



RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

# Board Policy Manual

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<b>Approved by</b>	The Committee
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15 Dec 2016	New Audit & Risk Management Sub Committee	New Audit & Risk Management Sub Committee approved by Committee
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3 Apr 2019	New Vision & Mission	
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## **1. Introduction**

### **1.1 Objective and Scope of Application**

The Management of Riding for the Disabled Association of Singapore ("RDA") has compiled this Board Policy Manual ("Board Manual") as an orientation tool and ongoing guide for incoming and continuing Committee members.

We hope that this Board Manual would help the Committee members to navigate the basics of what it means to volunteer at the management level of RDA. The main objectives of the Board Manual are to:

- a) set out the pertinent legal and fiduciary responsibilities of the Committee members;
- b) define the role of a member on the Committee of RDA;
- c) document the checks and balances required within the Committee; and
- d) provide each Committee member with the necessary reference information to carry out their governance role on the Committee of RDA.

This Board Manual has been approved for adoption by the Committee of RDA. Any subsequent changes to the Board Manual are to be reviewed by the Executive Director ("ED") and approved by the Committee of RDA.

### **1.2 Brief History and Key Milestones of RDA**

Mrs. Kaye Clarke, mother of a child with disabilities and an experienced riding instructress, started Riding for the Disabled Association (Singapore) in 1982. The first riders were five children from the Spastic Children's Association and classes were held at the Singapore Polo Club.

Later, the Bukit Timah Saddle Club also very generously granted RDA use of its horses and facilities, free of charge, outside the normal riding classes. Five sessions were held each week – three at the Bukit Timah Saddle Club and two at the Singapore Polo Club. The number of riders grew rapidly, and by 1990 more than 600 adults and children with disabilities had taken a course of instruction. By 2002 the number had surpassed 1,200.

The purpose-built RDA Centre with twelve horseboxes at 5 Jalan Mashhor (S) 299174, was completed in July 1997. Over 2001 and 2002, four more indoor boxes and two outdoor pens were added. The DBS Covered Arena was finished in June 2001. Then 2010 saw the installation of the ceiling track hoist to enable our riders with more severe disabilities to safely access our riding sessions.

### 1.3 Vision, Mission and Core Values

a) Vision of RDA

*TOGETHER, TOWARDS A MORE INCLUSIVE COMMUNITY  
INSPIRING HOPE AND IMPROVING LIVES OF PERSONS WITH DISABILITIES*

b) Mission of RDA

*ENABLING AND EMPOWERING MINDS, BODIES AND LIVES  
THROUGH WORKING WITH HORSES*

c) Core Values

- (i) **Passion:** We are dedicated to improving the lives of every single person who comes to RDA for our horse-riding programmes.
- (ii) **Professionalism:** We believe in integrity, transparency and accountability in our service provision.
- (iii) **People:** We lead by example to serve our beneficiaries with sincerity and consistency.
- (iv) **Partnership:** We engage in partnership with our donors, sponsors, members and volunteers to diligently achieve the mission of our Association.

### 1.4 RDA's Objectives

#### 1.4.1 Provide Therapy

To provide physical and psychological therapy to people with physical and/or learning disabilities in Singapore who are likely to benefit from such activity.

- a) Physical therapy: aimed at improving balance, respiration, muscle tone, joint & limb mobility, coordination, posture, lung function, as well as relaxation of spasticity.
- b) Psychological therapy: includes improved communication skills, trust, communicating/interacting with horses, overcoming shyness, following instructions, lengthening the attention span, overcoming fear of new surroundings and large animals, controlling risk and excitement, improving discipline, self-esteem, increased focus, etc.

#### 1.4.2 Training Riders for Competitions

To prepare riders with disabilities for local and international equestrian competitions in order to enable them to reach their full potential, as well as promote the benefits of riding with RDA. (International competition entrants must be Singaporean or Permanent Residents.)

### 1.5 Ongoing Developments at RDA

1982: RDA began in April with 5 children from Spastic Children's Association. Within the first few weeks the number of riders had grown to 12.

1983: Therapeutic riding sessions were conducted 2 days a week.

1986: The riding programme expanded to 5 days a week - 3 days at Bukit Timah Saddle Club (BTSC) and 2 days at the Singapore Polo Club (SPC).

1987: Carriage driving was introduced to benefit those unable to ride due to the severity of their disability.

1988: There were 14 schools and associations participating in the programme and the number of riders increased steadily as riding and carriage driving became more accepted as a beneficial and therapeutic activity for the disabled community.

1989: RDA taught 120 riders and hosted the 1st South-East Asian Conference for Riding for the Disabled. Delegates came from Hong Kong, Japan, Thailand, Philippines and Malaysia.

1990: The number of riders grew rapidly, and more than 600 adults and children with disabilities had taken courses of instructions with RDA.



1991: More than 700 riders had benefited from their involvement with RDA. The idea of a purpose-built RDA Centre was conceptualised to meet the growing needs of people with disabilities.

1996: Construction for the new RDA Centre began on a plot of land at 5 Jalan Mashhor, leased from The Singapore Land Office.

1997: The purpose-built RDA Centre was completed in July. The Centre was officially opened on 30th August 1997. 12 stables were completed.

2001: The DBS Riding Arena was completed, which provided much needed weather protection for our riding sessions. It also enabled more sessions to be conducted without being interrupted by inclement weather. An additional 6 stables were completed between 2001 & 2002.

2002: More than 1,200 adults and children with disabilities had taken a course of therapy. 2 advanced riders were sent to Clwyd Riding in North Wales for the first time.

2004: Beginning in March 2004, some volunteers initiated specialised programmes using PEC (picture education cards) for autistic riders. Introduced two new categories of classes in 2004, a dressage walk test and a quadrille, for the annual National Disability Games (began in 2002). These are in addition to the same gymkhana and dressage classes held in previous years. Introduced jungle rides for autistic/spectrum riders in 2004. Introduced the 'horsing around on the ground' programme (a form of social therapy) for clients who, due to their disabilities or weight, will never be able to ride. Began experimenting with vaulting in 2004.

2005: The number of riders who had benefited from our riding programme had surpassed 2,200 and was growing each year.

2006: A total of 37 riders were selected by the Instructors to participate in in-house riding competitions after a 10-week therapy programme. The in-house competitions among our riders had further boosted their confidence level, increased their self-esteem, and also helped to improve their physical skills and psychological wellbeing. Riders' parents were invited not only to see for themselves how our programme benefited their children but also to help publicise RDA's activities. In October, Maximillian Tan competed in the RDA Australia National Championships. This was the rider's first overseas competition representing RDA Singapore. Our rider competed with another overseas rider at this competition and clinched a 2nd place in Class Grade 2.

2007: Two of our riders Maximillian Tan and Lim Jieh Kiang spent 5 days in March (5th to 9th) for training at Tuen Mun Riding School in Hong Kong. In July two Singaporean riders Max Tan and Laurentia Tan took part in the FEI World Para Dressage Championship in Hartpury, U.K.

Both riders did well and Laurentia was able to achieve more than 60% in her scoring and therefore qualifying her to participate in the Beijing Paralympics in Sept 2008. RDA Singapore was 25 years old.

2008: Max and Jieh Kiang competed also in the Guangdong International Para-Equestrian Dressage Championship in Guangzhou, China in March 2008 but did not manage to qualify for the 2008 Paralympics. Max wins 2 gold medals in 2 of his events, Grade 1b Individual Test and Grade 1b Team Test. Jieh Kiang was placed 5th in his Grade 2 events. Max Entered International CPEDIJ1 Young Riders Competition at Millfield in July 2008. Max achieved first place for both his events and became the Overall Champion of all grades because of his outstanding result. He was first in both the Grade 1b Individual Dressage Test and the Grade 1b Freestyle to Music events. In September Laurentia wins the Bronze Medal for the Individual Championship Test Grade 1A and the Bronze Medal for the Individual Freestyle Test Grade 1A at the 2008 Paralympics in Hong Kong. In January and February 2008, we employed two part-time instructors Jessamine and Susan and we manage to increase our horse riding sessions to assist 627 disabled riders for the year 30 June 2008.

