

YMCA of Singapore

Charity Transparency Framework

Breakdown of Charity Transparency Scorecard

Section	Category
A	Board & Executive Management
B	Strategic Direction and Programme Disclosure
C	HR Management
D	Management of Conflict of Interest
E	Financial Management and Internal Control
F	Conduct of Fundraising Activities
G	Auditor / Independence Examiner's Report
H	Timeliness of Disclosure

* AR = Annual Report

S/N	Item	Item Details	Scores	Remarks/Supporting Doc.
A: Board & Executive Management (Max = 22 points)				
1	Disclosure of Information on the Board (Max = 8 points)			
	Basic	1. Name 2. Board Appointment 3. Date of Appointment Note: Points will be awarded only if staff comprises less than one third of the board		In Pg6-7 of YMCA FY 18 AR In Pg6-7 of YMCA FY 18 AR In Website under About us -> Board of Directors
	Beyond Basics	4. Occupation / Experience working with charities and corporates 5. Roles and Responsibilities / Matters requiring Board Approval		In Website under About us -> Board of Directors The Roles & Responsibilities of the Board are prescribed in the YMCA Constitution and Matters requiring Board's approval are prescribed in the Committee Terms of Reference and the Finance Manual/Employee Handbook.
	Bonus Points	6. No staff sits on the board 7. Disclosure of frequency and attendance at Board meetings (note: shows how active the board is) 8. Disclosure of policy for Board selection and recruitment, induction, training and evaluation of Board effectiveness.		In Pg60 of YMCA FY 18 AR In Pg62 of YMCA FY 18 AR The task of putting up recommendations to the Board on the composition, skill requirements, selection and development of a leadership pipeline for the Board rests with the Nomination Committee, who meet several times a year. The "career path" for committed individuals to

				<p>progress along the YMCA Board leadership structure is as follows:</p> <ol style="list-style-type: none"> 1. Committee Member 2. Co-opted Board Director 3. YMCA Board Director with leadership opportunities 4. Office-bearers 5. Upon retirement from the Board, continue to serve as Committee Member <p>Board members are sent for industry-relevant training conducted by the Social Service Institute or internally-customised courses.</p>
2	Disclosure of Information on Executive Management (Max = 5 points)			
	Basic	<ol style="list-style-type: none"> 1. Name 2. Designation 3. Organization Structure 		<p>In Pg6-7 of YMCA FY 18 AR</p> <p>In Pg6-7 of YMCA FY 18 AR</p> <p>In Website under About us -> Organizational Structure</p>
	Beyond Basic	<ol style="list-style-type: none"> 4. Date of Appointment (For CEOs/ EDs /CFOs) 5. Past Job Experience (For CEOs/ ED /CFOs) 		<p>In Website under About us -> Our Management Team</p> <p>In Website under About us -> Our Management Team</p>
3	Disclosure of Information on Committees (or designated board members) which oversee specific areas (Max = 6 points)			
	Basic	<ol style="list-style-type: none"> 1. Name 2. Committee(s)/ Areas which designated boards are in charge of 3. Appointment in Committee(s) 		<p>In Pg10-11 of YMCA FY 18 AR</p> <p>In Pg10-11 of YMCA FY 18 AR</p> <p>In Pg10-11 of YMCA FY 18 AR</p>

	Beyond Basic	4. Terms of Reference		In Website under About us -> Committee Members
	Bonus Points	5. Disclosure of frequency and attendance at Committee meetings		In Website under About us -> Committee Members
4	Disclosure of term limit for the Treasurer (or equivalent e.g. Finance Committee Chairman) (Max = 3 points)			
	Basic	Maximum limit of 4 consecutive years or less		In Pg63 of YMCA FY 18 AR
B: Strategic Direction and Program Management (Max = 15 points)				
5	Disclosure of Strategic Direction (Max = 5 points)			
	Basic	1. Objects / Mission 2. Vision		In Website under About us -> Vision, Mission & Core Values In Website under About us -> Vision, Mission & Core Values
	Beyond Basic	3. Strategy/ Strategic Thrusts 4. Core Values		The YMCA is currently reviewing the strategies together with an external consultant. In Pg1 of YMCA FY 18 AR
6	Disclosure of Programmes, Activities and Services (Max = 5 points)			
	Basic	1. General information about programmes, activities and services		In Website, AR
	Beyond Basic	2. Up-to-date and/or detailed information on programmes, activities and services (e.g. regular update on website, Facebook)		In Website
7	Disclosure of Outcomes / Effectiveness of Programmes and Services (Max = 5 points)			
	Basic	1. Disclosure of basic statistics about the beneficiaries		In Website, AR
	Beyond Basic	2. Analysis and commentary on the effectiveness of the programmes and services, with detailed statistics provided.		In Website, AR

