

2022 Annual Report

1 Jan 2022 - 3 December 2022





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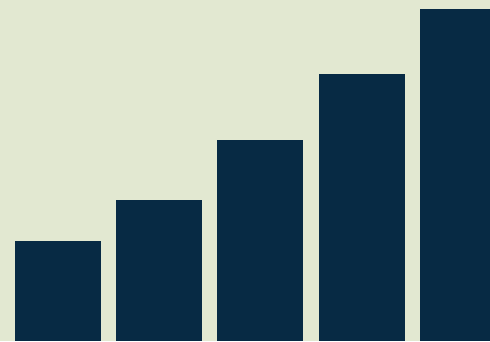
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About Us

GreenSG COLLAB Ltd (GreenSG COLLAB) was established in April 2021 as a charity, with the aim of catalysing learning, responsible action, and developing future green leaders, so as to collectively build an inclusive society, at home with nature, for a better, sustainable world.

Our approach is to catalyse collaboration between like-minded individuals and organisations. Together with our expert panel, we are engaging with schools and institutions of higher learning, volunteers, community bodies and corporates, and cooperating with public agencies, to spur deeper understanding of the science of the climate crisis and biodiversity loss, design projects for demonstration-study and community engagement, and collective ownership of the green agenda.

Our efforts contribute to the whole-of-society movement required for the realisation of the Singapore Green Plan 2030, and is aligned with the need for urgent action and responsibility across the global community.





Vision And Mission

Vision

To catalyse shared learning and joint action with all to sustain the balance of human life with the natural world, so that we advance a society that is both inclusive and at home with nature.

Mission

Our mission is to invigorate a community of learning and action for a better, sustainable world, whereby GreenSG COLLAB will:

- **Co-learn:** Educate and co-learn with partners in the community about the climate crisis, why it affects us all, and seek solutions to tackle it – through science, and by learning from research and advocacy by community groups, individuals, and the public and private sectors; and
- **Take action:** Create platforms for people from all walks of life to be immersed in and learn to value nature, biodiversity and green living, and thereby leading to the preservation and protection of the environment.

Our Approach

We aim to catalyse and accelerate sustainability efforts and community action, and develop the next generation of green leaders who will take responsibility for the environmental commons, with the following 4 pillars:



NATURE

Nature is key to climate change mitigation and adaptation, while also essential to human wellbeing.

With better appreciation of nature and the environment, we hope to encourage pro-environmental behaviour and build a culture of social responsibility to maintain healthy ecosystems.

YOUTH

Youth can be empowered to be the agents of change to the climate crisis.

Through our youth outreach programme, we aim to nurture a generation of future green leaders that will lead, influence and innovate for a change in culture, behaviour and practices that values the preservation and protection of nature.



COMMUNITY

Addressing the climate crisis requires a collective effort. With connections and partnerships with volunteer groups, corporates and experts, we build an ecosystem of knowledge, co-learning and action.

We also aim to enable the vulnerable among us to enjoy nature's benefits and take ownership of the environment.



INNOVATION

Innovation is about questioning and rethinking our unsustainable way of life and enabling the adoption of more sustainable practices.

We hope to provide a collaborative and empowering platform for early-stage ground-up innovations, which can aid small action changes within the community, and support greater ideas that can create positive impact for the environment.



Overview and Corporate Information

GreenSG COLLAB was incorporated as a public company limited by guarantee on 12 April 2021, and has a Company Constitution as the governing instrument.

GreenSG COLLAB has been registered as a charity under the Charities Act 1994 of Singapore since 10 December 2021, and has been recognised as an Institution of a Public Character by the Ministry of Culture, Community and Youth since 23 May 2022.

Patron:

SM Tharman Shanmugaratnam

Unique Entity Number:

202112820E

Date of Incorporation:

12 April 2021

Registered Address:

1 Yung Sheng Road, #03-06
Singapore 618495

Banker:

DBS Bank

Lawyers:

Invictus Law Corporation

Auditor:

Baker Tilly TFW LLP



Governance and Leadership

Board Members

Directors

Mr. Hsieh Fu Hua
Board Chair

Appointed since
12 April 2021

Attendance (Board Meetings)

3 out of 3

Brief Biography

Mr. Hsieh serves on the boards of a number of non-profit and business organisations. He chairs the National University of Singapore, the National University Health System and the Singapore Business Federation Foundation Limited. He is currently also a member of the National Research Foundation's Research, Innovation and Enterprise Council. In business, Mr. Hsieh is the Chairman of Eastspring Investments Group Pte Ltd, Chairman of GXS Bank Pte Ltd, Chairman of World Wide Fund for Nature Singapore, a board director of GIC Private Limited and adviser to the PrimePartners Group, which he co-founded.

Ms. Jane Ittogi
Co-Chair, POP
Committee

Appointed since
12 April 2021

3 out of 3

Ms. Ittogi helps youth build confidence and ex-inmates rebuild their lives, through non-profit Tasek Jurong Ltd (Tasek Jurong). In GreenSG COLLAB, she prioritises co-learning on the climate crisis to nurture future green leaders. Believing in the transformational power of art, she helped introduce art programmes to prison inmates, served as Chair, Singapore Art Museum, and on national art committees and boards, and sits on LASALLE College of the Arts Board. She chaired Singapore LSE Trust, and is a lawyer.