2009: In June, RDA hosted the Equestrian Section of the 7th Singapore Special Olympics and the Annual National Disability League.

RDA has a new logo depicting the fundamentals underpinning RDA's therapeutic riding.

2010: Marcus, Wesley & Hari, 3 lucky RDA riders, were selected to take part in the epic journey of the Olympic Flame across Singapore for the Singapore Youth Olympic Games in August 2010.

The Hope Cup, which was organised by the Therapeutic Riding Centre of Taiwan (ThRCT), was held in November 2010, with 22 Riders from Taiwan, Hong Kong, Australia and Singapore. Team Singapore, comprised of Maximillian (Max) Tan, Gemma Foo, Marcus Lau and Wesley Tan from the RDA, and with the exception of Max, the other young riders were competing overseas for the very first time. Team Singapore struck gold for the Team event. Max and Gemma won gold medals in the individual events, whilst Wesley and Marcus came in third and fourth respectively in their category. Max also won silver in the Freestyle event.

## 1.6 Organisation Structure

RDA shall be managed by the Committee and executives appointed by the Committee.

*Please refer **Appendix 1** for RDA's Organisation Chart.*

## 2. Board's Governance, Responsibilities and Functions

### 2.1 Constitutions, by-laws and policies

2.1.1 RDA is established as a registered charity and Institution of a Public Character ("IPC") in Singapore. Its constitutional framework is set out in its **Rules of RDA**. The pertinent provisions concerning the Board and its duties are highlighted in the sections below.

2.1.2 RDA has implemented policies and procedures outlined in the following manuals for the regulation of its activities:

- a) Human Resource Policies and Procedures Manual;
- b) Finance Policies and Procedures Manual;
- c) Programme Manual;
- d) Volunteer Management Manual;
- e) Fund Raising Manual; and
- f) Public Relations and Corporate Communication Policy.

2.1.3 As a Committee member of RDA, you should familiarise yourself with the Rules of RDA and the above policies and manuals. Copies of the Rules of RDA, Policies and Manuals are available for reference.

2.1.4 The other Singapore laws, regulations and codes applicable to RDA are, amongst others:

- a) The Societies Act;
- b) The Charities Act (Cap. 37); and
- c) Code of Governance for Charities & Institutions of a Public Character.

2.1.5 It is the Committee's responsibilities to ensure compliance by RDA of all applicable laws and regulations.

2.1.6 The Annual General Meeting ("AGM") must be held punctually in the month of September each year after the end of the financial year (1 July to 30 June).

- 2.1.7 Prior approval in writing from the Registry of Societies is needed before any change of name or place of business, establishment of any branch, or any amendment to the Constitution.
- 2.1.8 RDA maintains up-to-date information on its programmes, activities and finances, and a list of the names and contact information of the Committee, key office-bearers and key volunteers. All of this information are available and easily accessible by any government ministry and the public.
- 2.1.9 Committee members must not attempt to exercise individual authority over the organization.
- 2.1.10 Committee members' interaction with the ED or with staff must recognize the lack of authority vested in individuals except when explicitly stipulated by the Committee.
- 2.1.11 Committee members' interaction with the membership, public, media or other entities must recognize that Committee members are not to speak for the ED or for the Committee except to repeat explicitly stated Committee decisions (see also official spoke-person).
- 2.1.12 Committee members shall not publicly express individual judgments of the ED or the performance of individual employees, except when participating in the Committee's monitoring functions.
- 2.1.13 Committee members will treat one another and staff members with respect, civility and transparency.

## **2.2 Board Structure and Composition**

- 2.2.1 The Committee of RDA shall comprise of the following officers:
  - a) Chairman
  - b) Vice-Chairman
  - c) Honorary Secretary
  - d) Honorary Treasurer
  - e) 8 Committee Members

- 2.2.1 The Committee should possess the core competencies necessary for effective governance. Committee members should work to achieve these competencies and shall have clearly defined roles and responsibilities, which shall be distinguished from the executive functions of the Association.
- 2.2.2 Committee members may, subject to the Committee endorsement, volunteer their time and expertise to perform executive tasks. However, they shall then take on a separate role, as a volunteer working without remuneration and reporting to an executive or Committee member of RDA. Management and executive roles must be kept separate and distinct.
- 2.2.3 To uphold the Committee's independence, integrity and objectivity, the Committee shall preferably not comprise of immediate family members. In any event, not more than half of the Committee shall be family members related by blood/marriage.

### **2.3 Governance Roles, Responsibilities and Expectations of the RDA Committee**

- 2.3.1 Set goals and objectives of the organisation and steer the organisation towards them.
- 2.3.2 Ensure and guide the organisation in effective strategic organisation planning.
- 2.3.3 Determine, monitor and strengthen programmes and services and ensure a strong positive public image.
- 2.3.4 Ensure effective management of financial and other resources, and maintain fiscal responsibility.
- 2.3.5 Ensure accountability plus legal and ethical integrity, including transparency in communications among Board members, paid staff, volunteers and the public.
- 2.3.6 Enhance public standing.
- 2.3.7 Formulate the work-plan and targets of RDA.
- 2.3.8 Plan for development, succession and diversity of the Committee.
- 2.3.9 Ensure self-assessment and planning for the succession and diversity of the Committee.

## 2.4 Job Descriptions of Board Members and Office Bearers

2.4.1 The Committee Members are responsible for the following:

- a) Attend meetings and the AGM;
- b) Responsible for carrying out the business of the Board; and
- c) Setting targets and goals for the continued growth of the organisation.

2.4.2 Chairman

- a) Chair the AGM and Board meetings.
- b) Responsible for general supervision and succession planning of the Board.
- c) Represent RDA and helps liaise with government and other voluntary organisations in the promotion of RDA.
- d) Prepare Annual Report with assistance from the Honorary Secretary.
- e) Determine the mission, develop strategies, work plans and steer towards it.
- f) Develop and plan the budget.
- g) Fund-raising.

2.4.3 Vice-chairman

- a) Substitute for the Chairman when necessary.
- b) Liaise with social service organisations, Community Development Councils and other related organisations to fund and to support therapeutic horse-riding programme.
- c) Enhance partnerships with corporate and community organisations.
- d) Oversee periodic audits as is recommended by the COG.
- e) Fundraising.

2.4.4 Honorary Secretary

- a) Responsible for keeping the Rules, Minutes, and Annual Report of RDA.

#### 2.4.5 Honorary Treasurer

- a) Responsible for keeping the financial records and internal audit functions of RDA where appropriate and submitting the financial statements for the AGM.
- b) Provide financial data with comparative budget figures with analysis and explanations for major variances, if any, for Committee discussion and adoption.

#### 2.4.6 Other Members

- a) Legal concerns on best practices for IPCs and on rules/policy for charities.
- b) Fundraising.
- c) Assist in volunteer management.
- d) Networking & promoting RDA to members of the public.
- e) Periodic Internal Audits on all processes.

### 2.5 Roles and Responsibilities of Sub-committees

2.5.1 The Committee members may co-opt any person(s) to the sub-committees which it sets up for the various purposes and activities of RDA.

2.5.2 The sub-committees shall be responsible to the Committee and shall report to the Committee.

2.5.3 RDA has the following sub-committees:

- a) Human Resource & Finance Sub-committee;
- b) Fund-raising & Public Relations Sub-committee;
- c) Volunteer & Training Sub-committee; and
- d) Horses, Programmes & Services, Instructors Sub-committee.
- e) Risk Management & Governance Sub-committee

*Please refer to **Appendix 2** for RDA Board Sub-Committee Terms of References.*

**2.6 Term Limits of Committee Members and Office Bearers**

- 2.6.1 The first officers shall remain in office until the first meeting of RDA and thereafter shall be elected at the AGM.
- 2.6.2 The Committee has service term-limits to allow for periodic board rejuvenation and succession. All officers may be re-elected year after year to hold the same office, except the Honorary Treasurer who shall not hold the same post for more than two (2) terms.
- 2.6.1 In the event of a vacancy arising amongst the officers by death, resignation or other cause, the Committee shall have the power to appoint a member to fill the vacancy until the AGM.