C. HR Management (Max = 8 points)				
8	For Medium and Large Charities and / or IPCs Disclosure of how staff performance is reviewed and assessed (Max = 3 points)			
	Basic	1. Charity discloses that it does have a performance review and staff appraisal system		In Pg63 of YMCA FY 18 AR
9	For Medium and Large Charities and/ or IPCs Disclosure of annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000 (Max = 5 points)			
	Basic	1. Discloses the annual remuneration of 3 highest paid staff who each receives more than \$100,000, in bands of \$100,000		In Pg29 of YMCA FY 18 FS
	Beyond Basic	2. Disclose exact annual remuneration of 3 highest paid staff who each receives more than \$100,000		Not disclosing for confidentiality reasons
D. Management of Conflict of Interest (Max = 20 points)				
10	For Medium and Large Charities and / or IPCs (Max = 5 points) Disclosure of exact remuneration and benefits received by each Board member (if the governing instrument permits remuneration) <u>OR</u> Disclosure of the fact that its governing instrument does not permit remuneration / Disclosure of the fact that board members do not receive remuneration			
	Beyond Basic	1. Disclosure of the fact that its governing instrument does not permit remuneration / Disclosure of the fact that board members do not receive remuneration		In Pg61 of YMCA FY 18 AR
11	Disclosure of how remuneration of board members is set (if the governing instrument allows the board to be remunerated) (Max = 5 points)			
	Beyond Basic	1. Disclosure of how remuneration of board members is set (if the governing instrument allows the board to be remunerated)	N.A.	Not Applicable as Directors do not receive remuneration
12	Disclosure of parties involved in setting remuneration of key staff <u>OR</u> Disclosure of the fact that its staff does not receive remuneration (Max = 5 points)			
	Beyond Basic	1. Disclosure of parties involved in setting remuneration of key staff		In Pg63 of YMCA FY 18 AR
13	Disclosure of policy for managing conflict of interest (Max = 5 points)			

	Beyond Basic	<ol style="list-style-type: none"> 1. Documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board on a regular basis and when the need arises 2. Special procedures to deal with the conflict of interest when Board members have any interest in business transactions or contract that the charity may enter into, any interest in other organisations that the charity has dealings with or is considering entering into joint ventures, any interest as the charity's suppliers, clients, beneficiaries, staff. 		In Pg65 of YMCA FY 18 AR
E. Financial Management and Internal Control (Max = 27 points)				
14.	Disclosure of internal control systems for financial matters in key areas (e.g. procurement, payment, receipting and budget planning) (Max = 6 points)			
	Basic	<ol style="list-style-type: none"> 1. Discloses that documented procedures are in place for financial matters in key areas (e.g. procurement, payment, receipting and budget planning) 		In Pg64 of YMCA FY 18 AR
	Beyond Basic	<ol style="list-style-type: none"> 2. Discloses that reviews are conducted on the charity's controls, processes etc. 		In Pg64 of YMCA FY 18 AR
	Bonus Points	<ol style="list-style-type: none"> 3. Disclosure of Board opinion of internal controls 		<p>YMCA appointed an external professional accounting firm, BDO, as our internal auditor, and their approach to internal audit is risk-based, which involves identification and assessment of key risks as pre-conditions to crafting their internal audit programmes.</p> <p>To the best of the Board's knowledge, nothing has come to their attention of any significant lapse in the internal controls</p>

