

ANNEXURE I

I. CAPACITY BUILDERS

National Volunteer & Philanthropy Centre

Established in 1999, the National Volunteer & Philanthropy Centre (NVPC) is the national body that promotes and develops volunteerism and philanthropy across all sectors, functioning as a first-stop centre, catalyst and networking agency to foster the giving spirit in Singapore, whether of time, money or in kind. NVPC works in partnership with non-profit organisations, companies and public sector bodies to facilitate and strengthen Community Giving efforts through our promotional and networking platforms, public education programmes, grants, as well as research and publications. NVPC seeks to effectively promote active citizenry in the community by being a Centre, Connector, Communicator and Catalyst.

<http://www.nvpc.org.sg>

National Council of Social Services

The mission of the National Council for Social Services (NCSS) is to provide leadership and direction in social services, to enhance the capabilities of social service organisations, and to promote strategic partnerships for social services. NCSS leads and coordinates the social service sector in Singapore.

<http://www.ncss.org.sg>

Agency for Integrated Care

Agency for Integrated Care (AIC) was formed as an independent corporate entity under MOH Holdings (MOHH) in 2009, to look into the enhancement and integration of the Intermediate and Long-Term Care (also known as step-down care) sector.

AIC's Mission is "To Achieve the Best health outcomes for our patients" and this is done through:

- Empower clients and coordinate access to appropriate care
- Enable stakeholders to strengthen the primary and community care sectors
- Enhance collaboration to create a well-connected healthcare system

The core values of AIC are: Professionalism, Respect, Innovation, Zest & Empathy (PRIZE).

<http://www.aic.sg/>

II. SERVICE PROVIDERS

Centre for Non-Profit Leadership

The Centre for Non-Profit Leadership (CNPL) was formerly known as MPI (Mentoring Partnership International). In 2009, the organisation undertook a strategic review that led to a new focus and mission.

The Centre for Non-Profit Leadership (CNPL) is a registered charity positioned as a capacity builder in the non-profit sector. CNPL's mission "to advocate planned leadership and to nurture leadership capability for the non-profit sector" provides an effective framework that takes a holistic view of supporting Board Members, Executive Directors and high potential staff of non-profit organisations (NPO) in "sourcing, development and alignment" of talent.

<http://www.cnpl.org.sg>

The Kind Exchange

The Kind Exchange (TKE) is an online 'meeting place' for matching volunteer professionals in Singapore, with community groups that need professional services. The aim is to maximize 'kind' by allowing professionals with skills in finance, administration, law, technology, architecture, design, marketing and many other disciplines, to be matched to fulfil the "kind deeds" of community groups such as charities, schools, clubs, associations and special interest groups.

The Kind Exchange recognises the time constraints and commitments of professionals and provides an efficient service for people to volunteer, based on their individual skills, experience and availability.

<http://www.theindexchange.com>

Social Services Training Institute

The Social Services Training Institute (SSTI) offers a wide spectrum of services geared towards organisational excellence and the fulfilment of people-development goals. To equip social service professionals and volunteers with relevant skills and further learning opportunities. SSTI partners eminent educational institutions such as the National University of Singapore, Singapore Management University, and Nanyang Polytechnic; to expand its core business to provide non-profit consultancy services, further training needs analyses and research for the social service sector. The new SSTI now consists of:

School of Social Service

School of Non-Profits

Training Development and Support Department

<http://www.ssti.org.sg/>

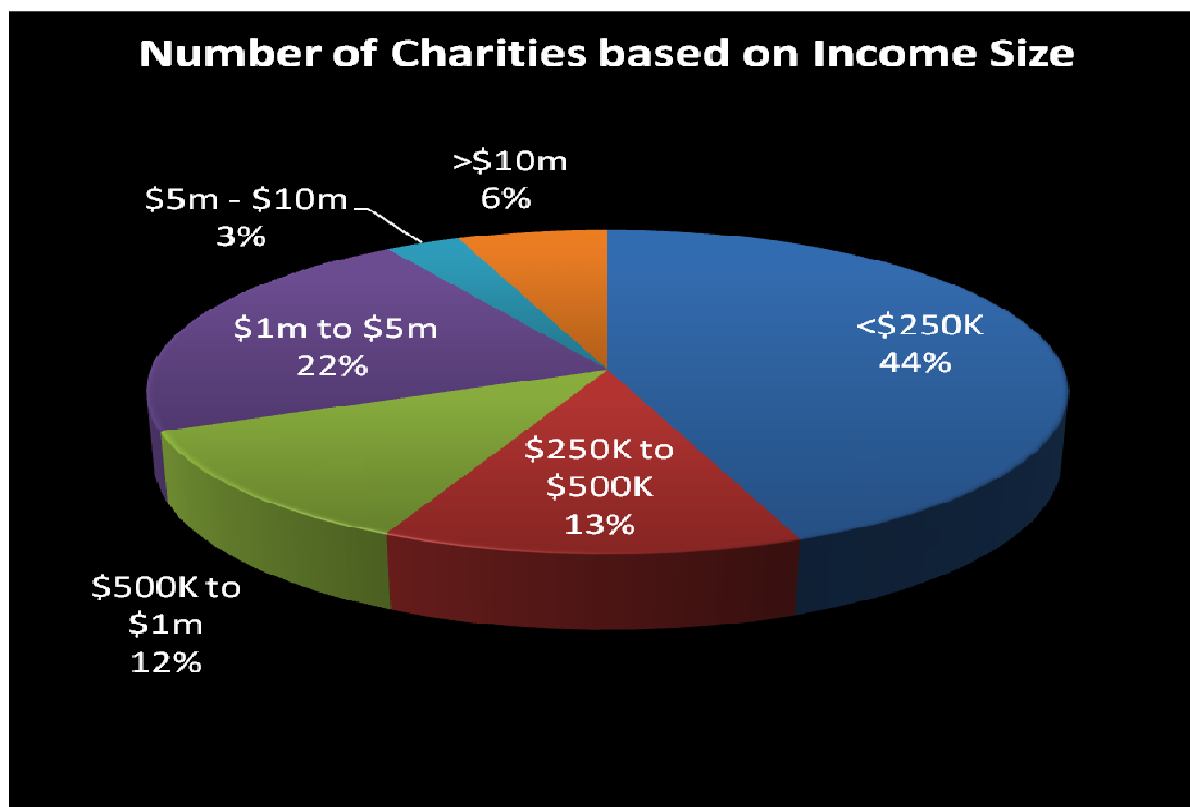
ANNEXURE II

Some Interesting Statistics on the Charity Sector in Singapore

Charitable Purpose	Number registered as at 31 December 2009	%
Religion & Others	1229	62.2
Social Services	325	16.5
Health	132	6.7
Education	96	4.9
Arts & Heritage	97	4.9
Community	83	4.2
Sports	11	0.6
Total	1973	100

Source: COC Annual Report 2009

Figure 1: Distribution of Charities by Income Size (Annual Receipts in 2008⁺)



⁺ Figures from charities for financial year ended in 2008 were used as charities are given up to 6 months from the end of the financial year to submit their statement of accounts. This refers to registered charities which had submitted their FY 2008 statements of accounts as at the time of the COC Annual Report 2009.

Figure 2: Distribution of Total Charity Sector Income by Charity Size (Annual Receipts in 2008)

