highest policy and decision-making bodies, the Board of Directors and Board of Trustees have the responsibility of ensuring that CSCC is governed and managed responsibly and prudently to ensure its effectiveness, credibility, and sustainability.

Appropriate policies, processes, and structures shall be developed to ensure that the spirit, and not just the Policy of this Code, is fully complied with.

The key Manuals documenting the Policies and Procedures in CSCC' governance framework comprise the following:

S/N	Policy/Manual	Description
1.	Risk Management Framework	Identifies the key risks faced by CSCC in its operations, outlines the measures to mitigate these risks and an assessment of the post mitigation risks.
2.	Human Resource Policy Manual	Sets out the policies, guidelines, processes, and procedures of CSCC for the development and operation of Human Resource management and provides a clear understanding of the lines of authority and responsibilities over HR management, referencing to the Roman Catholic Archdiocese of Singapore Employee Handbook that CSCC has adopted.
3.	Finance and Accounting Policy Manual	Provides guidelines & policies of the financial and accounting operations of CSCC. The manual also stipulates accountability and fiduciary responsibility over the finances and assets of CSCC.
4.	Investment Policy Manual	Sets out the criteria and policies on investment of excess cash and/or reserves of CSCC, type of authorised investments and restrictions, balancing risk vs returns.
5.	Cybersecurity Policy Manual	Aligned to the ISO 27001:2013 standard, the policy is a key component of the overall Cybersecurity Management framework of CSCC.
6.	Personal Data Protection Policy Manual	This Policy sets out the standard requirements on how CSCC collects, uses, discloses, or otherwise processes personal data in line with the Personal Data Protection Act 2014.

7.	Grant Management Policy Manual	This policy sets out the governance guidelines to be applied in the management of MO grant application, approval metrics, disbursement of funds and post grant monitoring and review.
8.	Membership Policy Manual	This Manual establishes the guidelines and framework to define boundaries, criteria, process and procedures on membership applications, which includes a clear line of authority and monitoring.
9.	Fundraising Policy Manual	This Manual provides description on the lines of authority and responsibilities of fundraising, budgeting, and managing of related expenses. It also covers donor and event management, including control and accountability over funds collected and financial reporting to relevant stakeholders of CSCC.
10.	Volunteer Management Policy Manual	This Manual provides description on authorities and responsibilities over volunteer management. It also covers maintenance of volunteer records and aspects of volunteer engagement practices such as screening, induction and declarations.
11.	Media and Communication Policy Manual	This Manual establishes guidance on ensuring a professional and positive image of CSCC through management of its platforms, messages and brand assets. It includes guidelines for staff and board on communication protocols with the public and engaging with media.
12.	Conflict of Interest Policy Manual	This policy sets out the details of conflict of interest, guidelines on avoiding such situations and practices such as annual declarations to avoid any situations of COI such that any appearance of impropriety for its volunteers and staff are avoided.
13.	Anti Money Laundering (AML) & Counter Terrorist Financing (CTF) Policy Manual	This policy documents CSCC's AML & CTF measures, which includes key aspects such as staff training on the forms of charity abuse for AML and CTF, recognising red flags and the screening of volunteers and donors with donations $\geq$ S\$10,000.
14.	Whistle-Blowing Policy Manual	This policy sets out CSCC's commitment to proper ethical behaviour where employees and other stakeholders, are encouraged to report concerns or misconduct or malpractice (i.e. improper, illegal, negligent behaviour) in good faith, without malice or personal benefit. It also details the escalation process and the proper handling and investigation of whistleblowing complaints.

### **Section 3: Board Governance**

#### **3.1 Board Composition, Nominations and Appointments**

The composition of the Board of Directors and Board of Trustees should follow the parameters set out in CSCC's Constitution, the Agape Fund Trust Deed respectively and Chancery Guidance on Board Appointments. *(GEC 2.4)*

For good governance, the Boards seek to achieve an appropriate balance and diversity in its composition. CSCC Board member nominees are also subject to due diligence and checks from three sources, to validate competence and character, fit for purpose. *(GEC 3.1)* The term of each Director/Trustee shall be for a period of two years, commencing 1 January and ending 31 December in the second year of appointment.