Governance and Leadership

Board Members

Directors

**Mr. Huang Wei
Zhong Shawn**
Co-Chair, POP
Committee and
Treasurer

Appointed since
12 April 2021

Attendance (Board Meetings)

3 out of 3

Brief Biography

Mr. Huang is presently a Director for Enterprise Development in Temasek International. He was a Distinguished Graduate in BSC Aeronautical Engineering, and is formerly an F-16 Fighter Pilot in the Republic of Singapore Air Force. Mr. Huang is a Member of Parliament for the Jurong Group Representative Constituency, and serves as a Board member in Tasek Jurong.

**Mr. Goh
Peng Tong**

Appointed since
12 April 2021

3 out of 3

Mr. Goh is currently the Honorary Chairman of the Taman Jurong Citizens' Consultative Committee, providing guidance in the position of an experienced, senior grassroots leader. He is also Honorary Chairman of the School Management Committee of Kheng Cheng School, as well as a Board member of the Singapore Calligraphy Centre. Mr. Goh is formerly a Managing Director of a specialist building materials company.



Governance and Leadership

Board Members

Directors

Mr. Heng Hang Song Francis
Chair, Audit Committee

Appointed since
5 July 2021

Mr. Leong Hon Foong

Appointed since
12 April 2021

Attendance (Board Meetings)

3 out of 3

1 out of 3

Brief Biography

Mr. Heng has served as the Chief Financial Officer of Hongkong Land, ST Engineering, SingTel and Wilmar International. He has also held the role of Chief Representative, Monetary Authority of Singapore (MAS) in the New York Office and has worked on Foreign Reserve management with the MAS. Mr Heng has also worked on infrastructure projects, e-commerce and tech investments and deployment. In community service, Mr. Heng serves in the Taman Jurong Citizens' Consultative Committee, and has also served as a Board member of Assisi Hospice Ltd and Tasek Jurong.

Mr. Leong is the Senior Vice President of End to End Customer Relationship for Global Marketing Schneider Electric since March 2023. He has 31 years of business experience in professional and consumer businesses in Asia-Pacific and China. Prior to Schneider Electric, he held business management and marketing roles in Phillips for 13 years, including President of Phillips Lighting for Greater China, and Vice President of Phillips Consumer Lifestyle for ASEAN and Pacific. He is also a Board member of the Singapore International Chamber of Commerce.



Governance and Leadership

Board Members

Directors

Professor Tan Thiam Soon
Chair, Experts Panel

Appointed since
1 April 2022

Dr. Joshua VM Kuma

Appointed since
1 April 2022

Attendance (Board Meetings)

3 out of 3

3 out of 3

Brief Biography

Professor Tan was the founding President of Singapore Institute of Technology (SIT) when it became an autonomous university in 2014, and is now SIT's inaugural Institute Professor. Professor Tan has a deep background of expertise in soil science and engineering, and has a strong interest in sustainability. He is also currently the Deputy Chairman of the Building Construction Authority, a board member of the Land Transport Authority and chairs MINDEF's External Advisory Panel for Environmental Sustainability.

Dr. Joshua is currently a Managing Director for Investments and Corporate Affairs at EQT Group Singapore. He has served in local and national level grassroots organisations, charities, the Community Mediation Centre as well as the Committee on Future Economy and Economic Strategies Committee. Dr. Joshua has also authored technical papers, and invented two patented and commercialised technologies.



Governance and Leadership

Board Members

Directors

Ms. Tan Lijun

Appointed since
1 April 2022

Attendance (Board Meetings)

2 out of 3

Brief Biography

Ms. Tan is currently advising the Quantedge Foundation on projects related to reducing inequality. She is keen to set time aside to do her part for the community that is disadvantaged, which will be the focus of our “Greenbridge” with Tasek Jurong and the community.

**Professor Veera
Sekaran s/o
Arumugam**

Appointed since
1 April 2022

3 out of 3

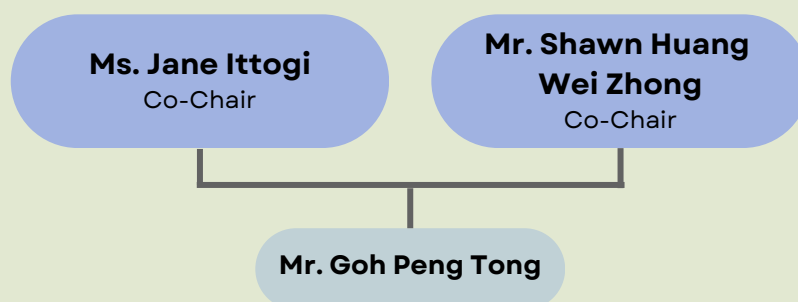
Professor Veera is the Head of the Regenerative Agritech Centre at the Department of Biological Sciences, National University of Singapore. He is the founder and Managing Director of Greenology, which was established 14 years ago to realise his vision of transforming urban and nature spaces into living, thriving habitats and sustainable ecosystems with regenerative nature-based solutions. This was followed by the birth of other affiliate companies, namely, Vertivegies, Greenologix and Evology, to provide solutions in climate-controlled urban farming/smart farming, development of Green Intelligence Networks and Eco-Development consultancies, respectively.

Committees

The Board of Directors is responsible for the governance of GreenSG COLLAB, sets its direction and strategy, approves policies on finance, human resources and compliance, oversees the development and adoption of appropriate operating plans and monitors their progress and effectiveness.

