



Trusted | Transparent | Tangible

2021
Annual Report



Vision

To be the one-stop leading provider of sustainable, professional and cost effective resources to all charities.

Mission

To provide shared services to charities for better governance and organisational excellence, and to promote strategic partnerships and professional volunteerism for non-profit capability building.

Values

- Integrity
- Commitment
- Quality
- Professionalism

Contents



Performance At A Glance	4
Message from the Board	6
Board of Directors and Advisors	9
Management & Staff	12
Organisation Chart	13
Acknowledgements	15
Programmes & Services	16
Testimonials	18
Corporate Governance	19
Board Committees	21
Funding & Governance Policies	22
Highlights	23
Financial Statements	26
Compliance	30
Charities Served	34
Company & Contact Information	35

**All titles are linked to their respective pages*

Performance at a Glance



66

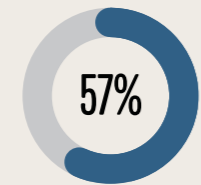
Clients Served



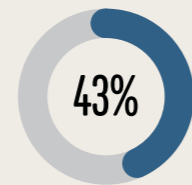
155

Projects Completed

1 Clients

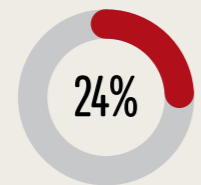


Repeat Clients



New Clients

2 Sectors served



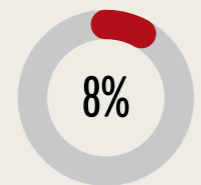
Social & Welfare



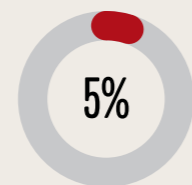
Health



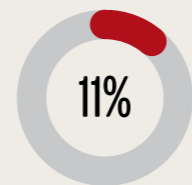
Religious



Arts & Heritage

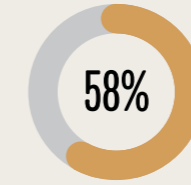


Education

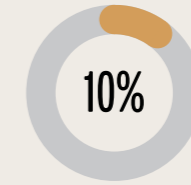


Others

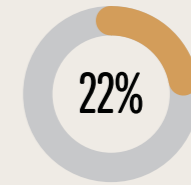
3 Services



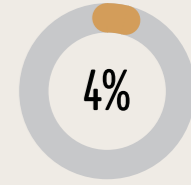
Internal Controls Review



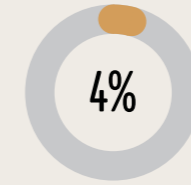
Documentation of Policies & Procedures



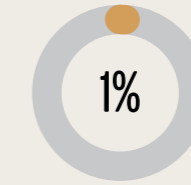
PDPA Compliance Review



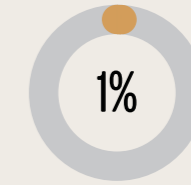
Risk Assessment



Governance Review

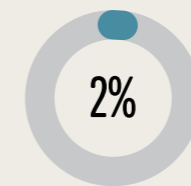


Compilation of Annual Report

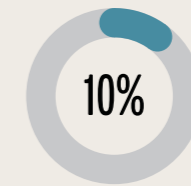


Ethics Hotline

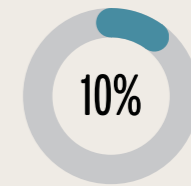
4 Financial Bracket



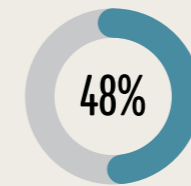
Exempt



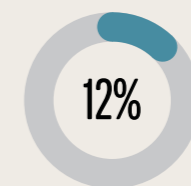
<500K



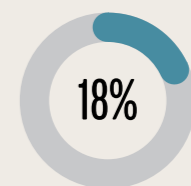
\$500K-1M



\$1M-5M

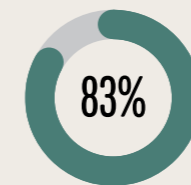


\$5M-10M

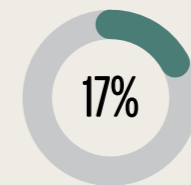


>\$10M

5 Charity Status



IPC Charities



Non IPC Charities

Message from the Board

■ Progress & Growth

In 2021 we widened our scope of services and were able to serve more charities, surpassing the number in 2019 and 2020. Data Protection as a Service for small charities was added to our suite of services. The personal data protection and procedures for review of IT general controls was also revised and updated. The team completed 155 projects for 66 clients through extensive outreach efforts to overcome the slowdown resulting from coronavirus conditions.

More client charities engaged our services on a 3-year plan which encourages us to think they have begun to value governance as beneficial to operational effectiveness. Embedding robust practices into day-to-day operations should strengthen resilience and support transparency that builds trust.

■ Clients Seek Core and New Services

Internal Control reviews remained our core activity, contributing 44% of programme fees with Policy and Procedure Manuals being our second most requested service. Together, they form the mainstay of governance activities, and this is reflected in the proportion of services provided by SSC.

Personal data protection, being a legal requirement, also gained in demand whilst risk management is slowly gaining ground as providing useful perspective for both board and management. The response rate to "Data Protection as a Service (DPaaS)" was very positive. This service which we had developed in 2020 was crafted specifically for small charities seeking to comply with data protection regulations under the Personal Data Protection Act. SSC was recognised by the Infocomm Media Development Authority as a white-listed supplier of data protection consultancy through predefined services. Small and medium-sized charities could receive 100% funding under the IMDA-NCSS (Infocomm Media Development Agency and National Council of Social Services) umbrella.

As a whitelisted agency, we set out boldly to engage as many charities as possible and attracted 29 charities as a result. We had hoped to do better, nevertheless the service made a significant contribution and introduced us to 19 charities. We learned more about this group of clients, and we were able to extend our reach to both new and existing clients.

In 2021, we also had the privilege to partner with MCCY Charities to offer free consultation clinics to charities in the areas of governance, policies & procedures, risk management and internal controls to strengthen their operational capabilities.

With the aim of professionalising the charity sector, the Commissioner of Charities had grouped 10 organisations to work with, in setting up shared services to strengthen charities' regulatory compliance and effectiveness. We received enquiries from new charities because of this initiative.

■ Overcoming Challenges

Despite the prolonged presence of COVID, there was a pick-up in internal audit activity. Charities having satisfied safe distancing priorities and found alternative ways to deliver essential services, were now able to resume working with SSC. Services with SSC that had been postponed could now resume and new contracts were also initiated.

Working from home challenged our ability to communicate with quality. Limited access to many of our clients' offices called for some flexibility and an innovative approach to making our work possible.

Like many other audit and accounting firms, we were faced with a declining pool of foreign talent amidst the already competitive labour market. Attracting and retaining staff continued to be a challenge and much team effort was required to manage the high volume of projects requested of us. The number of volunteers shrank, understandably and is likely to only recover as the health threat declines. SSC would like to record our appreciation of our staff who have not spared themselves in managing and executing on the volume of work done.

■ Tapping on Opportunities

As a service organisation, we constantly review our products to align with charity needs. The experience of creating DPaaS for small charities sparked ideas for a policy 'bundle' for new charities. More work will be put into developing this project in the coming year.

Staff training to stay up to date with professional standards was mostly done on the virtual platform. We began quarterly 'learning' sessions with half-day talks and workshops from specialists. Going virtual allowed company-wide participation. Individual-centred training and career development continues to be the guiding principle. Professional development of staff contributes significantly to quality of service.