**2.7 Committee Meeting Quorum and Minimum expected attendance**

- 2.7.1 The Committee shall hold at least six meetings in a year. A quorum shall be at least one-half of the Committee.
- 2.7.2 The Committee meetings' proceedings and decisions shall be minuted and circulated to the whole Committee as soon as practicable.
- 2.7.3 Committee members shall make every effort to attend all Committee meetings with a minimum attendance rate of not less than 60% during their tenure and shall not absent themselves without good reason.
- 2.7.4 Any Committee Member who is absent without apologies from three (3) or more Committee meetings shall be deemed to be removed from his office.



### **3. Conflict of Interest Policies**

#### **3.1 Policy**

- 3.1.1 All Committee members and paid staff are expected to avoid actual and perceived conflicts of interest.
- 3.1.2 RDA's conflict of interest policy and declaration will be read and signed by the board member or employee upon hiring, appointment or election to the board or to a staff position, as an acknowledgement of having understood the policy and that he/ she will fully disclose to the Board when a conflict of interest situation arises.
- 3.1.3 Where Committee Members or paid staff have a personal interest in business transactions or contracts that RDA may enter into, or have vested interest in other organisations that RDA have dealings with or is considering to enter into joint ventures with, they are expected to declare such interests to the Committee as soon as possible and abstain from discussion and decision making on the matter. Where such conflicts exist, the Committee will evaluate whether any potential conflicts of interest will affect the continuing independence of the Committee members and whether it is appropriate for the Committee member to continue to remain on the Committee or staff to remain in employment.
- 3.1.4 As an acknowledgement of having understood the policy and that he/she will fully disclose to the Board when a conflict of interest situation arises.

*Please refer to Appendix 4(a) and 4(b) for RDA's Conflict of Interest Policy ("COI Policy") and Declaration Form.*

#### **3.2 Conflict of Interest Situations**

##### **3.2.1 Contract with vendors**

Where committee members, staff or volunteers have personal interest in business transactions or contracts that the VWO may enter into, there should be a policy requiring a declaration of such interest as soon as possible followed by abstention from discussion and decision-making on the matter (Including voting on the transaction or contract). All such discussion and evaluation by the board or relevant approving authority in arriving at the final decision on the transaction/contract should always be well documented.

### 3.2.2 Vested interest in other organisations that have dealings/ relationship with the VWO

Where committee members, staff or volunteers who have vested interest in other organisations that have dealings/relationship with the VWO, and when matters involving the interests of both the VWO and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.

### 3.2.3 Joint Ventures

The Committee's approval should be sought before the VWO enters into any joint venture with external parties. Where committee members, staff or volunteers have interest in such ventures, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.

### 3.2.4 Recruitment of staff with close relationship

Recruitment of staff with close relationship (i.e. those who are more than just mere acquaintances) with current committee members, staff or volunteers should go through the established human resource procedures for recruitment. The Committee member, staff or volunteer should make a declaration of such relationships and should refrain from influencing decision on the recruitment.

### 3.2.5 Remuneration

Committee members and volunteers should serve without remuneration for their voluntary service to the VWO so as to maintain the integrity of serving for public trust and community good instead of personal gain. However, VWOs may reimburse committee members or volunteers for out-of-pocket expenses directly related to the service.

### 3.2.6 Paid staff on board

Paid staff, including the executive head and senior staff employed by the VWO, should not serve as a member of the board as it can pose issues of conflict of interest and role conflicts, and may raise doubts on the integrity of committee decisions. The executive head and senior staff can attend committee meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the committee.

3.2.7 Major donors/ representatives from major donor companies being on the VWO's Committee.

Potentially conflicting situations may arise where a major donor sits on the VWO's Committee, such as the following:

- Conflict of loyalty: Committee member may not have the overall best interests of the charity due to their vested interests/ priorities. This may influence decisions relating to allocation of resources/ setting the organization's directions. (There may be particular programme areas committee member is vested in and is biased towards.)
- Use of information to influence donor decisions: Information accessible to committee members may be used to influence donors' decision on allocations or the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.
- Pressure to release additional information to donor: committee member may expect additional information from staff on how donations were used and the details of users
- Personal benefit gain/ recognition: The committee member may expect greater recognition for financial support given, than is usually done. Staff may feel beholden to this committee member in case the donor relationship is threatened.

3.2.8 Others

- a) A Committee member's organisation receives grant funding from the organisation he/she is serving.
- b) Prohibition on gifts, entertainment and other favours from any persons or entities, which do or seek business with the organisation.

### 3.3 Disclosure Policy and Procedure

- 3.3.1 Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:
- a) The conflicting interest is fully disclosed;
  - b) The person with the conflict of interest is excluded from the discussion and approval of such transaction;
  - c) A competitive bid or comparable valuation exists; and
  - d) The relevant approving authority has determined that the transaction is in the best interest of the organisation.
- 3.3.2 Disclosure involving committee members should be made to the Chairman (or if he/she is the one with the conflict, to the vice-chairman) who shall bring these matters to the Committee.
- 3.3.3 The Committee shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to RDA Singapore. The decision of the Committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of RDA Singapore and the advancement of its purpose.
- 3.3.4 All decisions made by the Committee on such matters shall be minuted and filed.
- 3.3.5 This policy document must be read, understood and filed by the Committee members upon the start of office.
- 3.3.6 Any disclosure of interest made by Committee members where they may be involved in a potentially conflicting situation(s), must be recorded, filed and updated appropriately by all specified parties.

#### **4. Guidelines or Policies for On-boarding and Renewal Committee Members**

##### **4.1 Recruitment/ Appointment of Committee Members**

- 4.1.1 A candidate for election as an officer must be proposed by one member and seconded by another member. The name, address and occupation of the candidate, the office proposed to be elected into, and the names of the proposed to be elevated into, and the names of the proposer and seconder shall be submitted in writing to the Honorary Secretary at least seven (7) days before the AGM.
- 4.1.2 An Ordinary Member or Corporate Representative may be a candidate for more than one office, but if elected for one office, shall not stand for election for any other office.
- 4.1.3 The election at the Annual General Meeting shall proceed in the following sequence:
- a) Chairman
  - b) Vice-Chairman
  - c) Honorary Secretary
  - d) Honorary Treasurer
  - e) Committee members
- 4.1.4 The members of the sub-committees shall be appointed by the Committee. Non-Committee members, who are professionals and have the necessary skills or qualifications maybe co-opted into the sub-committee subject to the approval of the Committee.
- 4.1.5 The Chairman shall not be an officer, paid staff or full-time employee of RDA.
- 4.1.6 No paid staff of RDA shall be appointed as a Committee Member of RDA.

## 4.2 Orientation

- 4.2.1 A Board Policy Manual which summarizes the pertinent policies and attaches the Rules of RDA and the Conflict of Interest Policy will be made available to all existing and newly appointed Committee members and sub-committee members.
- 4.2.2 All other manuals and policies will be made available upon request by the Committee member with the approval from the Chairman.
- 4.2.3 Committee members and sub-committee members are required to go through the Board Policy Manual, be familiar with the same and confirm their understanding and agreement to adhere to the internal policies of RDA.

## 4.3 Training & Development of Committee and Sub-committee Members

Committee members and sub-committee members may request and/or be invited to participate in internal and/or external training and networking.

## 4.4 Renewal of Committee Members

All Committee Members, including the Chairperson, shall be subject to retirement by rotations, but shall be eligible for re-appointment/re-election as per RDA policies. The Risk Management & Governance Sub-Committee shall:

- a. Review the composition of the Committee annually to ensure that the Committee & Sub-Committees have appropriate balance of independent members and to ensure an appropriate balance of expertise, skills, attributes and ability
- b. Identify potential Committee & Sub-Committee member candidates and explores their interest and availability for board service
- c. Nominates individual to be elected/co-opt as members of the Committee & Sub-Committees
- d. Take the lead in succession planning

## **5. Committee Meetings**

### **5.1 Committee Meeting Schedule**

5.1.1 A schedule for the Committee meetings for the year will be determined at the first meeting of the Committee after taking office.