Assisting the Board are the Board sub-committees that look into specific functions, including finance and audit, human resource, and programmes and activities.

Programmes, Operations and Publications (POP)



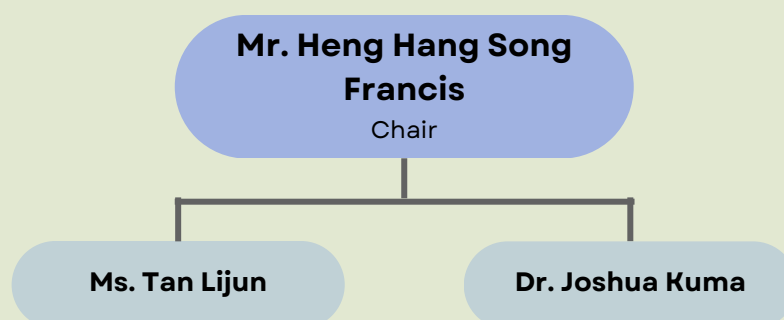
The Programmes, Operations and Publications (**POP**) Committee comprises members familiar with the approaches of GreenSG COLLAB's programmes, operations and publications, and committed to ensuring the Management's observance of GreenSG COLLAB's vision, values and mission.

The POP Committee's responsibilities are to lead Board oversight over management plans and strategies in all POP activities, and specifically:

- (a) To approve new programme development, at the start of every annual work plan meeting;
- (b) To ensure operations are conducted within a culture that aims at effectiveness and demonstrable ethics;
- (c) To determine with the Management, the editorial line of all publications, including guiding the setting up of GreenSG COLLAB's website, editorial team and our editorial code and aims;
- (d) Review Management's appraisal of outcomes of existing programmes, and whether they are in line with the agreed aims of the programmes when they were approved; and
- (e) To track the Management's quarterly estimates of timelines, costs and partnerships of all POP activities and engagements.

Committees

Audit



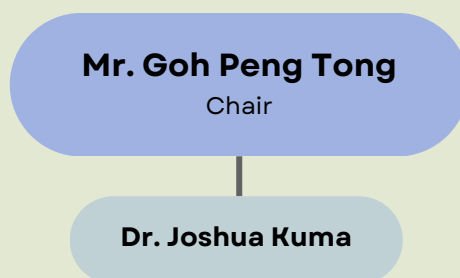
The Audit Committee facilitates the audit of GreenSG COLLAB for the Board to obtain independent information about GreenSG COLLAB's financial reporting, disclosure, risk and compliance with applicable financial reporting and compliance requirements.

The Audit Committee's Terms of Reference are:

- (a) To review the financial reporting and disclosure process, and accounting policies and principles;
- (b) To review the audit plans and reports of the auditors, and review the effectiveness of the follow-up actions taken by GreenSG COLLAB's management on the auditors' findings, as well as to communicate with the auditors on any significant matters arising;
- (c) To review key processes to ensure compliance with the established procedures, and analyse the risks that are associated with the key processes for management and make appropriate recommendations to the Board;
- (d) To review and recommend whistleblowing guidelines and make appropriate recommendations to the Board; and
- (e) To report to the Board any financial irregularities, disclosure and compliance concerns

Committees

Finance



The Finance Committee supports the Board in fulfilling its responsibilities and stewardship on all finance and finance-related matters of GreenSG COLLAB.

The Finance Committee's responsibilities are as follows:

- (a) To review budgets prepared by the Management;
- (b) To ensure regular and accurate monitoring and accountability for funds and to report to the Audit Committee on any financial irregularities and concerns;
- (c) To recommend financial guidelines to the Board;
- (d) To work with the Management and ensure that financial reports are prepared in an accurate and timely manner; and
- (e) To undertake any finance-related matters as may reasonably be referred to it by the Board and agreed to by the Finance Committee.

Remuneration

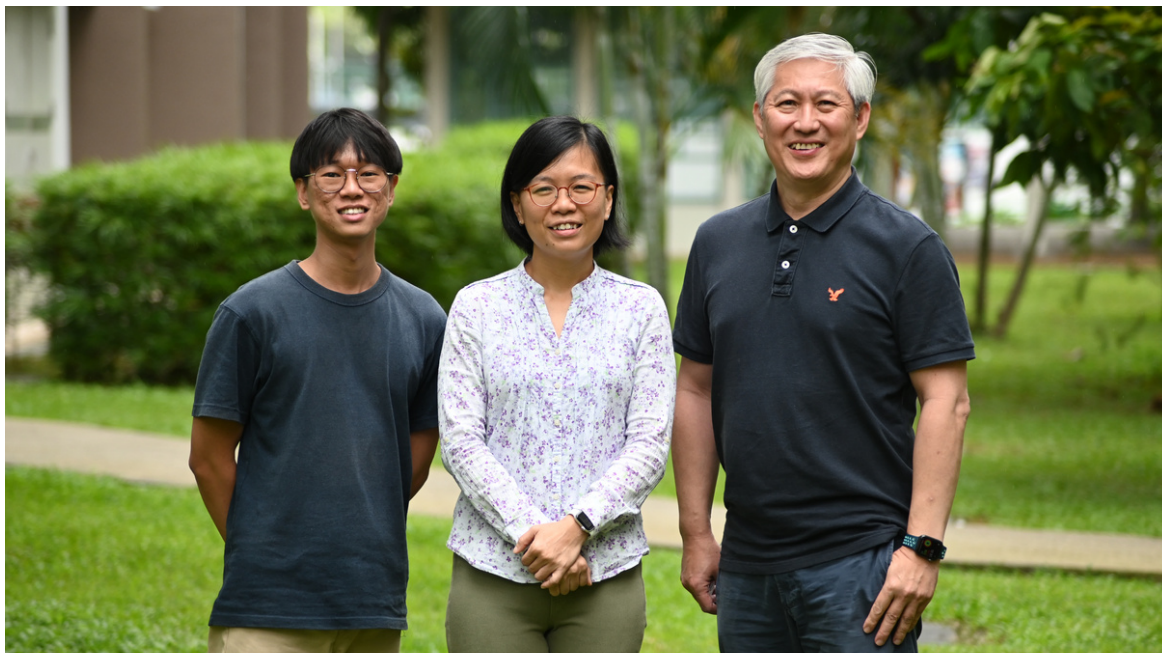
Disclosure of Remuneration and Benefits Received by Board Members