While staffing remains key, partnerships are also important. Partners bring resources that allow charities like us to widen our reach. Aside from donations from sponsors like SGX, we are also supported by professionals who volunteer their services to augment that of the in-house team. Owing to the covid pandemic, we received fewer volunteers in 2021. However, we are hopeful that the situation will improve as easing measures set in. We look forward to forging more partnerships in the year ahead.



The team completed 155 projects for 66 clients through extensive outreach efforts to overcome the slowdown resulting from coronavirus conditions.

■ Finance

Revenue was up 60% at \$490,380 compared with \$307,837 in 2020, driven by progressive adjustment to a pandemic environment, and strong demand for the new Data Protection as a Service (DPAAS) programme initiated by IMDA as a one-off service to small charities. DPAAS contributed to 20% of the total revenue.

Total expenditure at \$1,190,083 represented an increase of 25% from 2020 as we had the full-year impact of new hires from 2020. Employment cost contributed 80% of the total expenditure. Average number of employees for 2021 was 14 (2020: 12).

Grants and donations received amounted to \$735,496 for 2021. The Bicentennial Community Fund (BCF) of \$400,000 was the largest single grant received. We continue to receive donations from SGX Bull Charge Charity Run who has journeyed with us throughout. We also received funds from the President's Challenge.

We invested in Salesforce CRM software to centralise our database and improve data management. We will be evaluating an online accounting software to complement the Salesforce CRM with efficiency in invoicing and accuracy of data.

Our cash balance stood at \$868,000 at the end of 2021 which equates to a cash ratio of 0.7 against total expenditure.

Our financial priorities for 2022 will be to perform the services we have agreed to undertake and improve our cash ratio to 1:1. We begin the year with contracts valued at over \$500,000. We intend to expand our team to meet these needs and give more attention to fund-raising activities.

■ Acknowledgements

We would like to acknowledge Mr Thanabalan Ladamuthu (who passed away in November 2021) for his contribution as a member of the Audit Committee. Bala conscientiously and steadfastly kept up his commitment to SSC despite his serious health challenges. We appreciate all he has done for us.

We would also like to thank our previous Board members, Mr Yeoh Oon Jin, Mr Eric Lim and Ms Sheila Wang for their invaluable advice and contribution brought to SSC. At the same time, we welcome Mr Choo Eng Beng who joined our Board on 30 August 2021.

We thank, as well, our volunteers and partner organisations for their generous support.

Board of Directors & Advisors



Patron

Mr J.Y. Pillay
Rector of College of Alice & Peter Tan



Honorary Chairman

Mr Hsieh Fu Hua
Founder, BINJAItree

Board Members



Gan Seow Ann
Board Chairman;
Chairman, Fund-Raising Committee
■ Executive Vice Chairman,
Global Wealth Management, UBS AG



Yeoh Oon Jin
Director;
Chairman, Programmes & Services Committee
(Up to 16 Aug 2021)
■ Chairman, Board Member, Chairman (HR Committee), Singapore Land Authority
■ Director & Chairman of Audit Committee, Kidney Dialysis Foundation
■ Vice Chairman, Exco Member, Council Member & Chairman of Audit Committee, Singapore Business Federation
■ Board Member, Audit Committee Member and Risk Committee Member, Singapore Exchange Limited
■ Board Member, Exco Committee Member and Audit Committee Member, Singapore Press Holdings
■ Board Member, Audit Committee Member, Singapore Airlines Limited
■ Board Member, Singapore Health Services Pte Ltd
■ Member, Corporate Governance Advisory Committee, Monetary Authority of Singapore
■ Independent Governor, Lien Foundation



Kaka Singh S/O Dalip Singh
Director;
Treasurer;
Chairman, Audit Committee
(Treasurer from 31 August 2021)
■ Chairman, RSM Chio Lim LLP
■ Board Member, Singapore Anti-Narcotics Association
■ Advisor, Crohn's & Colitis Society of Singapore
■ Board Member, Dyslexia Association of Singapore
■ Board Member – Trustee, Community Cancer Fund, National Cancer Centre Singapore – NCC Research Fund
■ Board Member, Chartered Secretaries Institute of Singapore
■ Audit Committee Member, SingHealth Fund

**Yeo Lian Sim**

Executive Director;
Member, Volunteer Promotion & Management Committee;
Member, Fund-Raising Committee
Member, Programmes & Services Committee

- *Special Adviser Diversity, Singapore Exchange*
- *Vice Chair, Task Force on Climate-Related Financial Disclosures*
- *Audit Committee Member, National Gallery Singapore*

**Chan Pengee, Adrian**

Director;
Member, Fund-Raising Committee

- *Head of Corporate & Senior Partner, Lee & Lee*
- *Director, Hogan Lovells Lee & Lee*
- *Director, Ascendas Funds Management (S) Limited*
- *Director, Hong Fok Corporation Limited*
- *Director, Best World International Ltd*
- *Director, First REIT Management Limited*
- *Director, Singapore Institute of Directors*
- *Director, Azalea Asset Management Pte Ltd*
- *Director, Astrea III Pte Ltd*
- *Director, Want Want Holdings Ltd*
- *Director, Astrea IV Pte Ltd*
- *Director, Astrea V Pte. Ltd*
- *Director, MKC Holdings (Pte) Ltd*
- *Director, LCM Pte Ltd*
- *Director, LHC Pte Ltd*
- *Director, Food Empire Holdings Limited*
- *Honorary Secretary, Association of Small & Medium Enterprises*
- *Council Member, The Law Society of Singapore*
- *Member, Legal Service Commission*
- *Member, Singapore Management University's Enterprise Board*

**Robert Chew**

Director;
Chairman, Volunteer Promotion & Management Committee
(Chairman from 31 August 2021)
Member, Fund-Raising Committee

- *Vice President, National Council of Social Service*
- *Committee Member, Community Chest*
- *Director, Kwong Wai Shiu Hospital*
- *Director, (Chairman), Assurity Trusted Solutions Pte Ltd*
- *Director, iGlobe Partners (Platinum Fund II) Pte Ltd*
- *Director, Staff On Demand Pte Ltd*
- *Chairman, Standards Council, Enterprise Singapore*
- *Director, Board of Trustees, Singapore University of Technology & Design*
- *Director, Singapore Mediation Centre*
- *Director, Tan Kah Kee Foundation*
- *Director, CloudSine Pte Ltd*
- *Director, Health Science Authority*
- *Director, KWSH Foundation*

**Loh Uantchern**

Director;
Chairman, Programmes & Services Committee
(Chairman from 31 August 2021)

- *CEO, Black Sun Asia-Pacific*
- *Director, Black Sun Pte Ltd*
- *Director, BaseCamp.Cafe Ltd*
- *Director, Kidney Dialysis Foundation*
- *Director, Securities Investors Association of Singapore*

**Shariq Barmaky**

Director;
Chairman, Audit Committee
(Chairman from 31 August 2021)

- *Regional Managing Partner, Audit & Assurance, Deloitte Southeast Asia*
- *Director, Deloitte & Touche Business Advisory Pte Ltd*
- *Director, Deloitte & Touche Management Services Pte Ltd*
- *Partner, Deloitte & Touche LLP*
- *Board Director, Civil Service College*
- *Vice President, Institute of Singapore Chartered Accountants*
- *Board Director, Accounting and Corporate Regulatory Authority*

