



Finance Manual

Effective date	1 July 2016
Approved by	HR & Finance Sub Committee
Document owner	Finance Department

Table of Contents

1	INTRODUCTION	5
1.1	OBJECTIVES	5
1.2	PURPOSE OF THE FINANCE MANUAL.....	5
1.3	APPLICATION OF THE FINANCE MANUAL	5
1.4	APPROVAL AND CHANGES TO THE FINANCE MANUAL	5
1.5	FINANCE DEPARTMENT STRUCTURE.....	6
2	ACCOUNTING RECORDS	8
2.1	CHART OF ACCOUNTS	8
2.2	SAFEGUARDING OF ACCOUNTING DATA AND RECORDS.....	8
2.3	RECORD RETENTION AND DISPOSAL	8
3	BUDGETING	10
3.1	POLICIES	10
3.2	BUDGET PREPARATION.....	11
3.3	BUDGET APPROVAL	11
3.4	BUDGET MONITORING.....	11
4	FINANCIAL REPORTING AND OTHER STATUTORY REQUIREMENTS.....	12
4.1	POLICIES	12
4.2	MONTHLY FINANCIAL REPORTS.....	12
4.3	ANNUAL FINANCIAL REPORTS	12
4.4	ONLINE GOVERNANCE EVALUATION CHECKLIST ANNUAL SUBMISSION.....	13
4.5	RETURNS ON TAX DEDUCTIBLE DONATIONS	13
5	CASH AND BANK.....	15
5.1	BANK ACCOUNTS	15
5.2	AUTHORISED BANK SIGNATORIES.....	15
5.3	CHEQUE BOOKS.....	15
5.4	INVESTMENTS.....	16
5.5	BANK RECONCILIATIONS.....	17
5.6	PETTY CASH MANAGEMENT	18
6	REVENUE AND RECEIPTS	20
6.1	POLICY	20
6.2	SOURCES OF INCOME	20
6.3	INTEREST INCOME.....	24
6.4	MEMBERSHIP FEES.....	24
6.5	GRANTS (RESTRICTED FUND)	26
6.6	ACCOUNTS RECEIVABLE MANAGEMENT	27
7	PROCUREMENT	28
7.1	POLICIES	28
7.2	BUDGETED PURCHASES	30
7.3	NON-BUDGETED ITEMS.....	33
8	PAYMENTS.....	34

8.1	POLICIES	34
8.2	PAYMENT.....	34
8.3	CONTROL OVER CHEQUE BOOKS.....	35
8.4	ACCRUAL OF UNPAID INVOICES.....	35
9	FIXED ASSETS.....	36
9.1	POLICIES	36
9.2	ACQUISITION OF FIXED ASSETS.....	36
9.3	MANAGEMENT AFTER ACQUISITION.....	36
9.4	DEPRECIATION	37
9.5	WRITE OFF	38
10	PAYROLL.....	39
10.1	POLICIES	39
10.2	MONTHLY PROCESS	39
10.3	CENTRAL PROVIDENT FUND (“CPF”).....	40
10.4	PAYROLL FOR NEW EMPLOYEES.....	41
10.5	PAYROLL FOR RESIGNING EMPLOYEE.....	41
11	CONFLICT OF INTEREST.....	42
11.1	POLICY	42
11.2	CIRCULATION OF POLICY	42
12	LIST OF APPENDICES.....	43

Version history		
Date	New / Update	Updated by - (Name / Title)
29 June 2016	FINAL - Version 1	Shared Services for Charities Ltd

1 INTRODUCTION

1.1 Objectives

This Finance Manual ("Manual") sets out the accounting and financial policies and procedures of Riding for the Disabled Association of Singapore ("RDA"). The main objectives of the Manual are to:

- 1.1.1 Provide a clear understanding of the lines of authority and responsibilities over financial transactions;
- 1.1.2 Facilitate the proper maintenance of financial records;
- 1.1.3 Facilitate the preparation of financial statements that comply with the Singapore Financial Reporting Standards ("FRS"); and
- 1.1.4 Facilitate financial reporting to the relevant stakeholders of RDA (i.e. the Committee and Sub Committees, etc.).

1.2 Purpose of the Finance Manual

The Manual serves as a reference and training document for the administering of RDA's Finances.

1.3 Application of the Finance Manual

RDA's Management, Employees and related parties shall refer to the relevant section of the Manual for guidance in the execution of their daily operations. Compliance with the Manual is compulsory for all Management, Employees and related parties.