All appointments and re-appointment of Directors/Trustees shall be approved by the members of CSCC. For newly appointed Director/Trustee, upon confirmation of his or her appointment, the new Director/Trustee is required to sign needed regulatory forms such as ACRA's Form 45 for new Director. *(GEC 2.5)*

#### **3.2 Board of Directors**

CSCC is governed by a volunteer Board of Directors whose members are appointed by the Archbishop of the Catholic Archdiocese of Singapore, with powers in accordance with its Constitution. 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. *(GEC 2.1)*

The Board of Directors shall consist of a Chairman, a Deputy Chairman (at the discretion of the Chairman) and other Directors who shall together constitute the Board.

The numbers of the Directors, all of whom shall be natural persons, shall be not less than seven (7) and not more than seventeen (17). *(GEC 2.4)*

All directors are non-executive i.e. none are part of the secretariat or management of CSCC.

In the event of a departure of any director(s) before the expiration of his/her term, the Executive Committee of the Board of Directors ("EXCO") shall have responsibility for reviewing the Board (of Directors) composition with a view to recommend Board personnel changes to the Board of Directors.

#### **3.3 Board of Trustees**

Caritas Singapore Agape Fund is governed by a volunteer Board of Trustees whose members are appointed by the Archbishop of the Catholic Archdiocese of Singapore in accordance with its Trust Deed. As the highest policy and decision-making body, the Board has the responsibility of ensuring that the Caritas Agape Fund is managed responsibly and prudently and in compliance with the Charities Act (Cap 37) and the rules and regulations that apply to Institutions of Public Character ("IPC").

The Board of Trustees shall consist of a Chairman who shall be an Independent Trustee, a Deputy Chairman (at the discretion of the Chairman) and other Trustees who together make up the Board of Trustees.

The numbers of Trustees shall be ten (10) to twelve (12), with at least half or more as Independent Trustees.

All directors are non-executive i.e. none are part of the secretariat or management of CSCC.

In the event of a departure of any Trustee(s) before the expiration of his/her term, the Board of Trustees shall have responsibility for reviewing the Board (of Trustees) composition with a view to recommend personnel changes to the Board of Trustees.

### **3.4 Independence** *(GEC 2.4)*

All Board members shall exercise independent judgement and act in the best interest of CSCC. To ensure objectivity in decision-making, the Boards shall comprise only of non-executive members. Non-executive members shall not receive any remuneration as members of the Boards. *(GEC 3.3)* Paid staff of CSCC shall not become members of the Boards. *(GEC 2.7)*

### **3.5 Qualifications & Training** *(GEC 2.2) (GEC 2.7)*

The Boards shall comprise members who possess suitable personal attributes, core skills/competencies and commitment.

### **3.6 Orientation** *(GEC 2.2)*

Newly elected or appointed Board members will be briefed on the operations, structure, and strategy of CSCC, including the work carried out by the different Board Committees, the office bearers and the Secretariat.

The orientation shall be conducted by a member of the Board or the Executive Director.

This Code of Governance shall form part of the orientation materials.

### **3.7 Board Renewal** *(GEC 2.5)*

The Boards 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.

The Boards shall be progressively renewed, while ensuring continuity. Towards this end, the general guidance on Board terms is aligned with that set by the Charity Council and the Church Governance and Structure Committee as follows.

Each Director is appointed for a term of two years but may be renewed subject to the maximum term limits set out below. The reasons for retaining any member for more than 10 years shall be recorded in the minutes of the general meeting. (GEC 2.9a, 2.9c)

- Each Director/Trustee may serve a maximum of 10 consecutive years, in line with the rules set by the Charity Council in the Code of Governance for Charities and IPCs.
- Maximum term limits of 6 consecutive years shall apply for the Chairperson and Deputy Chairperson, and 4 consecutive years for the Finance Committee Chairperson, of the Board of Directors of Caritas Singapore.
- Maximum term limit of 4 consecutive years shall apply for the Chairman and the Treasurer of the Board of Trustees for The Agape Fund. (GEC 2.6, 2.9d)
- All term limits apply only for consecutive tenures. Directors can be eligible for appointment after two years away from the Board or the position.

## **Section 4 Duties & Responsibilities (GEC 4.4)**

### **4.1 Management (GEC 2.8)**

The day-to-day operations of CSCC 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.