**Eric Lim**

Director;
Treasurer;
Member, Volunteer Promotion & Management Committee
(Up to 15 Jun 2021)

- *Head of Internal Audit, DSO National Laboratories (Retired on 30 May 2021)*
- *Nomination Committee Member, Institute of Internal Auditors, Singapore (Up to 1 June 2021)*
- *Membership & Education Committee Member, Institute of Internal Auditors, Singapore (Up to 1 June 2021)*

**Yap Su-Yin**

Director;
Chairman, Human Resource & Professional Development Committee
Member, Fund-Raising Committee

- *Executive Director, Annual Giving and Alumni Engagement, Nanyang Technological University*
- *Advisory Director, Transcultural Group*

**Sheila Wang Shing-Yung**

Director;
Member, Human Resource & Professional Development Committee
(Up to 29 July 2021)

- *Founder, Academy of Talented Youth*
- *Board Director, Stanford University, USA*
- *Board Director, Gryphus Capital Partners*

**Choo Eng Beng**

Director;
Member, Programmes & Services Committee
(From 30 August 2021)

- *Partner, PricewaterhouseCoopers LLP*
- *Director and Audit Committee Chairman, St Luke's Eldercare*
- *Board Member, Institute of Singapore Chartered Accountants*
- *Audit Committee Member, National Research Foundation*
- *Audit Committee Chairman, Church of Singapore*

Directors are appointed upon recommendation by incumbent Board Members or the Executive Director and evaluated by the Chairman and at least one other Board Member. The Board then formally approves their appointment. All new Board Members undergo an Induction Programme conducted by the Executive Director, with the use of a Board Approved Board Kit. The Board is assessed collectively, based on diversity, skillset, effectiveness, and strength. The introduction of a Code of Conduct for Board Members in 2017, saw further enhancements to Board Governance. In 2019 SSC reviewed its Board Governance against the Code of Conduct for Board Members of charities. Apart from the Executive Director, no member of the staff was appointed to the Board.

Management & Staff

The management of SSC is led by an Executive Director (ED) working closely with managers from programmes and services, business development, information and finance, and operations. The management team is knit closer to the Board through the Executive Director who shares both the purpose and responsibility of the Board as well as the execution of strategy and operational participation of management.

Throughout the year, staff are given training opportunities coupled with on-the-job trainings for their individual development. Such trainings include working with industry experts or consultants.

As a small organisation, the staff can benefit from working end-to-end on projects seeing a broader scope of the work. This helps in their development as they can experience first-hand the full spectrum of each project.

Staff will receive feedback at the close of each project and this form of development allow each staff to work on areas of improvement with their respective managers. In addition, a staff performance review is conducted annually with clear goals set.

Staff Performance and Career Development are considered at the Human Resource and Professional Development Committee, where remuneration and career progression are also recommended for Board approval. All staff promotions and senior appointments are approved by the Board.

SSC have separately gathered, over the years, a group of individual consultants and volunteers from various learnings and specialisations. They tend to come from various branches of internal audit, legal and financial backgrounds, but include other skills such as those relating to internet and personal data needs. Volunteers from these diverse disciplines may be called upon to support our mission when required. These external resources augment the guidance from individual Board members whose expertise underscores our capability in-house.

Total Annual Remuneration of Top Three Senior Executives

Remuneration Band	Number of Executives
\$100,000 - \$199,999	Nil

The charity has no paid staff who are close members of the family of the Executive Head or Board Members, who each receives total remuneration of more than S\$50,000 during the year.

Organisation Chart



Yeo Lian Sim Executive Director 1 Jan 2019 – present

Lian Sim was appointed Executive Director on 1 January 2019, having been a Board Member since SSC's inception. She is a Special Adviser, Diversity at the Singapore Exchange (SGX) where she was previously the Chief Risk and Regulatory Officer. In that role, her responsibilities related to maintaining a fair, orderly, and transparent market in securities and derivatives, as well as safe clearing of transactions. Her more recent activities at the SGX included leading the introduction of sustainability reporting for listed companies. She is also a Vice Chair of the Financial Stability Board's Task Force on Climate-Related Financial Disclosures. Before joining SGX, Lian Sim was the Deputy Managing Director at the Monetary Authority of Singapore (MAS). She is a graduate of the University of Singapore and the London Business School.

Acknowledgements

Tan Wei Boon
Manager
Programmes & Services
18 May 2020 – present

Wei Boon has more than 10 years of experience in auditing PDPA, governance, risk management and internal controls in both public and private sectors. He specializes in financials, operations, and compliance audit in various industries with healthcare and a Fortune 500 consulting firm being his most recent employment. With a Masters in Professional Accounting obtained from the University of New South Wales, Wei Boon has also achieved professional certifications in auditing, risk management and information privacy such as CPA, CIA, CRMA and CIPM.

Cindy Chan
Manager
Programmes & Services
11 Feb 2019 – present

Cindy has extensive local and regional experience in the areas of governance, risk management and internal controls, specializing in compliance, financial and operational processes, and audits with commercial companies. In SSC, she manages project engagements and works closely with the Executive Director on volunteers. Cindy is a member of the Institute of Internal Auditors and holds a Bachelor in Commerce from the University of Western Australia.

Yeow Ooh Teng
Manager, Information
15 Sep 2020 – present

Teng has over 20 years of experience in Head of Finance/ Finance Director roles, providing financial leadership across a broad range of industries. He is responsible for the digitalization projects planned for SSC which includes the implementation of a CRM platform. As Head of Information, he is responsible for providing information relating to SSC's operations to the Board and Management. In July 2021, he took on the role of Operations Manager managing multiple functions such as Finance, Human Resources amongst others. During this time, he also helmed the Business Development & Outreach portfolio in an interim arrangement. Teng is a qualified accountant (FCCA) and holds a degree from University of Wales, UK. He is also a Board Member and a Treasurer of the Singapore Christian Homes as well as a member of the Singapore Institute of Directors (SID).

Maurice A. Phillips
Manager
Business Development & Outreach
1 Dec 2016 – 31 May 2021

Maurice brings marketing and business development experiences from the online and mobile platforms space, having led the turnkey development of mobile applications undertaken by developers based in India. He is a retired Colonel, following 30 years of service with the Singapore Armed Forces. In SSC, Maurice manages business development as well as the outreach programmes to charities, volunteers, and donors.

Herman Lim
Manager, Operations
10 Sep 2015 – 30 Jun 2021

Herman has more than 20 years' experience in finance both in the private sector and statutory board. At SSC, he manages the office administration, finance and human resources matters. Herman holds a Master of Business Administration from the University of Sheffield, UK.

■ Sponsors & Donors

Shared Services for Charities thanks SGX Bull Charge charity run for sponsoring us since our inception. We are grateful for the continued support that helps us sustain our operations.

These funds allow us to reach out to more charities to work alongside them in strengthening their governance. This in turn leads to greater transparency in the public eye, creating a stronger brand presence deserving support.

In our efforts to digitalise, we also launched fundraising campaigns on www.giving.sg. This year it was to encourage friends to donate to SSC in the form of a birthday gift. Alternatively, the birthday boy or girl could also give back by donating to SSC.

We thank all donors for supporting our cause and look forward to forging more partnerships in the year ahead.

■ Corporate & Individual Volunteers

We also formed partnerships with both corporate and individual volunteers previously, but due to involvement of Covid last year, we like others, faced a shortage of volunteers from the domino effect of the tight labour market.