5.1.2 The Executive Director ('ED') shall circulate the schedule to all directors for their information and record.

5.1.3 The Chairman may call a Committee meeting at any time by giving seven (7) days' notice. At least one half (1/2) of the officers, which shall include any two of the following must be present for its proceedings to be valid.

- a) Chairman;
- b) Vice-Chairman;
- c) Honorary Secretary; or
- d) Honorary Treasurer.

### **5.2 Sub-Committee Meeting Schedules**

The sub-committees shall meet regularly and when necessary.

### **5.3 Contact Details of Committee Members**

A list setting out the contact details of the Committee members is to be maintained by the ED at all times.

## **6. Operations and Financial Control**

### **6.1 Operating Framework and Norms**

6.1.1 The structure and operations must have mechanisms, which continuously and unequivocally ensure:

- a) A steady flow of funding sufficient to keep operations going and set aside for future expansion and uncertainties:
  - (i) Externally generated – businesses, foundations, government agencies, trade and professional organisations.
  - (ii) Internally generated – RDA's own fundraising efforts (such as but not limited to RDA Ball, Family Food & Fun Fair, Flag Day upon successful ballot, RDA at the Races, Charity Film Night, Sale of Christmas Cards), Horse / Pony Sponsorship and donations from RDA supporters.
- b) Accountability and credibility to donors, beneficiaries and volunteers.
- c) Professional and ethical standards (in issues of conflict of interest, finance, confidentiality etc).
- d) Fulfilment by all paid staff of the requirements of their job descriptions.
- e) Smooth coordination and effective communication among the Board, staff, committees and volunteers.
- f) Education of the public as to what RDA offers.
- g) A steady stream of new volunteers and the promotion of volunteerism generally.



## **6.2 Programme Evaluation System**

### **6.2.1 Annual Programme Evaluation Forms**

- a) Prior to the end of each financial year, all paid staff must complete an appraisal, which covers:
  - (i) Fulfilment/non-fulfilment, over the year of RDA's overall goals, utilization of resources and quality of service, and commenting on whether or not the performance indicators of any aspect of RDA ought to be changed.
  - (ii) Other problems in RDA operations of which they are aware.
- b) A summary of the Annual Programme Evaluation Forms shall be prepared by the Admin Manager and presented to the Committee by the ED for review.

## **6.3 List of Legal and Statutory Requirements Affecting RDA's Finances**

### **6.3.1 Central Provident Fund Scheme**

The Board shall ensure that RDA complies with legal and statutory requirements for its operations and finances, including applicable Central Provident Fund Scheme requirements. Specifically, financial statements and reporting shall be in compliance with requirements in the Charities Act (Cap 37) or the Societies Act (Cap 311) where applicable, as well as the relevant accounting standards (e.g., SAP 8, SAS 18, RAP 6).

### **6.3.2 Tax Exemption Status**

Under Section 13(1)(g) of the Singapore Income Tax Act, a charity's income is exempt from tax if it spends at least 80% of its income received in any year on charitable activities in Singapore by the end of the following year, unless the Comptroller of Income Tax gives waiver of the 80% spending rule.

#### **6.4 Budget Guidelines for Programme Needs**

- 6.4.1 The Committee shall approve an annual budget appropriate for the association and programme plans, and regularly monitor its budget expenditure.
- 6.4.2 Financial statements with comparative budget figures shall be presented at the Committee meeting, with analysis and explanations for major variances, if any, for Committee discussion and adoption.
- 6.4.3 The financial year ends 30 June.
- 6.4.4 The Committee shall ensure there is sufficient cash available when required to meet RDA's commitments.
- 6.4.5 The Committee shall ensure effective use of surplus cash.

#### **6.5 Financial Statements**

A copy of the audited Financial Statements (balance sheet, income and expenditure statement, cash flow statement, etc.) and latest audited accounts are available from the office.

#### **6.6 Internal Control Systems**

The Committee shall ensure that internal control system are in place with documented procedures for key areas.

#### **6.7 Approved Auditors**

- 6.7.1 The Committee shall, at each AGM appoint a firm of Certified Public Accountants as Auditors for a term of up to two (2) years and such Auditors shall be eligible for reappointment.
- 6.7.2 The Auditors will be required to audit RDA's accounts and present a report to the Committee for its Annual General Meeting or at any time when requested.

## **6.8 Disclosure and Communication to the Public Regarding Information to RDA's Accounts**

6.8.1 The Committee shall ensure that up-to-date information on its programmes, activities and finances, as well as a list of the Committee's key office-bearers and staff is maintained at its official website.

6.8.2 Non-financial and financial information are available online at:

a) RDA's website: <http://www.rdasingapore.org>

b) Charity Portal: [www.charities.gov.sg/](http://www.charities.gov.sg/)

## **7. Human Resource Overview**

### **7.1 Overview and Brief Description of RDA's Human Resource Function**

7.1.1 To run its operations, RDA requires both full-time employees and volunteers. RDA aims to attract staff and volunteers with the appropriate qualifications and experience.

7.1.2 The job descriptions of all full time staff are available from the office. In accordance with the Employment Act (Cap 91) and applicable laws of Singapore, these job descriptions cover recruitment, remuneration, benefits, training, development, performance appraisal, and disciplinary actions.

7.1.3 The Human Resource Manual sets out the Human Resource guidelines and policies for all employees of RDA, including the ED and other paid staff (both full time staff & staff on flexible working hours).

### **7.2 Human Resource Function**

7.2.1 The Human Resource and Finance Sub-committee oversees the Human Resource function.

7.2.2 The Human Resource and Finance Sub-committee is to assist the Committee in providing guidance and direction to the professional management of HR in order to ensure compliance with employment laws and statutory regulations relating to Charities and Institutions of Public Character, and documenting and implementing HR policies,

rules, systems and controls fairly, consistently and transparently, in HR focus areas set out below:

- a) Manpower Planning;
- b) Recruitment and Retention;
- c) Compensation and Benefits;
- d) Employee Engagement;
- e) Performance Management;
- f) Training and Development;
- g) Leadership and Succession Planning;
- h) Grievance, Conflict Resolution and Discipline Procedures; and
- i) Systems including payroll systems and operations.

## **8. Volunteer Management Overview**

### **8.1 Overview and Brief Description of RDA's Volunteer Management Function**

- 8.1.1 RDA engages volunteers to work with children and vulnerable groups, e.g. persons with cognitive impairment or learning disability.
- 8.1.2 The Volunteer Management Manual and Volunteer Handbook sets out the volunteer management guidelines and policies for all employees of RDA, Committee members and Volunteers.

### **8.2 Volunteer Management Function**

- 8.2.1 The Volunteer and Training Sub-committee oversees the Volunteer Management function.
- 8.2.2 The Volunteer and Training Sub-committee is to assist the Committee in providing guidance and direction to the professional management of Volunteers; mainly in the

areas set out below:

- a) To advise and work with the ED and other appropriate staff in recruitment and selection of prospective volunteers; as well as training, engagement and mentoring of all RDA volunteers.
- b) To promote best practice in all matters as they relate to the welfare of the volunteers, including recommending and establishing general guidance on volunteer management and engagement.
- c) To advise and work with the ED and other appropriate staff in executing the volunteer training programme, and to establish a training road-map (as appropriate) for RDA volunteers.

## **9. Programme Management Overview**

### **9.1 Overview and Brief Description of Programmes and Services Function**

- 9.1.1 RDA provides free therapy through horse riding to children and adults in Singapore who have physical and/ or learning disabilities.
- 9.1.2 To run its operations, RDA requires both paid staff and volunteers.
- 9.1.3 The charitable activities undertaken by RDA are not confined to sectional interests or groups of persons based on race, creed, age or culture.
- 9.1.4 Eligibility
  - a) At least 5 years old (up to 65 years old);
  - b) Maintain a weight of no more than 60 kilograms (this may be reviewed on a case-by-case basis).
  - c) They must be declared by their physicians to be sufficiently fit to ride, and due to their disability, unable to participate in normal riding sessions elsewhere.
  - d) Members of the public with disabilities can either be referred to RDA by a school, association or centre catering to people with disabilities, or they / their families may directly contact the RDA Office.