The appointment of the Executive Director is approved by the Board of Directors. The appointment of the Executive Director and key management roles is assessed for suitable qualifications and experience with at least three mandatory reference checks conducted. Staff should not be close members of the Executive Director or Board. (GEC 5.5)

### **4.2. Duties & Responsibilities of Directors and Trustees**

#### **4.2.1 Fulfilling the Mission and Vision of Caritas Singapore**

As the highest policy and decision-making bodies of CSCC, the Board of Directors & Board of Trustees have the responsibility of driving the mission and vision of CSCC and ensuring that it is governed and managed responsibly and prudently to ensure its effectiveness, credibility, and sustainability. The Boards works closely with the secretariat to achieve the following objectives:

- a. To initiate, assist and organize such forms of relief and schemes of social services so as to alleviate distress or poverty amongst people regardless of their race and 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 various social and community organisations. (GEC 1.2)
- c. To provide leadership and direction and support for the various Catholic social and community organisations to better serve the broader community.
- d. To synergize resources and coordinate common activities of various social and community organisation, 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.

### **4.3 Duties of Board Members (GEC 2.1)**

With respect to the governance role of Board members, there are two aspects to their duties:

- a. General duties of Directorships/Trustees under civil law
- b. Duties as a director of a Catholic organisation

The duties and expectations of any CSCC Board member are summarised in the subsections below.

- (i) **Legal Liability**

As CSCC is legally set up as a company limited by guarantee and registered as a charity under the Charities Act and as a registered charity, all Board members must comply with all applicable law and regulations including but not limited to, the Companies Act, the Charities Act and Regulations and with the requirement of the Office of the Commissioner of Charities and/or Sector Administrators.

Any breach of duties or non-compliance of any applicable law and/or regulation on the part of any director or the Board could result in civil and/or criminal liabilities.

CSCC procures Director and Officer Liability Insurance (D&O) for the organisation and its office bearers.

**(ii) Board Services**

An important aspect of being a member of the CSCC Board of Director or Trustee is the notion of voluntary service. Board members are expected to apply themselves and where appropriate, their organisations to contribute to the organisation in several ways:

- a. Providing adequate time and expertise in the Board and committee meetings and work done outside the meetings.
- b. Contributing financially within their means and making financial sacrifice by not being compensated for Board and other services. *(GEC 5.2)*
- c. Mobilising resources from members' network and organisation for the work of CSCC.
- d. Acting in the interests of Caritas rather than that of other capacities and positions that the directors come from. *(GEC 2.4)*
- e. Positively enhancing CSCC's standing in the Catholic and broader community, at the local and international level.

**(iii) Confidentiality**

Directors/Trustees will often have access to sensitive information and should observe the confidentiality of all such information, especially donor data. The duty of confidentiality continues indefinitely after a director has left the Board.

**(iv) Code of Conduct *(GEC 3.4)***

- Show respect for both fellow members and those we serve regardless of age, gender, ethnicity, or religious belief.
- Accept responsibility and accountability for his/her own actions, both verbal and written.
- Acknowledge that conflicts between individuals may occur and demonstrate responsibility for resolving these conflicts while maintaining respect for all those involved regardless of the outcome.
- Respect personal privacy, and avoid any form of over-familiarity or inappropriate language, whether with adults or children.
- Maintain highest integrity and ethical standards in his/her role and interactions with all, including employees, volunteers and those we serve.
- Conduct himself/herself in a moral and ethical manner consistent with Christian principles.



- Protect confidentiality of information entrusted to him/her in the course of work and ensure strict compliance with the Personal Data Protection Act (PDPA).
- Care for the environment by recycling office materials, conserving electricity and instituting green practices whenever feasible.

**(iv) Code of Ethics**

Caritas Singapore conforms with the Canon Law of the Catholic Church and is guided by the Catholic Social Teachings which emphasize:

- The sanctity and dignity of human life created by God, from the moment of its conception until death.
- The value and integrity of the human person.
- The sacredness of the union of man and woman in marriage and the central role of the family in human life and in society; and
- Seeking conditions that enhance the common good and promote peace and goodwill amongst all men.

Members should during its decision making and actions seek to abide by the Code of Ethics.

**Section 5: Conflict of Interest**

Board members and management shall act in the best interest of CSCC and must comply with all its policies and procedures to address any actual or potential conflicts of interest.

CSCC's Conflict of Interest Policy Manual documents the policies and 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. These include but are not limited to the following requirements:

**5.1 Disclosure of Conflict of Interest**

All Board members and staff of CSCC shall provide a written 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.