None of the Board members are remunerated for their Board service in the financial year.

Disclosure of Staff Remuneration

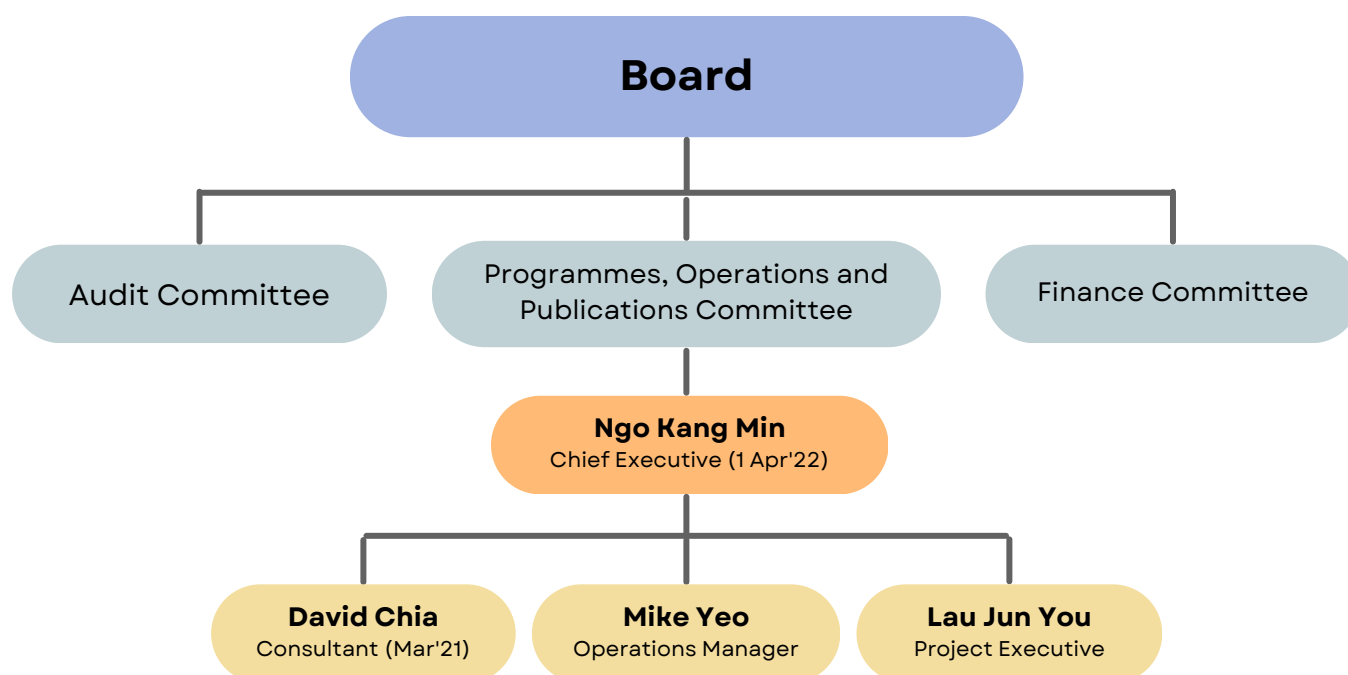
None of GSC's staff receives more than S\$100,000 in annual remuneration each.

Executive Team



GreenSG COLLAB's operations are headed by the Chief Executive, Dr. Ngo Kang Min, reporting to the Board and the POP Committee. She is assisted by Mike Yeo (Operations Manager since 1 January 2022) and Lau Jun You (Projects Executive since 1 October 2021).

Dr. Ngo was appointed Chief Executive on 1 April 2022, and succeeded Mr. Aslam Sardar, who served as GreenSG COLLAB's General Manager from 12 April 2021 to 30 April 2022.





Policies

Conflict of Interests

GreenSG COLLAB has put in place documented procedures in the Conflict of Interests Policy for Board members and staff to declare actual or potential conflicts of interests to the Board at the earliest opportunity. Under GreenSG COLLAB's Conflict of Interests Policy, Board members do not vote or participate in decision-making on matters where they have a conflict of interests. All Board members and staff are required to comply with GreenSG COLLAB's Conflict of Interests Policy.