### 9.1.5 Types of Classes

#### a) School / Institution / Association Classes

For people enrolled in schools / institutions catering to people with disabilities: sessions are held five mornings per week.

#### b) Individual Riders Classes

For riders with physical and/or learning disabilities who are brought independently by their parents / guardians or come on their own: sessions are held one morning and six afternoons per week. The goal is to give riders who appear to have the potential to compete an opportunity to continue regular instruction. If steady progress is made they may eventually be transferred to the advanced class.

#### c) Advanced Class / Independent Rider Programme

The advanced class is for riders who can be trained to compete in local and international equestrian competitions, which are designed primarily for riders with disabilities.

9.1.6 The Programme Manual sets out the programme management guidelines and policies for all employees of RDA, Committee members and Volunteers.

## 9.2 Programme and Services Function

The Horses, Programmes & Services and Instructors Sub-committee oversees the Programme and Services Function which covers:

### 9.2.1 Horses

- a) To assist the Committee in providing guidance and direction on horse related matters.
- b) To promote best practice in all matters as they relate to the welfare of the horses, including recommending and establishing general guidance on and standards for the care and safety of RDA horses.
- c) To advise and work with the Executive Director and other appropriate staff on

matters relating, but not limited to, stable, arena, paddock and other horses related facilities and equipment.

#### 9.2.2 Programmes & Services

- a) To monitor and assess that outcomes of RDA's programmes are in line with the vision, mission and objectives of the organisation.
- b) To advise and work with the executive director and other appropriate staff in programme management, new programme development, and development of service delivery mechanisms.

#### 9.2.3 Instructors

- a) To advise and work with the executive director and other appropriate staff in recruitment, selection, deployment and engagement of volunteer instructors and assistant instructors.
- b) To establish and upgrade the necessary competencies of the volunteer instructors and assistant instructors, so that the instructors would be able to effectively conduct and facilitate RDA's therapeutic horse-riding programme.
- c) To serve as a platform for feedback / complaint resolution by handling all feedback from and relating to RDA's instructors.

### 9.3 Programme Evaluation System

9.3.1 All programmes will be assessed via:

- a) KPIs developed for the respective programme;
- b) Tracking and comparison of programme budget against actual performance and analysis of significant variance; and
- c) Client feedback and survey form to be completed by clients upon completion of every assignment.

## **10. Fundraising Overview**

### **10.1 Overview and Brief Description of RDA's Fundraising Function**

10.1.1 RDA's main fundraising strategy is to increase awareness of the work it does through building up its volunteer base and reaching out to the community.

10.1.2 Almost all of the fundraising events are multi-purpose: to raise funds, create awareness of RDA's work, educate the public, gain credibility in the community, and recruit more volunteers.

10.1.3 The following can be referred to in RDA's Annual Report:

- a) Fundraising Reports; and
- b) Current List of Horse Sponsorships and Donors

10.1.4 The Fundraising Manual sets out the fundraising guidelines and policies for all employees of RDA, Committee members and Volunteers.

### **10.2 Guidelines for Fundraising Practices**

10.2.1 RDA abides by the NCSS' Guide on Fundraising Practices', The Charities Act as well as the Code of Governance for Charities and Institutes of a Public Character produced by the Charities Council.

10.2.2 The administrative costs (expenses) of any particular fundraising event should not exceed 30% of the gross proceeds.

10.2.3 The Fundraising Manual sets out the fundraising guidelines and policies for RDA.



### **10.3 Fund-raising & Public Relations Sub-committee**

10.3.1 The Fundraising & PR Sub-committee oversees the fundraising function.

10.3.2 The Fundraising & PR Sub-committee is to assist the Committee in providing guidance and direction to the professional management of fundraising; mainly in areas set out below:

- a) To advise and work with the Executive Director and other appropriate staff to establish a fundraising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc.
- b) To identify and solicit funds from external and internal sources of support.
- c) To take the lead in fundraising outreach efforts, such as chairing a dinner & dance committee or hosting fundraising events, etc.
- d) To monitor fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

## **11. Public Relations Overview**

### **11.1 Guidelines or Policies for releasing information about the Organisation to the media, stakeholders and the public**

11.1.1 PR work at RDA includes efforts aimed at fundraising, community awareness, recruitment of volunteers, advertising events open to the general public, announcing the introduction of new services (e.g. completion of the arena roof), issue advocacy (e.g. in support of new services in Singapore for people with disabilities), crisis management (e.g. if RDA is accused of negligence), or commenting on the achievements of the year just ended.

#### **11.1.2 Means of Contacting and Learning About RDA**

People currently riding, hoping to ride, or seeking general information about RDA can phone (and leave a message), post a letter, fax, view the website, or send an email to the RDA Main Office which is manned Monday-Friday, 9am - 6pm and Saturday, 9am-12.30pm.

11.1.3 RDA has adopted a Media & Communication Policy to handle communication across RDA and with its stakeholders.

## **11.2 Appointment of Official Spokesperson**

RDA's spokesperson for both print and broadcast media is the Honorary Chairman, the ED or his appointed designate (for any particular occasion).

## **11.3 Policies for Communicating and Receiving Information, and for Responding to the Public's Request for Information**

### **11.3.1 Rider Benefit/Session Survey**

Each rider, or his/her guardian may be asked to complete a feedback form at the final session. It aims to identify the perceived strengths and weaknesses of the session(s) attended and areas for improvement.

### **11.3.2 Complaints and Grievance Procedures**

Any grievances by staff/volunteers shall be handled by RDA in the following manner:

- a) Hold full investigation of matter.
- b) Make best use of opportunity(s) to tell RDA's viewpoint.
- c) Correct all factual errors if any.
- d) Offer full cooperation with authorities concerned.
- e) Announce corrective measures (if any) immediately.

The aim is to complete the turnaround/response in less than two weeks.

## **11.4 Fund raising & Public Relations Sub-committee**

11.4.1 The Fundraising & PR Sub-committee oversees the public relations function.

11.4.2 The Fundraising & PR Sub-committee is to assist the Committee in providing guidance and direction to the professional management of PR and communication; mainly in areas set out below:

- a) To review and recommend public engagement strategies to serve the objectives of RDA.
- b) To advise and work with the Executive Director and other appropriate staff on public and media relations.
- c) To represent RDA to the community and to enhance RDA's public image.

## **12. Whistle Blowing Policy**

### **Purpose:**

The Riding for the Disabled Association of Singapore (RDA) is committed to the highest standards of ethical & responsible conduct in its operations.

This whistle blowing policy is intended to encourage and enable employees and other stakeholders to raise serious concerns, based on good faith & a reasonable belief that it is factual & substantially true, within the organization rather than overlooking the problem or 'blowing the whistle' outside. It also serves to deter malpractice & promote the best practice of corporate governance at the workplace.

The Audit & Governance Sub-Committee has the overall responsibility for the maintenance & operation of this policy.

### **Scope:**

This policy applies to all employees and all other stakeholders including clients & parents/care-givers, volunteers, donors, partners, business associates and suppliers.

### **12.1 Policy**

12.1.1 This policy aims to:

- encourage staff and other stakeholders to feel confident in raising serious concerns about any aspect of our operations.
- provide an avenue for employees and other stakeholders to raise these concerns in confidence.

- reassure employees and other stakeholders that they will be protected from possible reprisals or victimization if they have a reasonable belief that they had made any disclosure in good faith.

12.1.2 The whistle blowing policy is intended to cover serious concerns that might be beyond the scope of other procedures (such as complaints & grievances and disciplinary procedures). These serious concerns may include the following severe breaches of the code of conduct or violations of law but are not limited to:

- possible fraud or corruption
- misappropriation of assets or funds
- conduct which is an offence or a breach of the law
- health and safety risks, including risks to the public as well as other employees and stakeholders
- criminal activities
- sexual, physical or emotional abuse

## 12.2 Confidentiality

12.2.1 All concerns reported will be treated in confidence and every effort will be made not to reveal the identity of the whistle blower if requested. At the appropriate time however, the whistle-blower may be required to come forward as a witness.