**5.2 Management of Conflicts of Interest (GEC 3.2)**

Where Board members and staff have:

- (a)** personal interest in business transactions or contracts that CSCC may enter into
- (b)** vested interest in other organisations that CSCC has dealings with or is considering entering joint ventures
- (c)** personal interest as its suppliers, service users, beneficiaries

this shall be reported to the respective Board of Directors or Trustees as the case may be, 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/She should declare his/her interest and offer to withdraw from the affected part of 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. (GEC 3.2)

### **5.3 Staff Appointment of Related Parties (GEC 3.2, 5.5)**

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.

### **5.4 Conflict of interests of organizational members**

CSCC has several MOs that function within the framework of the Catholic Church. Its major financial relationship with these MO 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 supported programmes and grants given to MOs of CSCC. Information on the names of the related parties and their transactions shall be disclosed in its annual financial report.

## **Section 6: Disclosure and Transparency**

As CSCC 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, CSCC shall demonstrate its openness to the public by providing the public with information about its mission, structure, programmes, activities, performance and finances.

**6.1** CSCC 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 Boards and executive management. Financial accounts shall be tabled at the Annual General Meeting as required by the Charities Act. (GEC 5.1)

**6.2** The Board members shall not receive any remuneration. (GEC 3.3) If there are any benefits received by any individual Board member, these shall be disclosed in its annual report. (GEC 5.2)

**6.3** CSCC shall disclose the annual remuneration of each of its three highest paid staff, who each receives remuneration exceeding \$100,000, in increments of \$100,000. (GEC 5.4)

## **Section 7: Board Processes**

### **7.1 Board Strategy and Planning (GEC 1.2, 1.3)**

The Board defines and approves the intermediate and long-term direction and plans of CSCC, and clearly documents and communicates them to the stakeholders. The Board shall approve an annual work plan and budget for CSCC to ensure that its activities are aligned to its charitable objectives with regular review of its income and expenditures to ensure long term sustainability. (GEC 4.1a)

During its term, the Board shall during its meetings as well as periodic retreats, regularly review and be updated on the progress of CSCC's strategic work plans, including programmes and services to ensure its proper execution and continuing relevance to the changing environment and needs. The Board shall also review its mission and vision periodically to ensure their relevance to its changing environment and needs. (GEC 4.1a)

In general, the Board should organise two retreats during the year.

- A planning retreat to review, develop and implement strategy, priorities and work plans including programmes and services for the coming year(s). The Board shall also document its plan to build capacity and capability (Human Resource and Infrastructure) of CSCC and monitor progress periodically. (GEC 1.4)
- A spiritual retreat for the Board and to the extent possible, including the staff and volunteers, to facilitate personal spiritual renewal so that we can forge a more effective organisation to realise CSCC's mission and vision.

### **7.2 Meetings**

#### **7.2.1 Meeting Protocols (GEC 5.3)**

At least 4 Board of directors' meetings and 2 Board of Trustee meetings are held every calendar year, with the timings optimally planned according to the cadence of activities of CSCC. In addition, ad-hoc meetings may be called as and when necessary to deal with matters that require urgent attention. The quorum necessary for the transaction of the business of the Board shall be at least 50% of the total number of Directors of the Company, or such other number as may be fixed by the Directors subject to a minimum of 3 Directors. (GEC 5.6b)

Committee meetings are held regularly, the timing and frequency depends on the individual committees.

CSCC's constitution states that no business shall be transacted at any general meeting unless a quorum of members is present at the time when the meetings proceed to business. Save as herein otherwise provided, three (3) members present in person or by proxy having the right to vote at the meeting shall form a quorum.

The meeting Chairman is the Chairman of the Board or the Committee. In his/her absence, the Deputy Chairman (if there is one) shall chair the meeting, otherwise the members present shall elect one of their number as Chairman for that meeting.

Any Board member may call a meeting of the Board. A notice of each meeting confirming the date, time, venue and agenda shall be forwarded to each Board member at least three working days before the meeting.

The Secretary of each meeting shall be the Executive Director or a member of the Secretariat assigned by the Executive Director. Assignments of Secretariat staff to the separate committees are done by the Executive Director.

### **7.2.2 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.

### **7.3 Minutes and Notes of Meetings (GEC 5.6a)**

The Secretary of each meeting shall keep minutes and resolutions of the meetings.

Proper minutes shall be kept of all Board meetings. For ease of administration, Notes of Meetings will suffice for Committee meetings although the Secretary or Chairman may choose to maintain full minutes.

All minutes or Notes of Meetings of all Committee meetings are included in the meeting pack of the next Board meeting.