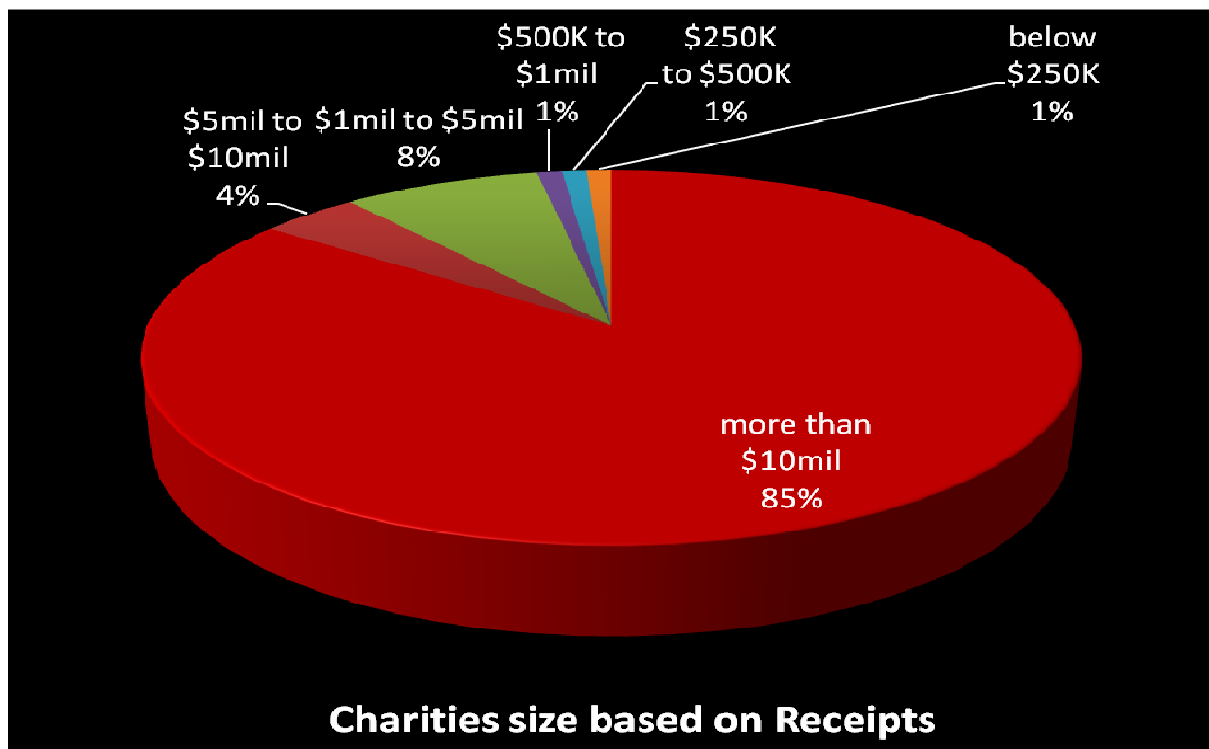


Figure 3: Number of IPCs by Sector

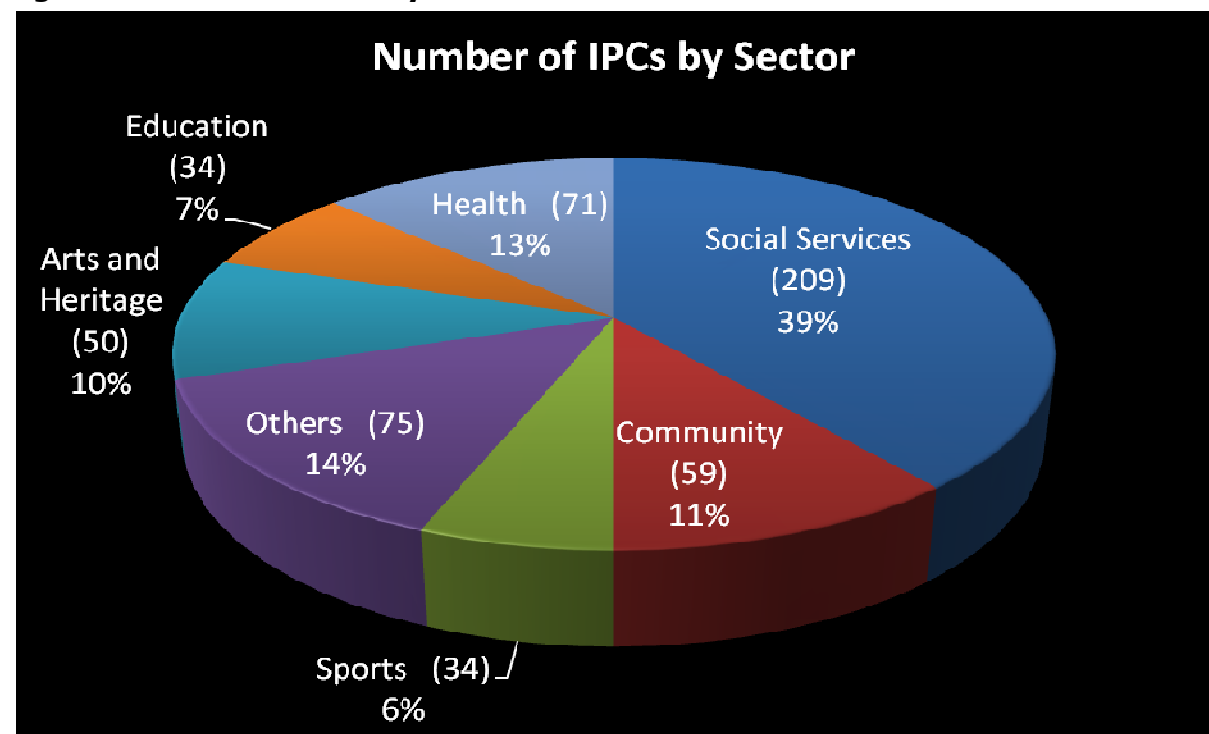