12.2.2 The identity of the whistle-blower would be kept confidential, with the exception of the following situations:

- a) When required by law, to reveal the identity of the whistle-blower
- b) When the whistle-blower waives the right to confidentiality
- c) When the identity of the whistle-blower is already publicly known

### 12.2.3 Anonymous Allegations

12.2.4 This policy encourages the whistle-blower to put his/her name to allegations.

12.2.5 Concerns expressed anonymously will be considered on the basis of its merits and at the discretion of the Audit Sub-Committee.

12.2.6 In exercising this discretion, the factors to be taken into consideration would be:

- the seriousness of the allegation
- the credibility of the complaint
- the likelihood of confirming the allegation from attributable sources.

12.2.7 Vague or insufficient information will impede the investigation process and its outcome. Whistle-blowers are encouraged to provide as much details as possible.

### 12.3 Procedure

#### How To Raise A Concern

- 12.3.1 Any report should be based on good faith with a reasonable belief that the information & allegation are factual and substantially true.
- 12.3.2 As an initial step, the employee or stakeholder should normally raise such concerns with his/her immediate superior of the staff involved, or the Volunteer Coordinator if it involved a volunteer.
- 12.3.3 However, this depends on the seriousness and sensitivity of the issues involved and who is suspected of the malpractice. For instance, if it is suspected that senior management is involved, then the concern could be raised in a written form and addressed to:
- Chairman, Audit & Governance Sub-Committee  
Riding for the Disable Association of Singapore  
5 Jalan Mashhor, RDA Centre  
Singapore 299174  
Or to [whistleblowing@rdasingapore.org.sg](mailto:whistleblowing@rdasingapore.org.sg) which is an account owned by Chairman, Audit & Governance Sub-Committee.  
Annex A - Report Template outlines the information that should be provided that will assist in the investigation.
- 12.3.4 While is not expected, at this initial point of allegation, to show proof beyond a doubt, the whistle-blower will need to demonstrate that there are reasonable grounds for the concern.

### 12.4 Actions To Be Taken

The action taken by the Audit & Governance Sub-Committee will depend on the nature of the concern. In exercising discretion, the factors taken into account would include:

- the seriousness of the concern raised
- the credibility of the concern, and
- the likelihood of confirming the allegation from attributable sources

12.4.1 The Audit & Governance Sub-Committee may respond in several ways:

- direct management, if appropriate, to conduct an investigation according to the disciplinary process, and/or to take necessary corrective actions to resolve if it concerned an operational issue that should be under management purview
- convene an independent committee consisting of the Committee, relevant Sub-Committee Members or external expertise to conduct an inquiry

- refer the matter to the appropriate public authority such as the police or ministry

12.4.2 In order to maintain the integrity of the policy and protect against frivolous accusations, the Audit & Governance Sub-Committee may choose to conduct initial enquiries to ascertain if the allegation warrants further action or investigation, and if so, what form it should take.

12.4.3 If the identity of the whistle-blower is known, Chairman, Audit & Governance Sub-Committee or his designee will respond, within two to three weeks from the receipt of the written allegation, to the whistle-blower:

- acknowledging that the concern has been received
- requesting for more information from the whistle-blower as necessary, and
- provide an update, if any, on proceedings

12.4.4 Chairman, Audit & Governance Sub-Committee or his designee will make known the outcome of any investigation or proceedings to the whistle-blower upon its conclusion.

## 12.5 Reporting

12.5.1 The Audit & Governance Sub-Committee will maintain a record of concerns raised and the outcome. It will report as necessary to the Committee.

### *Annex A - Report Template*

<b>Informant Name</b>	<b>NRIC</b>	<b>Date of report</b>
<b>Contact details</b>	<b>Tel. No. (<i>home / mobile / office</i>)</b> <i>(include a convenient time to be contacted)</i>	
	<b>Email</b>	
<b>Reason(s) for reporting</b>		

<b>Impropriety</b>	
Nature	
<p>Details / Facts</p> <p><i>(E.g. date of incident, how was incident discovered, how long has the impropriety been happening, contract, value, documentation of evidence where available, etc.)</i></p>	
Alleged perpetrator(s)	
Department(s) / companies involved	

**List of Appendices**

<b>Appendices</b>	<b>Name of Forms</b>
1	RDA Organisation Chart
2	RDA Board Sub-Committee Terms of Reference
3 (a)	RDA Conflict of Interest Policy
3 (b)	RDA Conflict of Interest Declaration

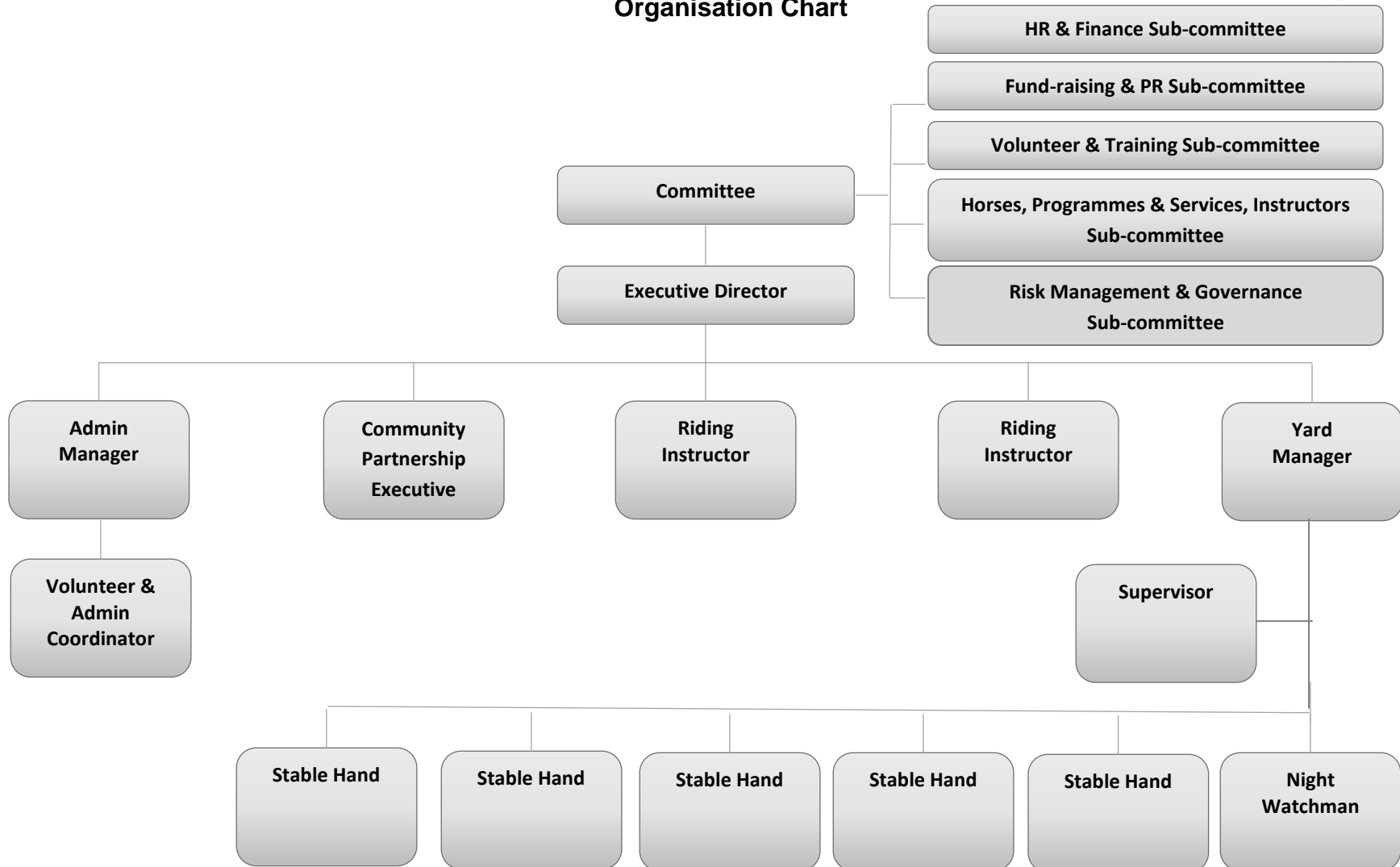


**APPENDIX 1: Organisation Chart**

**Riding for the Disabled Association of Singapore (“RDA”)**



**Organisation Chart**



## APPENDIX 2: RDA Board Sub-Committee Terms of Reference

### **Riding for the Disabled Association of Singapore**

#### **HUMAN RESOURCE AND FINANCE SUB-COMMITTEE TERMS OF REFERENCE**



#### **1. Membership of Sub-Committee (Composition)**

- a) The members of the Sub-committee shall be appointed by the Committee.
- b) The Sub-committee shall comprise no fewer than three (3) members. Non-Committee members, who are professionals and have the necessary skills or qualifications, and who is a member of RDA may be co-opted into this sub-committee as members, subject to the approval of the Committee.