### **7.4 Board Evaluation**

The Board shall conduct an annual self-assessment (or via an independent third party) of the effectiveness of the Board and its committees.

### **7.5 Annual General Meeting (AGM)**

An AGM shall be held in accordance with the provisions of the Companies Act as set out in the Constitution. Typically, the AGM is held in January or February, in the fourth or fifth month after the end of the financial year (30<sup>th</sup> September).

There are currently three Members of CSCC who are required to be present in person or by proxy at the AGM. One of the members is The Titular Roman Catholic Archbishop of Singapore (TRCAS), typically represented by the Archbishop of Singapore. However, unless there are significant matters that require his presence, The Archbishop will not attend and be represented by a proxy, often a Board member.

### **7.6 Annual Report**

Prior to the AGM the Board will issue an annual report setting out the work and achievement for the year, as well as a corporate governance report and the statutory financial report. The annual report shall disclose the number of board meetings in the year and each member's attendance. (GEC 5.3)

The annual report should also be distributed to key stakeholders, including key contributors. A copy of the annual report will be put up on the website. (GEC 5.1)

## **7.7 Annual Calendar**

As part of its annual planning, the Board working with the secretariat should plan out its events and activities for the year, along with key meeting dates.

## **Section 8: Board Committees (GEC 1.2, 1.3)**

The Board Committees' role is to assist the Board of Directors in providing oversight and stewardship where needed, to Management in executing CSCC's strategy.

### **8.1 Types of Committees (GEC 2.3)**

The Board shall review the Committees' outcomes and relevance annually, usually at the Planning retreat. Committees may change from year to year, depending on CSCC's needs and strategy. These are the Committees as at 1<sup>st</sup> Jan 2024:

- i. EXCO
- ii. Finance and Grants
- iii. Investment
- iv. Programmes
- v. Information Technology
- vi. Audit
- vii. Caritas Agape Village
- viii. Fundraising
- ix. Membership
- x. Formation
- xi. Care for Creation
- xii. Communications

### **8.2 Committee Membership, Terms of Reference and Goals (GEC 2.3)**

Each committee is chaired by a current director of the CSCC Board of Directors. Members of the committees can be Board members and non-Board members.

There is a Board approved Terms of Reference (TOR) for all committees which sets out the specific objectives and responsibilities for each committee as well as a set of common guidelines for all committees with regards to appointments, chairmanship, term, secretariat and conduct of meetings.

While TORs for all committees are reviewed each year, the work plans for each committee change each year aligning to the Board's strategic plans for the organisation, hence each committee would set the key objectives and targets for a particular year and report to the Board on them.

## **Section 9: Risk Management Framework and Governing Policies**

### **9.1 Risk Management Framework (GEC 4.3)**

The objective of this framework is to aid the Board and management in identifying the key risks that CSCC is exposed to, establishing measures (via governing policies and processes) to mitigate these risks, and evaluating the residual risk following mitigation efforts.

It is crucial for the Board and management to recognise these key risks and implement suitable policies and processes for mitigation, as any oversight could lead to reputational harm for CSCC and undermine public confidence and trust.

The Risk Management Framework, along with its annual review, will be presented to the Board for approval after a review and recommendation by the Audit Committee (GEC 4.5)

There are 10 key risks identified under this framework:

- i. Reputational risk
- ii. Legal, regulatory and compliance risk
- iii. Money Laundering and Terrorist Financing risk
- iv. IT /Cyber and Data Protection risk
- v. Internal Fraud/Negligence risk
- vi. Building Operator risk
- vii. Risk of Inappropriate Conduct/Misbehaviour of Staff or Volunteers
- viii. Business (Operations) Disruption risk
- ix. Financial risk
- x. Sustainability and Governance

### **9.2 Governing Policies & Processes**

CSCC's governing policies and processes seek to address:

- (i) the key risks outlined in its Risk Management Framework
- (ii) its compliance obligations from governing bodies including Commissioner of Charities (CoC), Caritas Internationalis and the Code of Ethics & Conduct stipulated by the Roman Catholic Archdiocese of Singapore.

### **9.3 Finance and Accounting (GEC 4.1.a, 4.1b, 4.2)**

CSCC has implemented the Finance and Accounting Policy Manual to offer guidance on management practices and to delineate accountability and fiduciary duties regarding CSCC's finances and assets. CSCC's Finance and Accounting Policy and practices emphasise dual control/maker-checker in its processes. The Board regularly reviews the internal controls set out in the Finance and Accounting

Policy Manual. The Finance Manager, supported by the Accountant and Finance Executive, supervises the finance functions and directly reports to the Executive Director.