Figure 4: Distribution of Tax Deductible Donations by Source

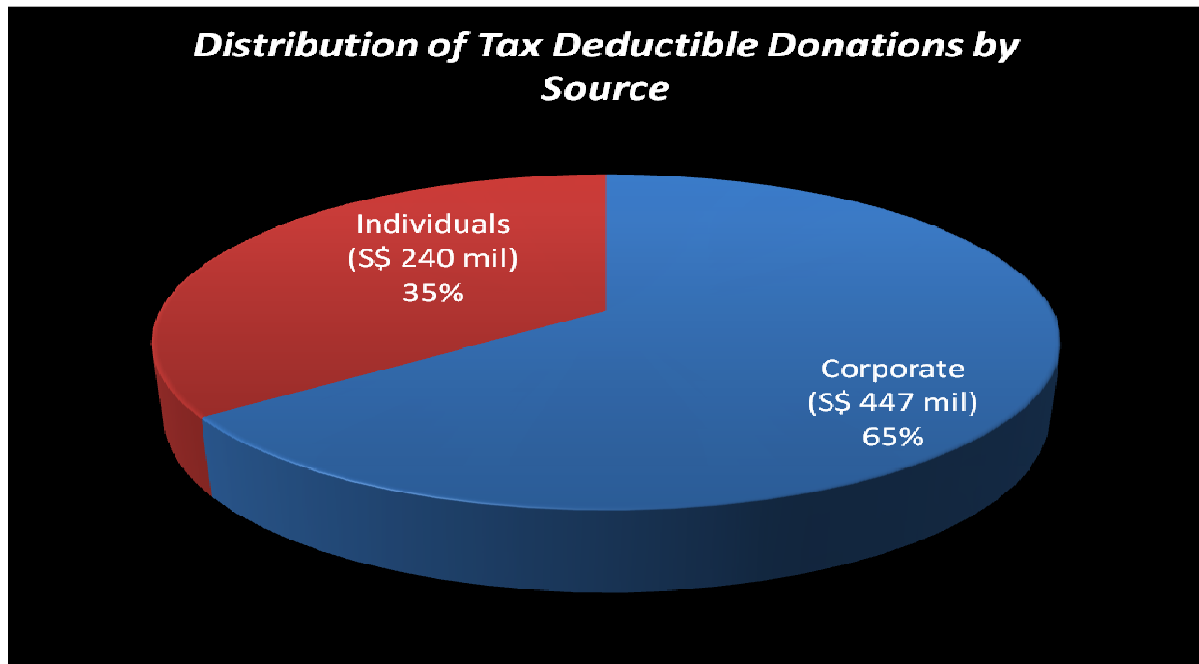
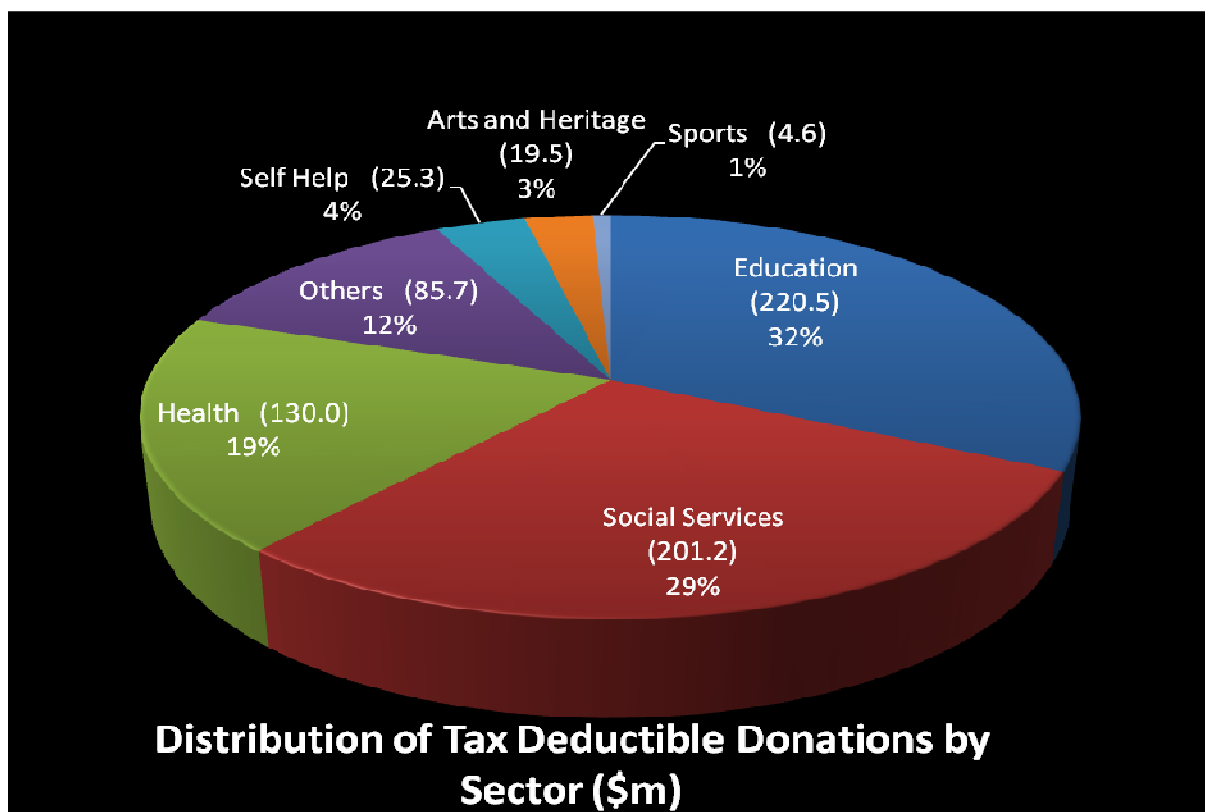