1.4 Approval and Changes to the Finance Manual

- 1.4.1 This Manual shall be effective upon approval by the HR & Finance Sub Committee.
- 1.4.2 The Manual shall be reviewed at least once every 3 years in consultation with the relevant employees.
- 1.4.3 Proposed changes to policies, if any, shall be recommended to the HR & Finance Sub Committee and shall take effect upon approval by the HR & Finance Sub Committee.
- 1.4.4 Changes shall be communicated to all Management, Employees and related parties (i.e. the Committee, Sub Committee, etc.) for awareness and adherence to the policies and procedures in the Manual at all times.

1.5 Finance Department Structure

1.5.1 The Admin Manager (“AM”) handles Admin and Finance functions. He/she reports directly to the Executive Director (“ED”) and is assisted by the Volunteer and Admin Coordinator (VAC).

Please refer to **Appendix 1** for RDA Organisation Chart.

1.5.2 The Finance Department is responsible for:

- a) Budgeting
 - (i) Prepare the annual budgeted financial statements for the financial year for approval by the Committee.
- b) Financial Accounting
 - (i) Monitor supplier invoices and issuance of payments to vendors.
 - (ii) Collect and bank in of receipts.
 - (iii) Monitor the disbursement of grants.
 - (iv) Petty Cash Management.
 - (v) Month-end closing and preparation of quarterly analyses of accounts to the HR & Finance Sub Committee.
- c) Statutory Audit
 - (i) Handle the annual statutory audit of financial accounts.
- d) Internal Controls
 - (i) Ensure that internal controls are in place and regularly reviewed for effectiveness.
 - (ii) Handle and coordinate the internal audits of financial processes for reporting to Management.
 - (iii) Attend to audit queries.
- e) Fixed Assets
 - (i) Ensure control over acquisitions of fixed assets and conduct of asset counts.
 - (ii) Review purchase requisitions and participate in tender exercises, if any.

1.5.3 The Human Resource Department is responsible for:

a) Payroll

- (i) Preparation of monthly payroll and arrangement for Giro payment of salaries to Employees' bank accounts.
- (ii) Submission of monthly CPF return to the CPF Board.
- (iii) Preparation of IR8A Forms for Employees and submissions to IRAS

2 ACCOUNTING RECORDS

2.1 Chart of Accounts

2.1.1 Policies

- a) The Chart of Accounts ("COA") shall be maintained by the Admin Manager and transactions shall be recorded under the respective account codes in the COA to ensure proper classification.
- b) The summary of the Chart of Accounts is as follows:

Summary of Chart of Accounts		
Range From	Range To	Account
Overall Header		
1100	1999	Assets
2380	2399	Liabilities
3100	3199	Equity
5100	5999	Revenue
6804	6909	Cost of Sales
6903	6999	Expenses

Procedures

- 2.1.2 The Changes to Chart of Accounts shall be performed by the Admin Manager, as and required.
- 2.1.3 ED shall review and approve the changes when he reviews the monthly Financial Report.

2.2 Safeguarding of Accounting Data and Records

- 2.2.1 RDA uses the Quickbooks System for recording, updating and maintaining the accounting records.
- 2.2.2 Access to the Quickbooks System requires individual passwords.
- 2.2.3 Access to Quickbooks System is in accordance to the employee's roles and responsibilities and as per the Access Matrix approved by the ED. The Admin Manager shall be given only the Administrator Rights to Quickbooks.
- 2.2.4 The soft copy of Accounting Data and records is residing in the Admin Manager's computer and backed-up to an external hard-disk.

2.3 Record Retention and Disposal

- 2.3.1 All accounting records (i.e. payment vouchers, purchase orders, invoices, journal vouchers, financial statements, official receipts, payroll, tax-deduction receipts) and sponsorship records shall be kept for a minimum of 5 years after the end of the relevant financial year.
- 2.3.2 The payroll related files are kept by the Admin Manager and ED.