The manual comprises comprehensive policies and processes concerning:

- Budgeting
- Financial Reporting
- Cash and Bank Management
- Receipts and Collections
- Procurement, Vendor Management & Payments
- System for the Delegation of Authority and Limits of Approval
- Donations, Loans, Grants or Financial Assistance
- Fixed Assets
- Related Party Transactions
- Reserves Management
- Investments

Besides the Finance and Account Policy Manual, CSCC has a Procurement and Vendor Management Policy.

#### **9.4 Grant Management**

CSCC offers grants to support programmes of its MOs, in line with its mission and vision of aiding those in need. The administration of grants disbursement is facilitated by the Programme and Grants Management secretariats.

Central to CSCC's grant management ethos is the principle of conscientious stewardship of donations earmarked for programmes that resonate with its mission and vision. Detailed oversight of the grant applications rests on the Programmes and the Finance & Grants committees. This is achieved through a process of meticulous accountability and evaluation, beginning with the assessment of grant applications submitted during the annual grant call to all MOs. Subsequently, ongoing monitoring and engagement efforts ensure effective post-grant disbursement oversight.

##### **9.4.1 Grant Evaluation**

An annual grant call is made to all CSCC's MOs with clear submission deadlines and mandatory grant application forms with supporting documents such as the organisation's financial statements to be submitted.

CSCC's grant application form requires key information such as:

- (i) Programme objectives and the gap that the programme fills
- (ii) Programme financials such as cost breakdown and income
- (iii) Programme efficacy through metrics of output and outcomes
- (iv) Organisation's capabilities

The Programme Committee reviews and evaluates the merits of the programmes submitted by the respective MOs for funding by CSCC, and then recommends the programmes to the Finance & Grants committee to evaluate the appropriate amount for funding for each recommended programme.

The Board of Trustee and the Board of Directors approve the grant disbursement amounts and the number of tranches, based on the recommendations of the Programmes and Finance and Grants Committees. Successful grantees receive a grant award agreement outlining the terms and conditions of the funding arrangement.

#### **9.4.2 Grant Oversight**

Grantees are mandated to provide updates to CSCC annually progress reports detailing the status of their programmes and services, along with any pertinent financial information, to CSCC. Engagement visits to grantees are also organised as a form of monitoring oversight.

### **9.5 Human Resource (GEC 4.4)**

The Human Resource (HR) function plays a pivotal role in CSCC's advancement by overseeing its workforce. HR is responsible for the recruitment, development, and retention of staff, thus contributing significantly to CSCC's strategic objectives.

CSCC references the guidelines outlined in the Roman Catholic Archdiocese of Singapore Human Resource Manual and has established the Executive Committee (EXCO) to supervise the overall HR function. EXCO is tasked with reviewing and endorsing HR strategies, annual wage increments, and performance bonuses based on recommendations from HR/ED.

The HR strategy is expected to encompass talent acquisition and retention practices, with a forward-looking approach to staffing adequacy and skills requirements aligned with CSCC's strategic goals. This strategy underscores review by the Board during its annual Strategy/Work Plan Retreat. (GEC 1.4)

CSCC is committed to ensuring its supplementary Staff Manual contains documented HR policies approved by the Board for paid staff and volunteers. Additionally, appointment to the position of Executive Director requires approval from the Board.

#### **9.5.1 Reference Checks (GEC 3.1)**

The Board will establish protocols for conducting reference verifications prior to appointing the Executive Director and Managers. Background checks on volunteers will be conducted as necessary.



### **9.5.2 Performance Appraisal**

The Board will oversee the establishment of systems to regularly supervise, evaluate, and support the professional development of the Executive Director and other paid staff. CSCC will also implement a fair and transparent performance review and evaluation system for its Executive Director, paid staff, and, if applicable, key volunteers.

### **9.5.3 Staff Remuneration (GEC 3.3)**

No paid staff members are permitted to determine their own compensation. The Board will establish a remuneration-setting system for paid staff, including the Executive Director, benchmarked against other charitable organizations.

Any performance-based components within the compensation package should be tied to achieving measurable targets aligned with CSCC's objectives.

### **9.5.4 Training**

CSCC will implement a system to identify the training requirements of staff and, wherever feasible, volunteers, to provide them with the essential skills needed to carry out their roles effectively.