Nonetheless, we had volunteers stepping forward generously to share their expertise with us. These skilled volunteers shared with us their knowledge and experience which in turn helped SSC to benefit more charities. We acknowledge both our individual and corporate volunteers for their contribution.

Individual volunteers:

1. Joseph Tu
2. Magdalyn Liew
3. Roshini Ganesan
4. Stephen Lee
5. Stevenson Chua
6. Wee Lep Liong

Corporate partners

Deloitte.



pwc

RSM



Programmes & Services

SSC provides the range of programmes that helps the Board, their Committees and Management of charities improve governance, assure practices and develop operational resilience. Transparency about governance builds confidence in their stakeholders. SSC's approaches enable our team to deliver value-adding reviews and practical recommendations to charities across different sectors.



SSC's services include:

■ Internal Control Review

SSC's Internal Control Reviews comprise of performing internal audits on financial and operational processes with reference to the Code of Governance for Charities and IPCs and charities' individual governing instruments. Through these reviews, charities gain a consistent view of their governance, we highlight any control gaps, provide recommendations and suggest enhancements to existing policies and procedures. Our charity clients find our systematic and disciplined methodology, helpful in strengthening their existing internal policies and controls. In all our project deliverables, we provide charity leadership with useful findings which help mitigate risks, reinforce accountability, promote transparency and safeguard against the erosion of mission stated goals.

SSC's review team is well versed in the relevant laws, regulations and guidelines that apply to charities, including the Charities Act, Employment Act and Code of Governance for Charities and Institutions of a Public Character. Being a charity ourselves, our approach is to adopt a holistic and customised methodology to harmonise with the specific needs of the charity we serve, in every sector.

■ Risk Assessment

As Risk Assessment is an enabler for leadership and senior management on their development journey, we believe this will be increasingly useful as charities mature. We assist them to institute a risk framework, facilitate their risk assessment exercise in identifying and evaluating the key risks which may impede the achievement of the charity's objectives and think through risk management plans.

■ PDPA Compliance Review

Under the Personal Data Protection Act (PDPA), charities have the responsibility to ensure that there are adequate controls to safeguard personal data of their donors, beneficiaries, staff, volunteers and other stakeholders. Our suite of services range from reviewing existing policies and procedures, or identifying gaps to developing of personal data policies and procedures with awareness training in compliance with the Act.

■ Policies & Procedures Manuals

We customise each manual, to reflect the policies and procedures practiced by the client-charity to match their operations, while advising on the controls and best practices the charities should include in their manuals for adoption. In doing so, we provided insights into key policies and procedures and share best practices derived from more than a decade long collaboration with charities across different sectors. In some instances, we have produced specific codes of conduct or practice for particular sectors of service or service providers at the request of the charity.

■ Other Governance Consultancy for Charities

SSC has provided other area of services such as compilation of annual reports and ethics hotline to support implementing good governance. These services were well received, and we saw the continued growth in demand for such services. SSC also embarked on conducting workshops for smaller charities in small groups, guiding and facilitating their preparation of standard operating procedures.

SSC has provided
other area of
services such as
compilation of
annual reports
and ethics hotline
to support
implementing
good governance

Testimonials

“When we set up TomoWork Ltd., we asked SSC to help us with manuals to comply with the Code of Governance. SSC went beyond the development of the manuals. They patiently explained the reasoning behind the rules and implications for our operation and made it easier to decide on critical policies. We are grateful for their service and highly commend their professionalism.”
– *TomoWork, Chief Executive Officer, Mike Momota*

“The Inter-Religious Organisation, Singapore (IRO) had engaged Shared Services to do a review of our governance and internal controls. We were very satisfied with the professionalism and service displayed by Shared Services. Shared Services provided a very strong team to review our overall Governance, cash management, procurement and payments, receipts and collections, and donation management. The team took the effort to understand the organisational structure, culture and its internal workings of the IRO. The audit process was very thorough. The Shared Services team was very meticulous and they were able to work on very tight timelines well. Shared Services was able to provide a very comprehensive report and robust recommendations for each of the audit findings. This played a pivotal role in IRO’s drive for organisational excellence and in the renewal of IRO’s Institution of a Public Character status.”

– **IRO, President 2021-2022, Mr Rajesh R Shah (Jain)**

“Singapore Buddhist Free Clinic have engaged Shared Services for Charities (SSC) for Internal Review services from FY2019 to FY2021. SSC helped us to identify the weakness or deficiency in our processes, provided recommendations to strengthen the procedures in compliance with the Governance and Policies. Suggestions put up are useful and practical, helped us improved our internal control environment. The auditors are friendly and clear in communication. We are pleased with the advice and services provided by SSC.”

– **Singapore Buddhist Free Clinic, Chief Executive Officer, Seck Sian Tiong**

“We have been working with Share Services for Charities on numerous consultancy projects. SSC team of consultants are very professional and have vast experience in this sector to assist Charities in setting up good governance practice. In our last project with SSC during the Covid pandemic, we faced with many unforeseen challenges to get the project going but the SSC consultants have been very accommodating and patient to assist us to complete the project. We are thankful for SSC to journey with our organisation to assist up to review and improve our operation.”

– **XiSer CareServe, Executive Director, Edwin Yeo**

“We had engaged SSC to help us with new policies. Working with the team has been very enriching. They were always prompt with replies and went the extra mile on one of our requests. We look forward to future partnership with SSC. We had enjoyed their high quality of work and communications with each of their specialists.”

– *Alpha Singapore, Operations Manager, Wendy Goh*

“The audit services provided by SSC are professional and address the practical challenges faced by charities. The auditors deployed to our site were friendly, approachable, and, most importantly, constructive in conducting the audits. The audit outcomes and findings considered our operations and recommended the optimum internal controls to be in place, enabling us to progress towards greater efficiencies and effectiveness as we serve our beneficiaries.”

– *Singapore Heart Foundation, Assistant Director for Finance and Procurement, Desmond San*

“SSC was engaged by Halogen Foundation to conduct Internal Audit on IT, Risk Management and PDPA. The manager and his team were professional and thorough in their checks. The team was able to guide us through recommended best practices and recommendations for improvement. With their expertise on PDPA, Halogen Foundation decided to engage them once again to revamp our PDPA policies tapping on the DPaaS funding under Tech and Go.”

– **Halogen Foundation, Chief Executive Officer, Ivy Tse**

Corporate Governance

Role Of The Board

SSC’s Board of Directors is committed to maintaining high standards of corporate governance and accountability to stakeholders. Our stakeholders include regulators, related government agencies, charities we serve, our partners, staff and the community at large. The Board through its leadership and guidance, sets SSC’s strategic directions, allocates financial and human resources, reviews the performance of management, and ensures ethical standards are sacrosanct. The role of the Chairman and the Executive Director are kept separate for independence in their respective spheres of decision-making. Board members render their service on a voluntary basis and are consequently, not remunerated.

Board Meetings

The Board meets regularly; on four occasions in 2021. Its committees also meet regularly, as needed for the schedule of the Board. The table that follows, show the composition of the Board and its committees.

Board Committees

Board Committees, each with its own defined Terms of Reference, function under the auspices of the Board. Each committee is chaired by a Director, assisted by members, who themselves are approved by the Board. Minutes of Committee Meetings are recorded and subsequently tabled at Board meetings. The table below, depicts the composition, frequency and attendance at committee meetings held in 2021.