#### **2. Roles and Responsibilities of the Sub-Committee**

##### Human Resource

- a) To assist the Committee in providing guidance and direction to the professional management of HR in order to ensure compliance with employment laws and statutory regulations relating to Charities and Institutions of Public Character, and documenting and implementing HR policies, rules, systems and controls fairly, consistently and transparently, in HR focus areas set out below:
  - (i) Manpower Planning
  - (ii) Recruitment and Retention
  - (iii) Compensation and Benefits
  - (iv) Employee Engagement
  - (v) Performance Management
  - (vi) Training and Development
  - (vii) Leadership and Succession Planning
  - (viii) Grievance, Conflict Resolution and Discipline Procedures
  - (ix) Systems including payroll systems and operations

Finance

- a) To review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations, and on a consistency between the budget and the RDA's strategic and work plans.
- b) To ensure regular and accurate monitoring and accountability for funds and report to the Committee on any financial irregularities and concerns.
- c) To recommend financial guidelines to the Committee (e.g. such as reserve policy).
- d) To advise the executive director and other appropriate staff to design financial management processes and ensure that reports are accurate and timely.
- e) To oversee RDA's short and long-term investments.

**3. Meetings**

- a) The Sub-Committee shall meet as and when required but not less than six times a year.
- b) Meetings of the Sub-Committee may be conducted either physically or via tele-conference.
- c) A quorum for the meetings of the Sub-Committee will be at least 50%, rounded up, of the number of members of the sub-committee.
- d) The Executive Director, or in his/her absence, his/her designate, shall be present at all meetings.
- e) Other staff of RDA may, at the Executive Director's discretion or the Sub-Committee's request, attend meetings as required.
- f) The Sub-Committee must ensure that an adequate record of each of its meetings is kept and provided to the Committee at its next meeting.

**Riding for the Disabled Association of Singapore****FUND RAISING AND PUBLIC RELATIONS SUB-COMMITTEE  
TERMS OF REFERENCE****1. Membership of Sub-Committee (Composition)**

- a) The members of the Sub-committee shall be appointed by the Committee.
- b) The Sub-committee shall comprise no fewer than three (3) members. Non-Committee members, who are professionals and have the necessary skills or qualifications, and who is a member of RDA may be co-opted into this sub-committee as members, subject to the approval of the Committee.

**2. Roles and Responsibilities of the Committee**Fund-Raising

- a) To advise and work with the executive director and other appropriate staff to establish a fund-raising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc.
- b) To identify and solicit funds from external and internal sources of support.
- c) To take the lead in fund-raising outreach efforts, such as chairing a dinner & dance committee or hosting fund-raising event, etc.
- d) To monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

PR / Corporate Communications

- a) To review and recommend public engagement strategies to serve the objectives of RDA.
- b) To advise and work with the executive director and other appropriate staff to on public and media relations.
- c) To represent the RDA to the community and to enhance the RDA's public image.

### 3. Meetings

- a) The Sub-Committee shall meet as and when required but not less than 4 times a year.
- b) Meetings of the Sub-Committee may be conducted either physically or via tele-conference.
- c) A quorum for the meetings of the Sub-Committee will be at least 50%, rounded up, of the number of members of the sub-committee.
- d) The Executive Director, or in his/her absence, his/her designate, shall be present at all meetings.
- e) Other staff of RDA may, at the Executive Director's discretion or the Sub-Committee's request, attend meetings as required.
- f) The Sub-Committee must ensure that an adequate record of each of its meetings is kept and provided to the Committee at its next meeting.

**Riding for the Disabled Association Of Singapore****VOLUNTEER AND TRAINING SUB-COMMITTEE  
TERMS OF REFERENCE****1. Membership of Sub-Committee (Composition)**

- a) The members of the Sub-committee shall be appointed by the Committee.
- b) The Sub-committee shall comprise no fewer than three (3) members. Non-Committee members, who are professionals and have the necessary skills or qualifications, and who is a member of RDA may be co-opted into this sub-committee as members, subject to the approval of the Committee.

**2. Roles and Responsibilities of the Committee**Volunteers

- a) To advise and work with the executive director and other appropriate staff in recruitment and selection of prospective volunteers; as well as training, engagement and mentoring of all RDA volunteers.
- b) To promote best practice in all matters as they relate to the welfare of the volunteers, including recommending and establishing general guidance on volunteer management and engagement.
- c) To serve as a platform for feedback / complaint resolution by handling all feedback from and relating to RDA's volunteers.

Training

- a) To advise and work with the executive director and other appropriate staff in executing the volunteer training programme, and to establish training road-map (as appropriate) for RDA volunteers.

**3. Meetings**

- a) The Sub-Committee shall meet as and when required but not less than six times a year.
- b) Meetings of the Sub-Committee may be conducted either physically or via tele-conference.
- c) A quorum for the meetings of the Sub-Committee will be at least 50%, rounded up, of the

number of members of the sub-committee.

- d) The Executive Director, or in his/her absence, his/her designate, shall be present at all meetings.
- e) Other staff of RDA may, at the Executive Director's discretion or the Sub-Committee's request, attend meetings as required.
- f) The Sub-Committee must ensure that an adequate record of each of its meetings is kept and provided to the Committee at its next meeting.

**Riding for the Disabled Association Of Singapore****HORSES, PROGRAMMES & SERVICES AND  
INSTRUCTORS SUB-COMMITTEE  
TERMS OF REFERENCE****1. Membership of Sub-Committee (Composition)**

- a. The members of the Sub-committee shall be appointed by the Committee.
- b. The Sub-committee shall comprise no fewer than three (3) members. Non-Committee members, who are professionals and have the necessary skills or qualifications, and who is a member of RDA may be co-opted into this sub-committee as members, subject to the approval of the Committee.

**2. Roles and Responsibilities of the Committee**Horses

- a) To assist the Committee in providing guidance and direction on horses related matters.
- b) To promote best practice in all matters as they relate to the welfare of the horses, including recommending and establishing general guidance on and standards for the care and safety of RDA horses.
- c) To advise and work with the executive director and other appropriate staff on matters relating, but not limited to, stable, arena, paddock and other horses related facilities and equipment.

Programmes & Services

- d) To monitor and assess outcomes of RDA's programmes are in line with the vision, mission and objectives of the organisation.
- e) To advise and work with the executive director and other appropriate staff in programme management, new programme development, and development of service delivery mechanisms.

Instructors

- f) To advise and work with the executive director and other appropriate staff in recruitment, selection, deployment and engagement of volunteer instructors and assistant instructors.



- g) To establish and upgrade the necessary competencies of the volunteer instructors and assistant instructors, so that the instructors would be able to effectively conduct and facilitate RDA's therapeutic horse-riding programme.
- h) To serve as a platform for feedback / complaint resolution by handling all feedback from and relating to RDA's instructors.

### 3. Meetings

- a) The Sub-Committee shall meet as and when required but not less than six times a year.
- b) Meetings of the Sub-Committee may be conducted either physically or via tele-conference.
- c) A quorum for the meetings of the Sub-Committee will be at least 50%, rounded up, of the number of members of the sub-committee.
- d) The Executive Director, or in his/her absence, his/her designate, shall be present at all meetings.
- e) Other staff of RDA may, at the Executive Director's discretion or the Sub-Committee's request, attend meetings as required.
- f) The Sub-Committee must ensure that an adequate record of each of its meetings is kept and provided to the Committee at its next meeting.