## **9.6 Volunteer Management (GEC 4.4)**

CSCC will designate a staff member responsible for volunteer management, who will receive guidance from a Board committee charged with managing volunteers.

CSCC highly values and actively encourages the involvement of volunteers in its organisational and community activities, programmes, and services. Recognizing the significant benefits volunteers bring to both the community and CSCC's programmes, CSCC is committed to providing a rewarding experience for volunteers and are dedicated to engaging them to:

- a) Increase community engagement with the local population CSCC serves
- b) Tap into the diverse skills and perspective that volunteers offer
- c) Provide volunteers with opportunities for participation and inclusion in the social mission of the Church while also experiencing personal growth and skills development

CSCC will offer volunteers appropriate orientation, training, and development opportunities aligned with Catholic ethos and values, which guide our collaborative work and programme delivery. This commitment is outlined in our Volunteer Management policy, which includes requirements for volunteers to complete the following:

- a. Conflict of Interest Declaration
- b. Criminal Background Declaration
- c. Non-Disclosure Agreement; and
- d. Personal Data Protection Act Agreement

## 9.7 Information Technology

CSCC has implemented a cybersecurity policy that adheres to the ISO 27001:2013 standard, serving as a cornerstone within the organization's Cybersecurity Management framework. Additionally, an Acceptable Use Policy (AUP) has been established to delineate the proper and anticipated utilization of Information Communication Technology (ICT) systems, devices and/or technologies.

The primary objectives of this policy are to uphold confidentiality, integrity and availability, with the aim of safeguarding and perpetuating the security and confidentiality of data, ICT systems, applications and networks owned or maintained by CSCC. CSCC has embarked on its CyberEssential certification in 2023.

## 9.6 Data Protection

At CSCC, we hold the privacy of our staff, volunteers, donors, partners, contractors/vendors, and service providers in high regard and prioritize the protection of all personal data. We adhere to our obligations under the Personal Data Protection Act 2012 (PDPA) and other pertinent legislations when handling any personal information.

Furthermore, CSCC has designated a Data Protection Officer (DPO), and all employees are mandated to complete the PDPA Mandatory Training and Assessment, achieving a minimum score of 75%. This training is required annually for all employees and volunteers.

Moreover, it is mandatory for all employees and volunteers to thoroughly read and acknowledge their understanding of CSCC's PDPA Policy and strictly adhere to its guidelines as part of our onboarding policies. CSCC has embarked on its Data Protection Trust Mark certification in 2024.

## 9.7 Anti Money Laundering Policy/Terrorist Financing (GEC 4.4)

In May 2015, the Commission of Charities (COC) published a guide "Protecting Your Charity against Money Laundering and Terrorist Financing". Subsequently, in April 2023, COC enhanced the Code of Governance, mandating charities to establish internal policies for Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) with senior management conducting regular reviews.

CSCC's Board of Directors has approved an Anti-Money Laundering & Counter Terrorist Financing Policy encompassing guidelines on Forms of Charity Abuse for Money Laundering/ Terrorist Financing, Staff Training Requirements, and Process for Reporting Suspicious Transactions to Commercial Affairs Department.

Furthermore, a distinct Standard Operating Procedure on Name Screening has been instituted to outline the procedures for screening of donors with donations amounting to S\$10,000 and above.

## 9.8 Whistle Blowing (GEC 5.7)

CSCC upholds a culture of openness and transparency, characterised by the highest standards of integrity, honesty, and accountability. To support this commitment, our Whistleblowing Policy offers a channel through which staff, volunteers, donors, and the public can raise legitimate concerns

about serious wrongdoing or malpractices, particularly regarding fraud, controls, and ethics in good faith and without malice. The policy encompasses:

- Roles and Responsibilities structure
- Whistleblowing Process – encompasses initiation, reporting, assessment, investigation, and notification of outcomes.
- Confidentiality - CSCC respects the confidentiality of the whistleblowers, ensuring that reports and case information are securely maintained and accessible only to designated individuals. Anonymous reporting is permitted.
- Protection -CSCC unequivocally opposes any reprisal, discrimination or harassment against whistleblowers acting in good faith and are committed to safeguarding whistleblowers from threats arising from their reporting.

## **9.9 Fundraising**

Given that fundraising serves as a crucial mode of interaction between CSCC and the public, CSCC is dedicated to ensuring that its fundraising endeavours are characterized by transparency, ethical conduct, and the maintenance of public trust in CSCC's mission.