Code of Conduct and Human Resource Policy

The Board has approved and put in place a Code of Conduct which applies to Board members, staff and volunteers. The Code of Conduct represents GreenSG COLLAB's commitment to conducting activities and operations lawfully and ethically to the highest standards possible. The Board has also approved a Human Resource Policy, under which all recruitment activities must be consistent with our commitment to equal employment opportunities, in particular, refraining from discrimination against any candidate based on race, religion, gender, age or disability.

Whistle-Blowing

GreenSG COLLAB is committed to proper compliance with all laws, regulations, internal policies and ethical behaviour by Board Members, staff, volunteers and consultants. In line with this commitment, GreenSG COLLAB has put in place a Whistle-Blowing Policy which aims to provide information on how to report suspected non-compliance, and to provide safeguards against reprisals or victimisation for whistleblowing in good faith.



Policies

Fundraising Policy

Our Fundraising Policy is to ensure that GreenSG COLLAB conducts its fundraising activities in adherence to Singapore laws and regulations, as well as guidelines set out by the Commissioner of Charities. GreenSG COLLAB will at all times conduct its fundraising activities with the level of integrity and transparency required of an institution of a public character, and ensure that its donors receive accurate and sufficient information about GreenSG COLLAB and intended use of the donations.

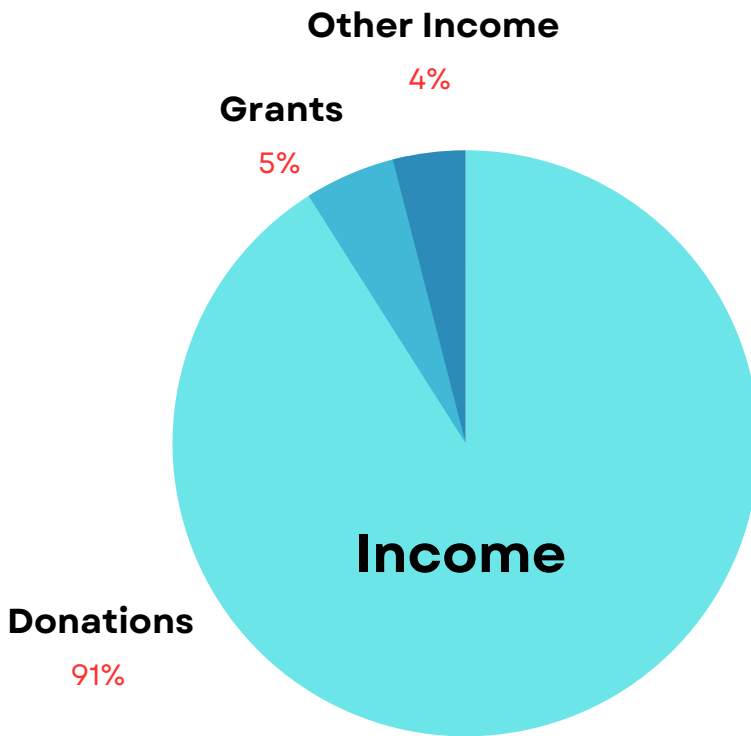
Expenses Policy

GreenSG COLLAB's Expenses Policy recognises that its funds must be spent judiciously in support of its vision and mission. The Expenses Policy aims to provide procedures for Board members, staff and volunteers on the approvals process and accounting for expenses incurred in carrying out GreenSG COLLAB's activities.

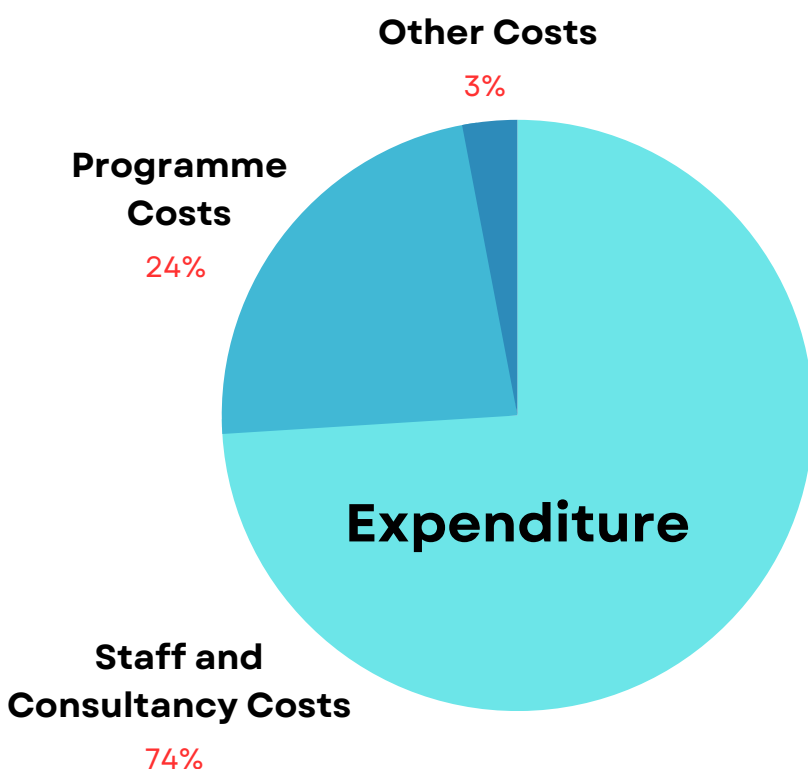
Media and Communications Policy

Our Media and Communications Policy seeks to provide guidelines for communications from GreenSG COLLAB, including but not limited to the release of information about GreenSG COLLAB and its activities across all media platforms, including both traditional and social media. GreenSG COLLAB takes a zero-tolerance approach to abuse and defamation, as well as the use of profane, obscene or inappropriate language in any of its media communications.