Board Member	Date Appointed	Board Meeting Attendance
Gan Seow Ann Board Chairman; Chairman, Fund-Raising Committee	8 June 2009* 7 July 2012 (Appointed Chairman)	4/4
Kaka Singh S/O Dalip Singh Director; Treasurer; Member, Audit Committee	12 December 2008* 31 August 2021 (Appointed Treasurer)	3/4
Yeo Lian Sim Executive Director; Member, Programmes & Services Committee Member, Volunteer Promotion and Management Committee Member, Fund-Raising Committee	23 January 2009* 01 January 2019 (Appointed Executive Director)	4/4
Yeoh Oon Jin Director; Chairman, Programmes & Services Committee	31 December 2012 (Up to 16 Aug 2021)	1/4
Chan Pengee, Adrian Director; Member, Fund-Raising Committee	21 June 2013	4/4
Robert Chew Director; Chairman; Volunteer Promotion & Management Committee Member, Fund-Raising Committee	21 June 2013	4/4
Eric Lim Director; Treasurer; Member, Volunteer Promotion & Management Committee	24 July 2015 31 August 2018 (Appointed Treasurer) (Up to 15 Jun 2021)	0/4
Yap Su-Yin Director; Chairman, Human Resource & Professional Development Committee Member, Fund-Raising Committee	2 November 2015	4/4
Loh Uantchern Director; Chairman, Programmes & Services Committee	19 February 2018	4/4
Shariq Barmaky Director; Chairman, Audit Committee	19 February 2018	4/4
Sheila Wang Shing-Yung Director; Member, Human Resource & Professional Development Committee	22 March 2019 (Up to 29 July 2021) (Compulsory stay in the US due to the spread of Covid-19)	0/4
Choo Eng Beng Director; Member, Programmes and Services Committee	30 August 2021	2/4

*Clause 39: All Directors of the Board, including the Chairperson, shall be subject to rotations, but shall be eligible for re-appointment/re-election PROVIDED ALWAYS that for re-appointment/re-election taking place from the end of the ninth year and subsequently, members must specifically be of the opinion that the advantages of re-appointment/re-election of the Director outweigh any disadvantages.

1 Audit Committee

Assists the Board to oversee the internal controls and risk management system, financial reporting, appointment of external auditor, internal auditor and whistle-blowing

- **Shariq Barmaky** Chairman (2/2*) (Appointed 31 August 2021)
- **Kaka Singh s/o Dalip Singh** Member (2/2*)
- **Thanabalan Ladamuthu** Member (1/2*) (Up to 27 October 2021)

2 Programmes & Services Committee

Assists the Board to oversee the efficiency and effectiveness of Programmes & Services

- **Yeoh Oon Jin** Chairman (1/2*) (Up to 16 Aug 2021)
- **Loh Uantchern** Chairman (1/2*) (Appointed 31 August 2021)
- **Yeo Lian Sim** Member (2/2*)
- **Choo Eng Beng** Member (1/2*) (Appointed 30 August 2021)
- **Tan Boon Yen** Member (1/2*)
- **Neo Sing Hwee** Member (2/2*)
- **Chan Sing Yee** Member (2/2*)

3 Human Resource & Professional Development Committee

Assists the Board in matters relating to human resource, recommends organisational structure, management development, succession planning, performance evaluation and compensation

- **Yap Su-Yin** Chairman (2/2*)
- **Sheela Parakkal** Member (2/2*) (Appointed 31 August 2021)
- **Sheila Wang** Member (0/2**) (Up to 29 July 2021)

4 Volunteer Promotion & Management Committee

Assists the Board in promoting strategic partnerships and professional volunteerism

- **Robert Chew** Chairman (1/2*) (Appointed 31 August 2021)
- **Eric Lim** Member (0/2*) (Up to 15 June 2021)
- **Yeo Lian Sim** Member (2/2*)
- **Dennis Lee** Member (2/2*)

5 Fund-Raising Committee

Assists the Board, oversee the overall fundraising activities and advises the Board on matters concerning all fund-raising programmes

- **Gan Seow Ann** Chairman (1/2*)
- **Chan Pengee, Adrian** Member (2/2*)
- **Robert Chew** Member (2/2*)
- **Yap Su-Yin** Member (2/2*)
- **Yeo Lian Sim** Member (2/2*)

* Meetings attended

** Compulsory stay in the US due to the spread of Covid-19

Funding & Governance Policies

■ Funding

SSC's programmes and services are developed specifically for charities and non-profit organisations. To make these services affordable, very minimal fees are charged, well below market rate. We rely on sponsorship, generous donations and occasional grants from the government to help sustain our operations.

■ Conflict of Interest

The Board has established a Conflict of Interest Policy for identifying and managing potential conflicts. Directors and staff undertake to declare any situation of conflict that may arise, they abstain from decision-making in such instances so as to allow a fair and transparent decision-making process. They are also required to make a negative affirmation annually.

■ Reserves & Investments

SSC aims to build a reserve that is equivalent to two years of its operating expenses in the longer term, to support continuity in services to our clients. The required size of reserves is reviewed annually by the fundraising committee to ensure adequacy for SSC's operations. Minimal cash in current account is for operational expenditures. Other funds are held in bank fixed term deposits so as to minimize credit risk, subject to a cap on total exposure to any one financial institution.

■ Loans

SSC does not give any loans to any director, employee, board committee member or any other parties. Neither does SSC receive loans.

■ Donations

Donations to SSC may be in the form of cheque, cash, NVPC's Giving.sg platform or PayNow. Tax deductible receipts are issued for all donations of \$10 and above where donors' particulars are provided. SSC does not make donations to any external parties.

■ Other Policies

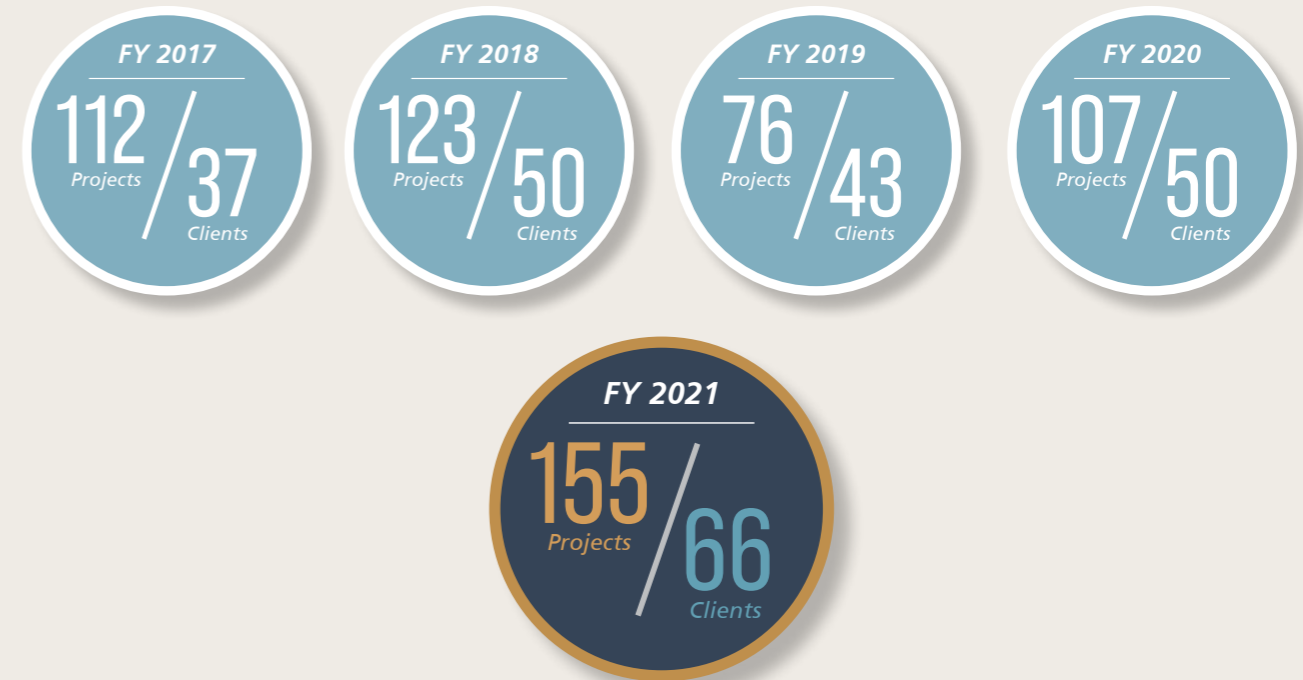
In addition to the above, the Board has approved various policies to delineate roles and responsibilities and provide guidance to the management including:

- Board Kit
- Consultants Policies & Procedures
- Data Protection Policy
- Documents Retention Policy
- Finance Policies & Procedures
- Fund-Raising Policies & Procedures
- Human Resource Policies & Procedures
- IPC Renewal Policies & Procedures
- IT Policies & Procedures
- Media & Communications Policies & Procedures
- Volunteers Management Policies & Procedures
- Whistle-Blowing Policies & Procedures



Highlights

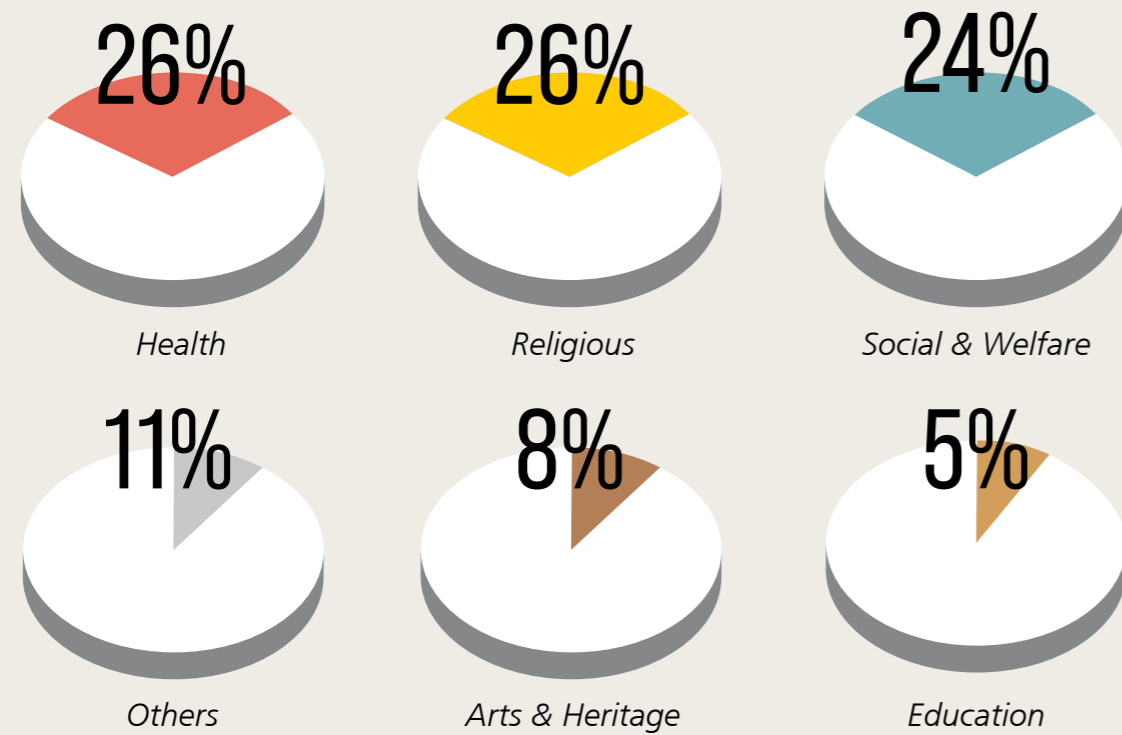
■ Charities Served and Projects Completed