- 2.3.3 Adequate controls shall be put in place to preserve the integrity of the record disposal process. Disposal of accounting records shall be approved by ED and duly recorded in the HR & Finance Sub Committee minutes of meeting.
- 2.3.4 At the end of each financial year, the ED, with the assistance of the Admin Manager shall identify the Contracts, Finance and HR records for disposal. Upon obtaining approval from the HR & Finance Sub Committee accounting records identified for disposal shall be shredded, where necessary. The retention period for records are set out below:

TYPE OF RECORD	RETENTION PERIOD	RESPONSIBILITY
AGREEMENTS, MOUs AND CONTRACTS		
Agreements, Memorandum of Understanding ("MOUs"), Disputes arising out of contracts	Five (5) years after expiration; or Five (5) years after final payment of contract unless specified in contract; or Ten (10) years after settlement of the dispute, unless specified in the settlement agreement	Respective Person-In-Charge (PICs)
FINANCE RECORDS		
Audited Accounts	Permanent	Admin Manager
Accounting records (i.e. payment vouchers, purchase orders, invoices, journal vouchers, financial statements, official receipts, payroll and tax deduction receipts)	Five (5) years	Admin Manager
Bank signatory updates	Five (5) years	Admin Manager
HUMAN RESOURCES AND PAYROLL RECORDS		
Employee P-Files	Five (5) years after employee's release	Admin Manager (kept in a designated locked cabinet)
HOD HR P-File	Five (5) years after employee's release	Admin Manager (kept in a designated locked cabinet)
Payroll records	Five (5) years after month of payment	Admin Manager (kept in a designated locked cabinet)

3 BUDGETING

3.1 Policies

3.1.1 RDA shall prepare an annual budget on income, operating expenses and capital expenditure before the start of the financial year commencing from July of each year.

3.1.2 RDA uses a budgetary control system to manage its Income and Expenditures. The process is as follows:-

a) Income

An estimate of the fees, grants, donations from donors & sponsors and other miscellaneous incomes should be made for the next financial year. The basis for the estimates should be documented in the budget.

b) Operating Expenditure

An estimate of the operating expenses should include both Expenditure on Manpower (EOM) and Other Operating Expenditure (OOE). The basis for the estimates should be documented in the budget.

(i) EOM budget for the next financial year should include the number of employees and related costs in order for RDA to carry out its operations and/or Project accordingly. This should include new positions to be created or vacancies to be filled. All new positions must be approved by the HR & Finance Sub Committee.

(ii) OOE budget for the next financial year should provide an overview of the operating costs & projects RDA has planned.

c) Capital Expenditure

(i) A cost estimate of the fixed assets to be purchased should be made. Details including the item, reason and cost should be approved by the HR & Finance Sub Committee.

(ii) An analysis of actual expenditure against budget should be carried out monthly with explanations of material variances presented to the HR & Finance Sub Committee.

3.1.3 The annual budget exercise shall commence at least 1 month before the scheduled the Committee meeting and the finalised budget ready for the Committee's approval before the beginning of the new financial year.

3.1.4 The ED is responsible for coordinating this annual budget exercise.

3.1.5 The draft budget shall be reviewed by HR & Finance Sub Committee before approval by the Committee.

*Procedures***3.2 Budget Preparation**

- 3.2.1 The Admin Manager compiles the main budget by comparing the previous and current year-to-date ("YTD") accounts by department and inputs them into the budget template.
- 3.2.2 The Admin Manager gathers the proposed budget information from all Committees and prepares the first draft of the main budget.

3.3 Budget Approval

- 3.3.1 After the appropriate revisions, a draft of the consolidated RDA budget, is presented to the HR & Finance Sub Committee for discussion and endorsement.
- 3.3.2 The final draft endorsed by the HR & Finance Sub Committee is then submitted to the Committee for approval.
- 3.3.3 It is the policy of RDA to adopt the approved budget in the beginning of the year. This is to allow adequate time for the Admin Manager to input the budget into the accounting system and establish appropriate accounting and reporting procedures (including any necessary modifications to the chart of accounts) to ensure proper classification of activities and comparison of budget versus actual, upon the commencement of the fiscal year.

3.4 Budget Monitoring

- 3.3.1 Admin Manager shall forward the approved budget to all Sub Committees at the beginning of the financial year.
- 3.3.2 The budget utilisation of RDA shall be prepared together with the monthly accounts by Admin Manager. This report, with explanations for significant variances shall be presented to the HR & Finance Sub Committee monthly for review.

4 FINANCIAL REPORTING AND OTHER STATUTORY REQUIREMENTS

4.1 Policies

- 4.1.1 All accounting policies of RDA shall comply with FRS and local regulations.
- 4.1.2 Any changes to accounting policies must be approved by the HR & Finance Sub Committee.
- 4.1.3 All transactions are to be recorded in a transparent manner.