Financial Summary

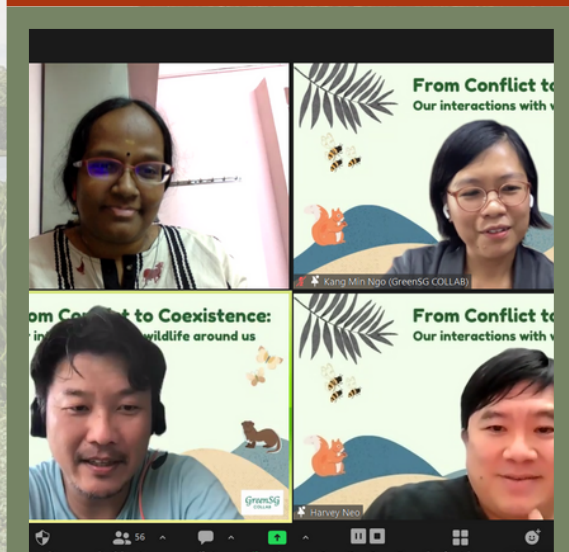


With GreenSG COLLAB attaining its IPC status, the organisation is able to canvass for donations as can be seen from the healthy amount of donations received. Donations form the highest source of revenue for GreenSG COLLAB at 91%.



In terms of expenses, staff costs form the bulk of the expenses at 74% and they are crucial in planning and implementing programmes in line with the organisation's objectives.

Our Programmes



Impact Festival



In March 2022, GreenSG COLLAB collaborated with LionsForge Pte Ltd and The People's Association, with the support of Singapore Pools' (Private) Limited, to host a Sustainability Impact Festival at Jurong Spring Community Club, which featured over 30 exhibitors, comprising social enterprises, start-ups and innovators of sustainable technology.



The 3-day exhibition welcomed more than 3000 visitors, including nearby residents and community members of different ages and backgrounds to freely engage with the exhibitors and exchange innovation ideas to create solutions for positive impact.

The Sustainability Impact Festival also showcased top impact innovations from the Sustainability Hackathon that was held a month prior. A total of 71 submissions were received from teams made up of students from primary to tertiary education institutions, which saw winning innovations that included wind catching attachments, Internet-of-Things-enabled smart cooling systems and smart home vertical farming systems and they were recognized in an award ceremony, graced by our Guest-of-Honour SM Tharman Shanmugaratnam.

GreenFest

Renamed from Sustainability Impact Festival, GreenFest is GreenSG COLLAB's free public festival that is established with the aim to catalyse a community of learning and action for a better and sustainable world.



Theme:

“ Impacting our future
in Fashion and Tech ”

Held on 23 July 2022 at Jurong Lake Gardens, the festival was sponsored by Singapore Pools (Private) Limited, co-organised with National Parks Board (NParks) and PAssion Wave @ Jurong Lake Gardens, in partnership with Lions Forge Pte Ltd and supported by Community Sports Network (PA).

**5000
Participants**

including community residents,
students, innovators and start-ups



GreenFest

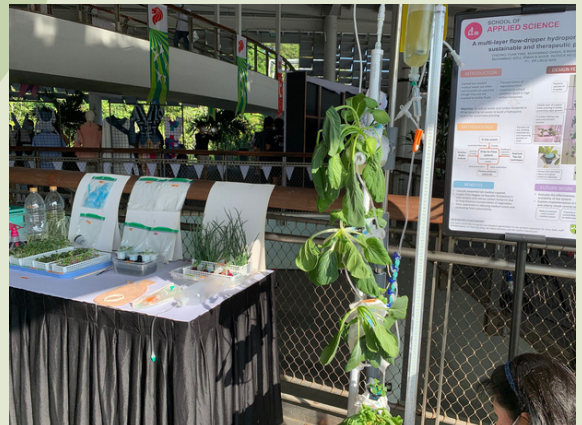
Hackathons



Lionsforge Pte Ltd offered workshops on software modelling and 3D printing

Tech

A total of 60 teams, made up of students ranging from primary to tertiary level, participated in the hackathon. Despite the young age of some of the participants, we saw the immense potential of some budding innovators who created smart tech solutions, rainwater collection systems and many other memorable and meaningful upcycled fashion pieces.



Renew Earth Sweatshop provided access to tools and workspace for the participants

Fashion



GreenFest

Eco Challenge



GreenFest also featured an Eco Challenge, designed together with the Jurong Spring Grassroots community, to encourage learning about our environment in a fun and engaging way. 24 groups of friends and families and more than 90 participants joined us to solve challenges and gain insights into interesting environmental knowledge.

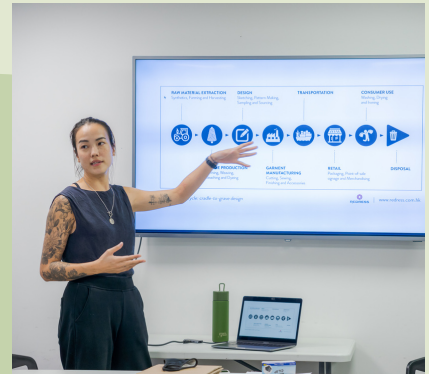


GreenFest



The festival also invited 15 partners to showcase their sustainable innovations and initiatives to the public.