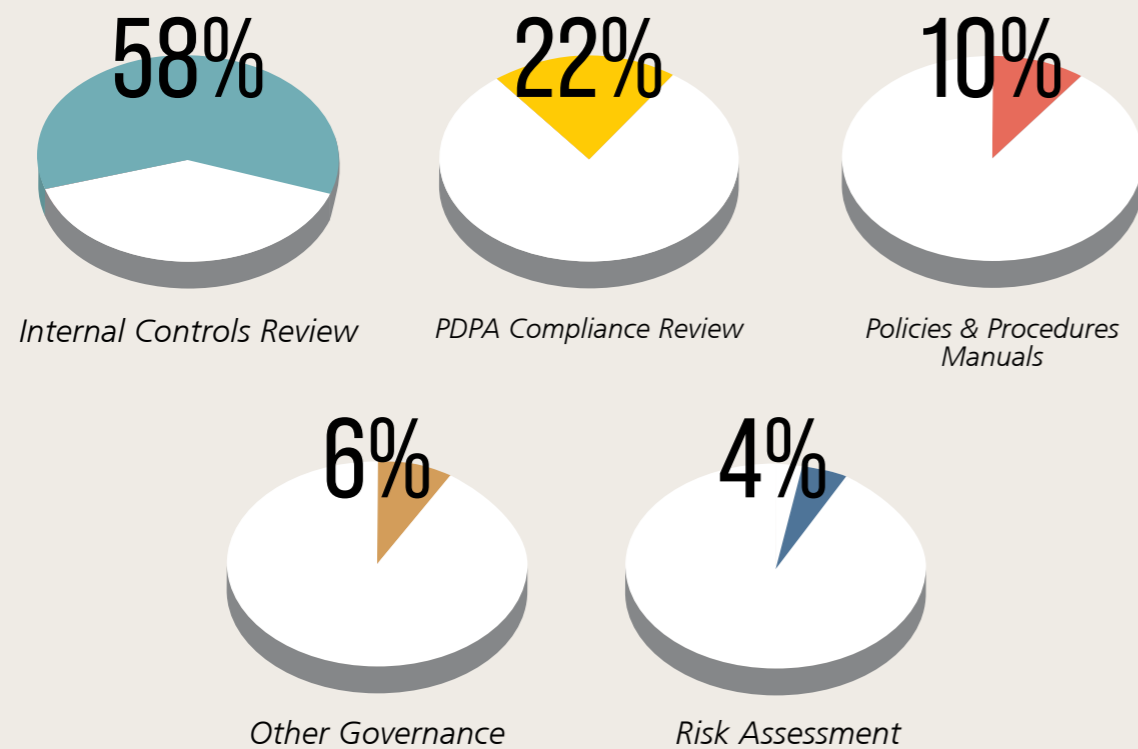
■ New & Repeat Clients



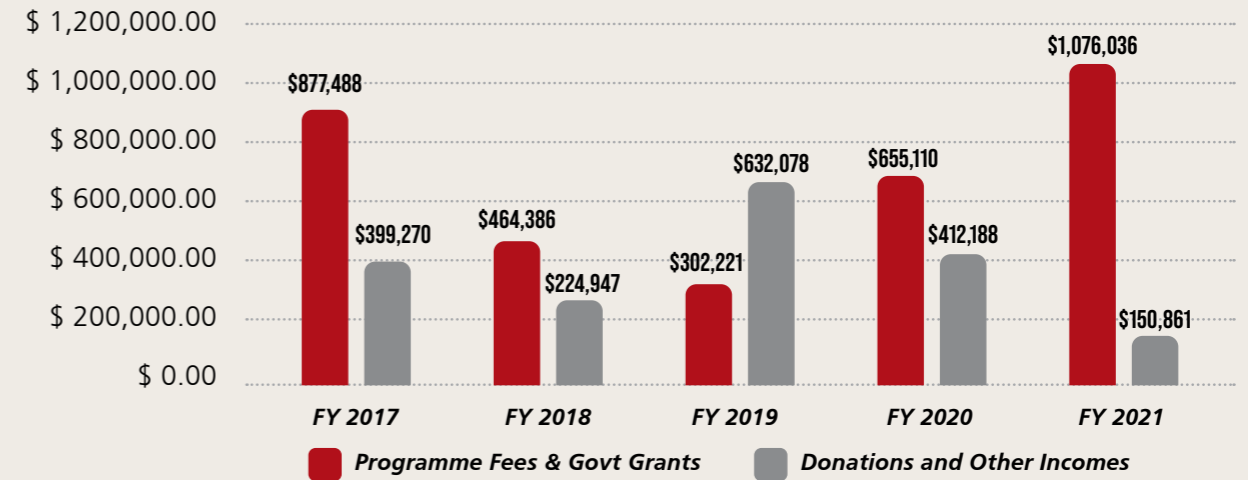
Charities Served by Sector



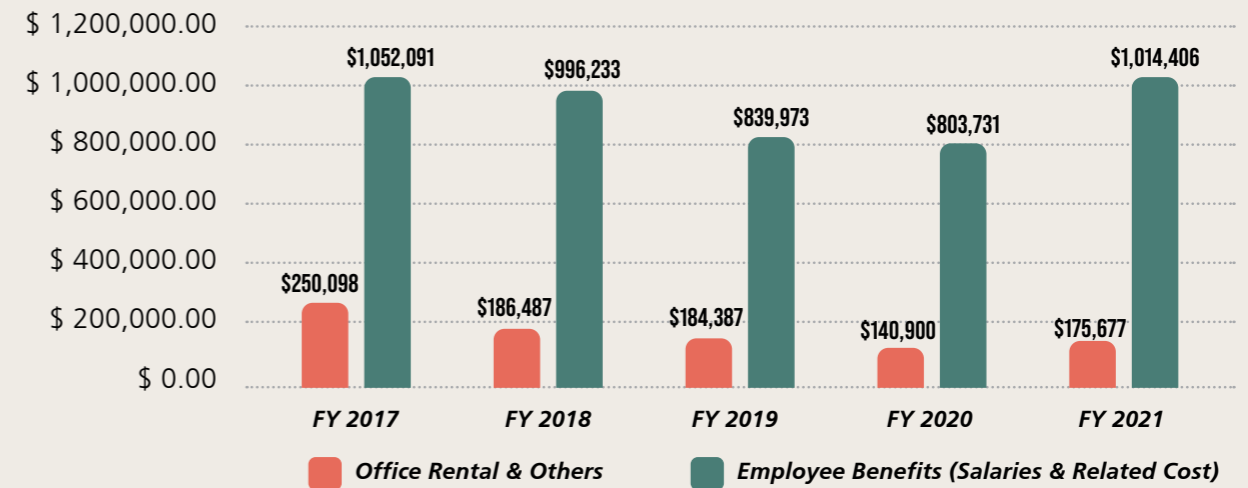
Projects Completed by Service



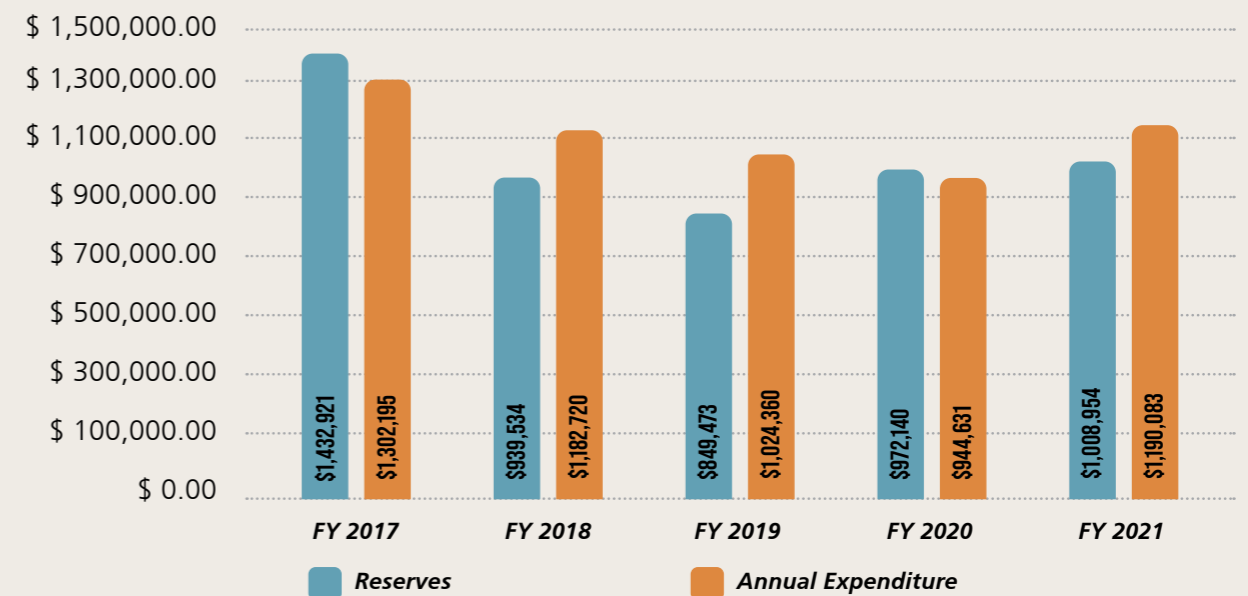
Income



Expenditure



Ratio of Reserves to Annual Expenditure



Financial Statements

Statement of Financial Activities

For the financial year ended 31 December 2021

	2021	2020
	\$	\$
INCOME		
Income from generated funds		
• Donations	149,840	323,673
• Proceeds from fund raising activities	-	70,750
Income from charitable activities		
• Programme fees income	490,380	307,837
• Government grants	585,656	347,273
Other income	1,021	17,765
Total Income	<u>1,226,897</u>	<u>1,067,298</u>
EXPENDITURE		
Charitable activities	1,180,587	936,965
Governance costs	9,496	7,666
Total Expenditure	<u>1,190,083</u>	<u>944,631</u>
Surplus for the financial year	<u>36,814</u>	<u>122,667</u>

Complete set of financial statements can be found on our website www.sscharities.com