Outlined below are key fundraising practices that CSCC adheres to. Further details regarding these practices and policies can be found in the Fundraising Policy Manual.

### **9.9.1 Fundraising Communications**

When communicating with donors and the public, both CSCC and its fundraisers are required to adhere to the following guidelines:

- (a) Refrain from eliciting feelings of guilt in an individual who may choose not to donate.
- (b) Demonstrate respect for the dignity of those who benefit from the appeal.
- (c) Avoid making comparisons between charitable organisations.
- (d) Refrain from misleading the public regarding the purpose and utilization of donations.
- (e) Abstain from using of messages or images that discriminate against any race, religion or culture.
- (f) Do not subject potential donors to coercion, harassment or undue pressure.

### **9.9.2 Use of Commercial Third-Party Fund-Raisers**

CSCC will exercise caution when engaging commercial third-party fundraisers<sup>2</sup> with careful consideration given to how the public perceives the use of such fundraisers. Even with their involvement, CSCC retains full responsibility for adhering to the fundraising guidelines set out in its

---

<sup>2</sup> A commercial third-party fundraiser is defined as any entity that solicits or obtains funds or property for the benefit of a recognized public institution, excluding fixed-fee service providers like event management companies.

Fundraising Manual, as if it were directly conducting the fundraising activities. Some key safeguards to the engaging of commercial third-party fundraisers include:

- The rationale for using them, choice of third party from a credibility assessment, along with detailed arrangements, must be disclosed to and formally approved by the Board of Directors.
- Any contract with a commercial third party should include provisions specifying roles and responsibilities, fund-raising methods, event details, intellectual property rights budgeting, personnel compensation, dispute resolution procedures, contract termination clauses, indemnity clauses, accounting procedures and ensuring CSCC's fair representation in publicity materials.
- Compensating commercial third-party fund-raisers through finder's fees, commissions or other payments tied to donation amounts is not encouraged. Donations should align with a target established to fulfil the needs of CSCC.

### **9.9.3 Confidentiality of Donors**

CSCC and its fundraisers will:

- i) uphold the confidentiality of donors. They will check whether donors prefer to remain anonymous or be named, or clearly outline their approach to public recognition of donors.
- ii) honour any donor's request to be excluded from donors list.
- iii) respect any donor's request to reduce or cease contact entirely, or to limit the frequency of solicitations, whether through mailings, email, telephone or other means.

Separate policies on CSCC's Anti-Money Laundering & Counter Terrorist Financing and Personal Data Protection Policy are in place to safeguard the interests of both CSCC and its donors in the solicitation of funds and the handling of confidential data.

### **9.9.4 Accountability to Donors**

CSCC and its fundraisers are responsible for being transparent and accountable to their donors on the donations received. They will ensure that donors receive information about how their donations will be used and any tax implications associated with their contributions.

CSCC will ensure the maintenance of proper accounting practices and records for all fundraising activities. Both CSCC and its fundraisers will ensure the timely depositing of solicited funds, following the guidelines outlined in the Finance and Accounting Policy Manual. If third party fundraisers are engaged by CSCC, the organization will ensure that collected funds are transferred promptly.

## **9.10 Media and Communications (GEC 1.1, 6.1, 6.2, 6.3)**

CSCC plays a vital role in serving the community, necessitating clear communication of its mission, programmes and activities to key stakeholders and prompt responsiveness to information requests.

- a. **Public Image:** CSCC is committed to cultivating a positive image and advocating for the interests of its beneficiaries. The Board ensures that CSCC abstains from involvement in partisan politics and accurately represents itself to the public.

- b. The Board establishes protocols for disseminating information about CSCC and its initiatives to the media, stakeholders and the public. CSCC's Media and Communications Policy sets out the policy and process for dissemination of information to the public and appropriate communications protocol with respect to media.
- c. The Chairman, Deputy Chairman and Executive Director are designated as the official spokespersons for CSCC by the Board. However, for specific issues, the Board may appoint an appropriate Board member or staff member as the official spokesperson.
- d. Approval from the Board of Directors is required for third parties to use CSCC's name and logos.

**Section 10: Collaboration with Other Organisations or Charities**

CSCC will exercise caution when considering co-ventures and ensure careful assessment before entering into any such partnerships. It will evaluate how potential co-venture partners are viewed by donors and the potential impact of these collaborations on CSCC's reputation. The Board must approve all co-ventures and the terms outlined in any co-venture agreement.