15.	Disclosure of policy for making loans OR Disclosure of the fact that it does not make loans (Max = 3 points)			
	Basic	<ol style="list-style-type: none"> 1. Conditions for making loans 2. Approval authority 3. Disclosure requirements for the loans made 4. Indication that loans are made to related parties 	N.A.	YMCA does not have any loans
16.	Disclosure of policy for making donations to external parties (e.g. another charity or charitable cause) OR Disclosure of the fact that it does not make donations to external parties (Max = 3 points)			
	Basic	<ol style="list-style-type: none"> 1. Approval authority 2. Disclosure requirements for the donations made 3. Indications that donations are made to related parties. 		<p>YMCA is not in the business of giving donations to external parties except in very exceptional cases where specific Board approval is required.</p> <p>Example of such exceptional cases is when there is an appeal from YMCA Alliance based overseas for specific causes. YMCA will extend donation only after extensive discussions at the Board level and with Metropolitan YMCA of Singapore</p>
17.	Disclosure of reserves position and policy (Max = 5 points)			
	Basic	<ol style="list-style-type: none"> 1. Level and Purpose of Reserves 2. Level and Purposes of Designated Funds 3. When the Designated Funds are likely to be used 		<p>In Pg64 of YMCA FY 18 AR</p> <p>In Pg64 of YMCA FY 18 AR</p> <p>In Pg64 of YMCA FY 18 AR</p>
	Beyond Basic	<ol style="list-style-type: none"> 4. Reserves Ratio 		In Pg64 of YMCA FY 18 AR

18.	Disclosure of the purpose, amount and planned timing of use for restricted funds (including endowment funds) (Max = 5 points)		
	Beyond Basic	1. Purpose and Amount of funds 2. Planned timing of use	In Pg64 of YMCA FY 18 AR
19.	Disclosure of investment policy if the charity invests its reserves (Max = 5 points)		
	Basic	1. Approving Authority 2. Type of financial Instruments approved by the Board	In Pg64 of YMCA FY 18 AR
	Beyond Basic	3. Guiding principles (e.g. to generate returns while protecting capital, statutory compliance)	The guiding investment principles as spelt out in the Investment Policy Statement is : Capital preservation, benchmarked against MAS core inflation rate, over an Investment horizon of 3 years
F. Conduct of Fundraising Activities (Max = 10 points)			
20	Disclosure of information about past fundraising activities (Max = 5 points)		
	Basic	1. List of fundraising activities conducted (Date & Location) 2. Total gross receipts from the fundraising activities 3. Total expenses incurred in the fundraising activities 4. Purpose for which the funds have been used / will be used 5. Use of commercial fundraisers (if any)	In Pg56 of YMCA FY 18 AR In Pg68 of YMCA FY 18 AR In Pg68 of YMCA FY 18 AR In Pg56 of YMCA FY 18 AR Not applicable
	Beyond Basic	6. Fundraising efficiency ratio 7. Rationale behind the use of commercial fundraisers (if applicable) 8. Fee arrangements with commercial fundraisers (if applicable)	19% Not Applicable Not Applicable
21.	Disclosure of information about on-going fundraising activities on charity's official website and / or Facebook page (Max = 5 points)		

	Beyond Basic	<ol style="list-style-type: none"> 1. Date and location of fundraising activity / activities 2. Fundraising Target 3. Purpose for which the funds will be used 		<p>In Pg56 of YMCA FY 18 AR</p> <p>\$1.2 million</p> <p>To support the Programmes as detailed in the AR and Website</p>
G. Auditor / Independent Examiner's Report (Max = 5 points)				
22.	Disclosure of financial statements which include:			
	<ul style="list-style-type: none"> • auditors' / independent examiners' opinion on whether the financial statements are properly drawn up in accordance with the relevant provisions; and • report on other legal and regulatory requirements 			
	Basic	1. Auditor included an "Emphasis of Matter" in the report that does not have an adverse impact on the financial statements		In Pg3-6 of YMCA FY 18 FS
	Beyond Basic	2. The auditor expressed an unqualified opinion in the report		In Pg3-6 of YMCA FY 18 FS
H. Timeliness of Disclosure (Max = 3 points)				
23.	Annual returns (i.e. annual reports, financial statements and Governance Evaluation Checklists) are submitted to the office of Commissioner of Charities and disclosed on Charity Portal within 6 months from the end of the financial year			
	Basic	Timely Submission (Within 6 months)		In Charity Portal