Figure 5: Distribution of Tax Deductible Donations by Sector (\$m)



Annexure III

Who does what? Board versus Staff roles

[Source: Social Services Training Institute]

Disclaimer – Our opinion is that this guide only applies for larger NPOs. In smaller NPOs, particularly where there are 3 or less staff, there may be overlap and Board members may be required to perform staff roles

Area	Board Roles	Staff Roles
Planning	<ul style="list-style-type: none"> Determine mission and steer organisation Ensure strategic organisation planning Articulate guiding values through policies Review organisation's policies procedures and bylaws Approve long range goals and annual plans/objectives 	<ul style="list-style-type: none"> Propose work plans to achieve goals and objectives Carry out work plans Prepare performance reports on achievement of goals and objectives
Program	<ul style="list-style-type: none"> Approve and monitor program directions and policies Oversee program evaluation and results Review program policies 	<ul style="list-style-type: none"> Develop and implement programs Maintain program records, prepare program reports Develop and propose policy for new programs
Finance	<ul style="list-style-type: none"> Maintain fiscal responsibility, finalise and approve the annual budget reflecting the organisation's goals Ensure that there is an annual audit Ensure that adequate financial controls are in place 	<ul style="list-style-type: none"> Maintain accounts Utilize finances according to budget Prepare timely and accurate financial reports Adhere to internal control procedures
Human Resource	<ul style="list-style-type: none"> Hire, support and evaluate the ED/CEO Approve human resource policies 	<ul style="list-style-type: none"> Hire, supervise and motivate staff Propose and implement human resource policies Adhere to human resource policies, code of conduct
Fundraising	<ul style="list-style-type: none"> Make a personal contribution to the organisation Open the doors to fund-raising in the community Participate in and support fundraising activities Keep policies to ensure honest and ethical fundraising 	<ul style="list-style-type: none"> Organise fund-raising activities Maintain donors base
Public Relations	<ul style="list-style-type: none"> Promote the organisation in the community Act as ambassador to the organisation 	<ul style="list-style-type: none"> Write news stories and press releases Prepare publications Prepare collaterals Act as ambassador to the organisation
Board Development	<ul style="list-style-type: none"> Select, recruit, orientate new committee members 	<ul style="list-style-type: none"> Secretarial support to Board meetings Facilitate Board development initiatives

Annexure IV: Additional Resources

Local sites

www.charities.gov.sg

www.nvpc.gov.sg

www.ncss.org.sg

US sites

www.boardsource.org

www.bridgespan.org

Book

Doing Good Well by Willie Cheng

<http://www.doinggoodwell.net/>

Other References

BoardSource

United Way – Linkages Program Board Member Resource Manual

Care, Diligence and Skill – A Corporate Governance handbook for Arts Organisations

Non-Profit Board Responsibilities by Estela Kennen