In addition, 4 free workshops and 2 knowledge sharing by experts were organised for residents to learn more on topics such as food waste and fashion waste.



Furthermore, in the spirit of giving, sharing and reducing waste, the community came together to bless others with their extra personal items who may find more value in them.

Our valued partners, NParks and Passion Wave, conducted free guided nature walks and Kayak 'N' Klean sessions for the public to enjoy.

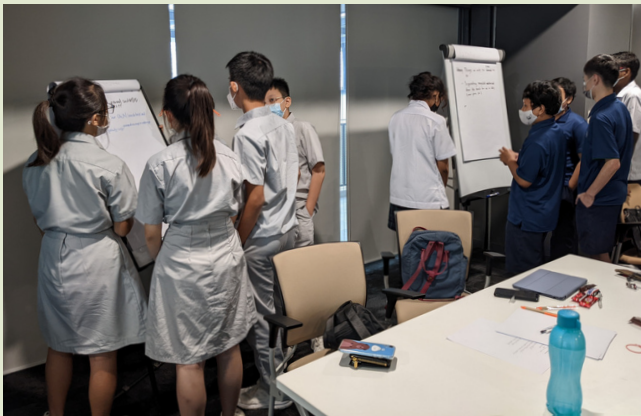
The success of GreenFest was a collective effort of various partners, community groups and volunteers from SG Cares Volunteer Centre @ Jurong, Team Nila and Community Sports Network (PA). Hence, to express our deepest thanks, an appreciation lunch was also hosted on 10 September 2022.



Green Guardian Leadership Programme

Green Guardian Leadership Programme is our flagship program aimed at nurturing the next generation of youth leaders for sustainability, complementing the Ministry of Education's Eco Stewardship Programme. The structured program is unique in providing a long-term form of engagement, consisting of various activities across 9 months.

Over the course of the program, we provide the students with in-depth understanding of the urgency and scale of the climate crisis, the critical importance of nature and its protection and we promote active ownership of the environment through leading an environmental project with mentorship support. As part of our efforts to promote an inclusive green movement, we also have student beneficiaries under the care of Tasek Jurong, our partner charity, actively join the programme.



Dialogue

Our pilot Green Guardian Leadership Program kick-started with a dialogue session on 26 March 2022 with 20 student leaders from 3 Secondary schools and Tasek Jurong.

During the discussion, the students expressed concerns over how climate change impacts such as global warming and rising sea levels can affect or have affected them. It was heartening to see the enthusiasm among the students as they pledged various changes they would make in their daily lives to make decisions which advance a more sustainable culture such as using reusable items, taking public transport, and reducing meat consumption and electricity usage. Ideas were also shared among students about existing and potential sustainability initiatives they can drive in their schools to raise environmental awareness among the larger school population and encourage action.

Green Guardian Leadership Programme

Workshop

Taking the key points from the discussion, a 2-day workshop was designed to help prepare and kickstart the teams' ideation process for an environmental project. The design thinking workshop was attended by 25 students from 5 schools and Tasek Jurong and it was conducted to assist students to brainstorm for their target problem and creative solutions, setting the foundations for future discussions within the team. The workshop also included experiential learning on nature and biodiversity, aimed to equip students with leadership skills and knowledge. During the Nature Walks and a Nature Quest, students were tested on their ecological knowledge and also on their teamwork as the work presented was to be collaborative for various tasks.



At the end of the workshop, we had a panel of experts in a fireside chat to inspire the students about leadership, passion, courage to take the first step towards a goal and the impact each of us can create.

Green Guardian Leadership Programme



Green Leaders' Retreat

After months of hard work, the students presented their project results at the Green Leaders' Retreat in late November 2022. Apt to the theme, the event was held at the Singapore Zoo with the support of Mandai Wildlife Group.



The teams presented their projects on fashion waste, public transport usage and food waste. It was evidence of a deep learning process, and the teams were given feedback by judges with

sustainability expertise. The participants had their school leaders and support teams in attendance, and it was altogether an activated audience.

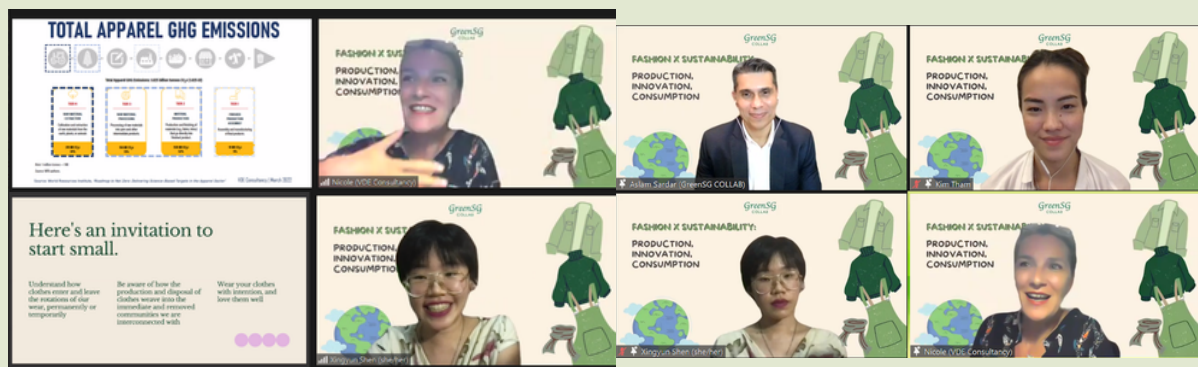
As Green Guardians, we will continue charting their growth by supporting the development of their projects and offering opportunities for them to share their experiences with future batches of Green Guardians.