Statement of Financial Position

As at 31 December 2021

	2021	2020
	\$	\$
ASSETS		
<u>Non-Current Asset</u>		
Plant and equipment	<u>115,158</u>	<u>103,046</u>
	<u>115,158</u>	<u>103,046</u>
<u>Current Assets</u>		
Trade receivables	90,042	42,508
Other receivables	31,007	286,119
Cash and cash equivalents	<u>868,473</u>	<u>600,382</u>
	<u>989,522</u>	<u>929,009</u>
Total Assets	<u><u>1,104,680</u></u>	<u><u>1,032,055</u></u>
FUNDS AND LIABILITY		
<u>Funds</u>		
Accumulated unrestricted funds	<u>1,008,954</u>	<u>972,140</u>
Total Fund	<u>1,008,954</u>	<u>972,140</u>
<u>Current Liability</u>		
Other payables	<u>95,726</u>	<u>59,915</u>
Total Liability	<u>95,726</u>	<u>59,915</u>
Total Fund and Liability	<u><u>1,104,680</u></u>	<u><u>1,032,055</u></u>

Complete set of financial statements can be found on our website www.sscharities.com

Statement of Changes in Funds

For the financial year ended 31 December 2021

	Accumulated Unrestricted Funds
	\$
Balance at 1 January 2020	849,473
Surplus for the financial year	<u>122,667</u>
Balance as at 31 December 2020	972,140
Surplus for the financial year	<u>36,814</u>
Balance at 31 December 2021	<u><u>1,008,954</u></u>

Complete set of financial statements can be found on our website www.sscharities.com

Statement of Cash Flows

For the financial year ended 31 December 2021

	2021	2020
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Surplus for the financial year	36,814	122,667
Adjustments for:		
Depreciation on plant and equipment	35,833	9,073
Plant and equipment written off	-	717
	<u>35,833</u>	<u>9,790</u>
Operating surplus before working capital changes	72,647	132,457
Decrease/(increase) in receivables	207,578	(66,756)
Increase/(decrease) in payables	35,811	(54,781)
Changes in working capital	<u>243,389</u>	<u>(121,537)</u>
Net cash from operating activities	316,036	10,920
<u>CASH FLOWS FROM INVESTING ACTIVITY:</u>		
Purchase of plant and equipment	(47,945)	(109,619)
Net cash used in investing activity	<u>(47,945)</u>	<u>(109,619)</u>
Net increase/(decrease) in cash and cash equivalents	268,091	(98,699)
Cash and cash equivalents at beginning of the financial year	<u>600,382</u>	<u>699,081</u>
Cash and cash equivalents at ending of the financial year	<u><u>868,473</u></u>	<u><u>600,382</u></u>

Complete set of financial statements can be found on our website www.sscharities.com

Compliance

Code Of Governance For Charities And IPCs

Governance Evaluation Checklist For Shared Services for Charities

(1 Jan 2021 – 31 Dec 2021):

Enhanced Tier

S/N	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if "No")		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	

7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		No	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2		
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2	Complied	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Complied	
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	

28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

1 Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

2 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3 Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

4 Executive Head: The most senior staff member in charge of the charity's staff.

Charities Served



Arts & Heritage

- New Opera Singapore Limited
- Resound Collective Limited
- Singapore Indian Fine Arts Society
- Singapore Repertory Theatre
- Tang Renaissance Limited
- The Rice Company Limited
- The Teng Ensemble Limited
- The Theatre Practice



Community

- Caritas Humanitarian Aid & Relief Initiatives (Singapore) Limited
- Halogen Foundation (Singapore)
- National Volunteer and Philanthropy Centre



Education

- Anglo-Chinese School (Independent)
- Dyslexia Association of Singapore
- Girls' Brigade, Singapore
- Saint Gabriel's Foundation
- St Francis Methodist School Limited



Health

- All Saints Home
- Asian Venture Philanthropy Network Limited
- Breast Cancer Foundation
- HCA Hospice Care
- Kidney Dialysis Foundation Limited
- Ling Kwang Home for Senior Citizens
- Singapore Buddhist Free Clinic
- Singapore Cancer Society
- Singapore Heart Foundation
- Singapore Red Cross Society
- Singapore Thong Chai Medical Institution
- SMA Charity Fund
- Society for The Aged Sick
- St. John Singapore
- Tai Pei Old People's Home
- Xiser Careserve



Social and Welfare

- Association of Women for Action and Research
- Autism Association (Singapore)
- Babes Pregnancy Crisis Support Limited
- Beyond Social Services
- Brahm Centre Limited
- Breakthrough Missions Limited
- Caritas Singapore Community Council Limited
- Centre for Fathering Limited
- Cerebral Palsy Alliance Singapore
- Children's Aid Society
- Civilians Association (Singapore)
- Counselling And Care Centre
- Daughters of Tomorrow Limited
- Down Syndrome Association (Singapore)
- Focus on the Family Singapore Limited
- Foundation of Rotary Clubs (Singapore) Limited
- Good News Community Service
- Hope Initiative Alliance
- ISCA Cares Limited
- Kampung Senang Charity and Education Foundation
- Lakeside Family Services
- Presbyterian Community Services
- Samaritans of Singapore
- Singapore Anti-Narcotics Association
- Singapore Association for The Deaf
- Singapore Association of the Visually Handicapped
- Singapore Centre For Social Enterprise
- Singapore Council of Women's Organisations
- Sikh Welfare Council
- Society of Sheng Hong Welfare Services
- South Central Community Family Service Centre Limited
- The Red Pencil
- The Singapore Cheshire Home
- Thye Hua Kwan Moral Charities Limited
- Wicare Support Group



Sports

- Deaf Sports Association (Singapore)
- Football Association of Singapore
- The Singapore Life Saving Society



Religious

- Central Sikh Gurdwara Board
- Christ Methodist Church
- Covenant Community Methodist Church
- Hindu Endowments Board
- Hope Church (Singapore)
- Mount Carmel Bible-Presbyterian Church
- Muslim Converts' Association of Singapore
- New Life Bible-Presbyterian Church
- Nichiren Shoshu Buddhist Association
- Singapore Bible College
- Sree Maha Mariamman Temple
- Trinity Annual Conference
- Wesley Methodist Church



Others

- Securities Investors Association (Singapore)
- Singapore Indian Development Association
- Temasek Life Sciences Laboratory Limited
- K9 Assistance Singapore

This client listing is a representation of the clients served.

Company Information

Company Registration Number
200823086Z

Registered Under Company Act, (Chapter 50)
Company Limited By Guarantee and Not Having A Share Capital

Incorporation Date
12 December 2008

Registered Address
15, Lorong 29 Geylang, #08-01 PTH Building, Singapore 388069

Date Registered as a Charity Under the Charities Act
02 July 2009

Date Approved as an Institution of a Public Character (IPC)
10 July 2009
(last renewal approved with validity till 09 July 2022)

Company Secretaries
Ms Lim Sim Ving &
Ms Cheok Hui Yee

Banker
DBS Bank Limited

Auditors
Lo Hock Ling & Co

Members
Mr Hsieh Fu Hua
Mr Philip Tan Eng Seong
Mr Kaka Singh S/O Dalip Singh
Mr Gan Seow Ann

Contact Information

15 Lorong 29 Geylang,
#08-01 PTH Building
Singapore 388069

Email: contact@sscharities.com
Tel: +65 6339 2811






Shared Services for Charities Limited

PTH Building #08-01,

15 Lorong 29 Geylang, Singapore 388069

 +65 6339 2811

 sscharities.com

 contact@sscharities.com