**RISK MANAGEMENT & GOVERNANCE SUB COMMITTEE  
TERMS OF REFERENCE**

**1. Membership of Sub-Committee (Composition)**

- a. The members of the Sub-committee shall be appointed by the Committee.
- b. The Sub-committee shall comprise no fewer than three (3) members. Non-Committee members, who are professionals and have the necessary skills or qualifications, and who is a member of RDA may be co-opted into this sub-committee as members, subject to the approval of the Committee.

**2. Roles and Responsibilities of the Committee**

Risk Management

- a. To identify, regularly monitor and review the charity's key risks, as well as mitigating measures and controls for all key risks.
- b. To oversee regulatory compliance and whistleblower guidelines (where applicable)
- c. To report to the Committee of any financial irregularities, concerns and opportunities.
- d. To liaise with auditors on any significant matters arising.

Governance

- e. Reviews the composition of the Committee annually to ensure that the Committee & Sub-Committees have appropriate balance of independent members and to ensure an appropriate balance of expertise, skills, attributes and ability
- f. Identifies potential Committee & Sub-Committee member candidates and explores their interest and availability for board service
- g. Nominates individual to be elected/co-opt as members of the Committee & Sub-Committees
- h. Takes the lead in succession planning

*Note: The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.*

**3. Meetings**

- a. The Sub-Committee shall meet as and when required but not less than 4 times a year.
- b. Meetings of the Sub-Committee may be conducted either physically or via tele-conference.
- c. A quorum for the meetings of the Sub-Committee will be at least 50%, rounded up, of the number of members of the sub-committee.

- d. The Executive Director, or in his/her absence, his/her designate, shall be present at all meetings.
- e. Other staff of RDA may, at the Executive Director's discretion or the Sub-Committee's request, attend meetings as required.
- f. The Sub-Committee must ensure that an adequate record of each of its meetings is kept and provided to the Committee at its next meeting.

**g. APPENDIX 3(a): Conflict of Interest Policy & Declaration****Riding for the Disabled Association Of Singapore****Conflict of Interest Policy & Declaration  
For Committee Members and Employees**

This conflict of interest policy and declaration form will be read by all RDA Committee Member or employee upon election to the Committee or appointment to a staff position. As an acknowledgement of having understood the policy and that he/she will fully disclose to the Board when a conflict of interest situation arises. Such conflict of interests situations include but not limited to the following:

**Conflict of Interest Situations****a) Contract with vendors**

Where board/committee members, staff or volunteers have personal interest in business transactions or contracts that the VWO may enter into, there should be a policy requiring a declaration of such interest as soon as possible followed by abstention from discussion and decision-making on the matter (including voting on the transaction or contract). All such discussion and evaluation by the board or relevant approving authority in arriving at the final decision on the transaction/contract should always be well documented.

**b) Vested interest in other organisations that have dealings/ relationship with the VWO**

Where board/committee members, staff or volunteers who have vested interest in other organisations that have dealings/relationship with the VWO, and when matters involving the interests of both the VWO and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.

**c) Joint Ventures**

The board's approval should be sought before the VWO enters into any joint venture with external parties. Where board/committee members, staff or volunteers have interest in such ventures, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.

## d) Recruitment of staff with close relationship

Recruitment of staff with close relationship (i.e. those who are more than just mere acquaintances) with current board/committee members, staff or volunteers should go through the established human resource procedures for recruitment. The board member, staff or volunteer should make a declaration of such relationships and should refrain from influencing decision on the recruitment.

## e) Remuneration

Board members and volunteers should serve without remuneration for their voluntary service to the VWO so as to maintain the integrity of serving for public trust and community good instead of personal gain. However, VWOs may reimburse board members or volunteers for out-of-pocket expenses directly related to the service.

## f) Paid staff on board

Paid staff, including the executive head and senior staff employed by the VWO, should not serve as a member of the board as it can pose issues of conflict of interest and role conflicts, and may raise doubts on the integrity of board decisions. The executive head and senior staff can attend board meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the board.

## g) Major donors/ representatives from major donor companies being on the VWO's board.

Potentially conflicting situations may arise where a major donor sits on the VWO's board, such as the following:

- Conflict of loyalty: Board member may not have the overall best interests of the charity due to their vested interests/ priorities. This may influence decisions relating to allocation of resources/ setting the organization's directions. (There may be particular programme areas board member is vested in and is biased towards.)
- Use of information to influence donor decisions: Information accessible to board members may be used to influence donors' decision on allocations or the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.
- Pressure to release additional information to donor: Board member may expect additional information from staff on how donations were used and the details of users

- Personal benefit gain/ recognition: The board member may expect greater recognition for financial support given, than is usually done. Staff may feel beholden to this board member in case the donor relationship is threatened.

h) Others

- A board member's organisation receives grant funding from the organisation he/she is serving.
- Prohibition on gifts, entertainment and other favours from any persons or entities, which do or seek business with the organisation.

### **Disclosure Policy and Procedure**

a) Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

- The conflicting interest is fully disclosed
- The person with the conflict of interest is excluded from the discussion and approval of such transaction;
- A competitive bid or comparable valuation exists; and
- The [board or a duly constituted committee thereof] has determined that the transaction is in the best interest of the organisation.

b) Disclosure involving board members should be made to the board chair (or if he/she is the one with the conflict, then to the board vice-chair) who shall bring these matters to the [board or a duly constituted committees].

c) The [board or a duly constituted committee thereof] shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to RDA Singapore. The decision of the [board or a duly constituted committee thereof] on these matters will rest in their sole discretion, and their concern must be the welfare of RDA Singapore and the advancement of its purpose.

d) All decisions made by the [board or a duly constituted committee thereof] on such matters shall be minuted and filed.

- e) This policy document must be read and understood by fill board members upon the start of office.
- f) Any disclosure of interest made by board members where they may be involved in a potentially conflicting situation(s), must be recorded, filed and updated appropriately by all specified parties.

**Declaration**

I hereby confirm that I have read and understood the conflict of interest policy of this organisation and that I will make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. I will make full disclosure to the Board when a conflict of interest situation arises. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with the conflict of interest policy, I will notify [the board chair or vice-chair] immediately.

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Signature

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Name & Designation

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Date

**APPENDIX 3(b): Conflict of Interest Policy Disclosure Form****Riding for the Disabled Association of Singapore****Conflict of Interest Disclosure Form****Conflict of Interest Disclosure Statement**

\*With regard to my voluntary service as \_\_\_\_\_ on the Committee of RDA Singapore, I have the following potential conflict of interest to report:

OR

\*With regard to my employment as \_\_\_\_\_ with RDA Singapore, I have I have the following potential conflict of interest to report:

\* *Delete whichever is appropriate*

- Affiliated to another VWO.
- Affiliated to a vendor, supplier, or a party providing or bidding for providing services, having a direct or indirect interest in any business transaction(s), agreement or investment with RDA.
- Affiliated to business dealings/ transactions with a vendor, supplier or a party, which could result in benefit to me
- Affiliated to a party which have interest in purchasing services from RDA
- Affiliated to a staff of RDA
- Affiliated to person(s) involved in or have an interest in any pending legal proceedings involving RDA
- Others: \_\_\_\_\_

*(Note: Affiliated refers to the following: Spouse, domestic partner, child, mother, father, brother or sister or close associates; any corporation, business or non-profit organisation of which you are serve as staff, officer, board member, partner, participate in management or are employed by; any trust or other estate in which you have a substantial interest or as to which you serve as a trustee or in a similar capacity.)*



Please elaborate on the potential conflict arising from the above situation with regards to the transaction concerned (e.g. nature of service/ transaction, if affiliated person involved, the identity of the affiliated person and your relationship with that person):

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**Declaration**

I hereby confirm that the disclosure made above are complete and correct to the best of my information and belief. I shall not be participating in the discussion and decision making of this matter. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with the conflict of interest policy, I will notify [the board chair or vice-chair] immediately.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name & Designation

\_\_\_\_\_  
Date