Webinars

In FY2022, GreenSG COLLAB conducted 2 webinars, with a combined total of 150 attendees. Feedback was very positive, with participants expressing interest in attending future webinars that we organise.

Fashion x Sustainability: Production, Innovation, Consumption (31 March 2022)

With experts in the fashion industry, the webinar sought to uncover the life cycle of garments from raw materials to the clothes stocked on product shelves and the environmental impacts of excessive fashion production and consumption. Discussions touched upon exciting sustainable innovations within the industry and ways consumers can make a difference with what we wear.



From Conflict to Coexistence: Our Interactions with Wildlife around us (4 June 2022)

Held in conjunction with Nparks' SustainableFest 2022, the webinar aimed to understand why human-wildlife conflicts occur and how can we reimagine a society that allows for human-wildlife coexistence, given Singapore's vision to develop into a City In Nature as part of the adaptation strategy against future climate risks and impacts.



Insect Workshop with Tasek (Greenbridge)

In collaboration with an insect specialist, an inaugural insect workshop was designed for primary school beneficiaries from Tasek Jurong. 10 students participated in the workshop held during the September 2022 holidays, which included a classroom session and an outdoor walk at the Windsor Nature Park.

For many of these students, it was their first time getting up close to the insects and observing them in their natural habitats. As it was for us, the immersive outdoor experience allowed students to overcome their initial fear of insects and exposed them to nature's beauty. We were glad that the feedback on the workshop was good, with almost all of them wanting to have another session.



GreenFest @ NUSS

Due to the popularity and success of GreenFest, a pop-up format of GreenFest was piloted on 3 December 2022, in collaboration with National University of Singapore Society (NUSS) and NUS Students' Association for Visions of the Earth (Save). With 11 booth partners and 4 workshops to promote green living as part of our everyday lifestyle, more than 200 members and students visited the festival.

Participating in GreenFest@NUSS allowed us to share more about what we do and seek volunteers. We also took the opportunity to share knowledge and engage in conversations around food sustainability and electric vehicles.



Looking ahead: Programmes and Activities in the Pipeline

Greenbridge

Aligned with our mission of promoting an inclusive green movement, one that offers the opportunity for people from all walks of life to participate and contribute, GreenSG COLLAB is working with Tasek Jurong, a community services charity and an Institution of a Public Character, on a long-term community immersion Greenbridge Project. Integrated within our focus programmes, beneficiaries of TJL have been actively engaged as participants, namely in our Green Guardian Leadership Programme and Nature Walks. Moving forward, we plan to work much more closely with Tasek and will offer more opportunities of engagements and involvement for the beneficiaries.

Nature Walks

GreenSG COLLAB will be developing nature walk programmes and activities as part of the Greenbridge for Tasek's beneficiaries, as well as to offer guided nature walks for the public. GreenSG will also explore developing nature-based therapy programmes to allow different segments of the population such as persons with disabilities (PWDs) and elderly to enjoy the beauty and benefits of nature.



Climate Crisis Challenge

The Climate Crisis Challenge will be launched in collaboration with Greenology, with the aim to empower youths to develop and pilot innovative ideas and solutions to enhance Singapore's environment resilience, based on specific themes. The collaboration will involve secondary schools within the South-West District with the aim of having finalists pitching their ideas during a Climate Crisis Challenge Finale event.



Governance Evaluation Checklist

S/N	Code Guidelines	Response
Board Governance		
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	Compiled
	Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")	No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	
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.	Compiled
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	Compiled
6	There are documented terms of reference for the Board and each of its committees.	Compiled
Conflict of Interests		
7	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.	Compiled
8	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	Compiled



Governance Evaluation Checklist

S/N	Code Guidelines	Response
Strategic Planning		
9	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.	Compiled
Human Resource and Volunteer Management		
10	The Board approves documented human resource policies for staff.	Compiled
11	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	Compiled
12	There are processes for regular supervision, appraisal and professional development of staff.	Compiled
Financial Management and Internal Controls		
13	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.	Compiled
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	Compiled
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Compiled



Governance Evaluation Checklist

S/N	Code Guidelines	Response
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	Compiled
17	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	Compiled
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 18 if "No")	No
18	The charity has a documented investment policy approved by the Board.	
Fundraising Practices		
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")	Yes
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Compiled
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")	No
20	All donations in kind received are properly recorded and accounted for by the charity.	
Disclosure and Transparency		
21	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.	Compiled



Governance Evaluation Checklist

S/N	Code Guidelines	Response
	Are governing board members remunerated for their services to the Board? (skip items 22 and 23 if “No”)	No
22	No governing board member is involved in setting his own remuneration.	
23	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	
	Does the charity employ paid staff? (skip items 24 and 25 if “No”)	Yes
24	No staff is involved in setting his own remuneration.	Compiled
25	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. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	Compiled



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