Procedures

4.2 Monthly Financial Reports

- 4.2.1 RDA's monthly accounts are closed after each month-end. At the end of each month, the Admin Manager shall:
 - a) Ensure accuracy of Payment Vouchers and Receipts.
 - b) Perform bank reconciliation.
 - c) Record Journal entries
 - d) Update the balance sheet schedules.
- 4.2.2 Monthly Financial Reports shall show the monthly financial position of RDA, and the reports are generated within 3 weeks after the close of each month. They comprise the following:
 - a) The Statement of Comprehensive Income;
 - b) Statement of Financial Position (Balance Sheet);
 - c) Statement of cash flow; and
 - d) Analysis of Statement of Comprehensive Income and Statement of Financial Position.
- 4.2.3 Monthly Financial Reports shall be prepared by the Admin Manager, reviewed and approved by the ED.
- 4.2.4 The HR & Finance Sub Committee will be presented with the monthly Financial Statements with significant variances explained.

4.3 Annual Financial Reports

- 4.3.1 The fiscal cycle for RDA shall be from 1st July to 30th June of each year.
- 4.3.2 The Annual Financial Statements shall comprise the following:
 - a) Honorary Treasurer's Report;
 - b) Statement by the Committee;
 - c) Independent Auditor's Report;
 - d) Statement of Financial Position (Balance Sheet);

- e) Statement of Financial Activities;
- f) Statement of Changes in Funds;
- g) Statement of Cash Flows; and
- h) Notes to the Financial Statements.

- 4.3.3 The draft annual financial statements are prepared by the Admin Manager in consultation with the external auditors, for review and approval by the ED.
- 4.3.4 The HR & Finance Sub Committee and Chairman should be notified of any irregularities or suspected irregularities concerning any financial matter.
- 4.3.5 The draft financial statements shall be reviewed by the HR & Finance Sub Committee and approved by the Committee, before adoption at the Annual General Meeting.
- 4.3.6 The Admin Manager shall inform the Honorary Secretary to prepare the necessary Annual General Meeting ("AGM") presentation papers. The papers are circulated to the Committee for signing.
- 4.3.7 The Honorary Secretary shall submit the annual return before the statutory filing date on behalf of RDA.
- 4.3.8 The original copy of the Annual Financial Statements are kept by the Admin Manager on behalf of the Committee.
- 4.3.9 The Annual Financial Statements adopted at the Annual General Meeting shall be uploaded on the Charity Portal, Registry of Society and RDA's website within six (6) months after the financial year end.

4.4 Online Governance Evaluation Checklist Annual Submission

- 4.5.1 The ED shall ensure that the Online Governance Evaluation Checklist for the financial period is submitted on the Charity Portal (<https://www.charities.gov.sg>) within six (6) months after the financial year end.

4.5 Returns on Tax Deductible Donations

- 4.6.1 The ED shall ensure that the following returns on tax deductible donations are submitted no later than 31st January of each year:
 - a) Details of every tax deductible donation received to IRAS and
 - b) Annual Return of Tax Deductible Donations to the office of the Commissioner of Charities or Sector Administrator.
- 4.6.2 In the first week of January each year, the Admin Manger shall perform reconciliation of the receipts register against Quickbooks to ensure accuracy and completeness of donation records; and upload it on the ipcLink.

- 4.6.3 The verified data shall be used to complete the Annual Return of Tax Deductible Donations to MSF, to be reviewed and approved by the ED.
- 4.6.4 Upon approval by the ED, the Admin Manager shall submit details of the tax deductible donations received to IRAS via my Tax Portal.

5 CASH AND BANK

5.1 Bank Accounts

5.1.1 Policies

- a) All opening and closing of bank accounts or changes in mode of operation must be approved by the Committee. The application forms and Board Resolutions must be filed and retained by the Admin Manager on behalf of the Committee.
- b) All changes to the mandate i.e. addition or removal of the authorised signatories should be approved by the Committee. The relevant documentation and Board Resolutions must be filed and retained by the Admin Manager on behalf of the Committee.

Procedures

- 5.1.2 The Admin Manager shall maintain a listing of all RDA's bank accounts.
- 5.1.3 Requests for new bank accounts, including the purpose and justification for the new bank accounts, shall be forwarded to the Committee for review and approval.
- 5.1.4 Once the request has been approved, the Admin Manager will process the approved request as follows:
 - a) Contact the bank and make the necessary arrangements to open the account.
 - b) Obtain bank resolutions and signature cards and sign the appropriate forms.
 - c) Forward the resolutions and signature cards to the designated authorised signatories for their signatures.
 - d) Return resolutions and signature cards to the bank.

5.2 Authorised Bank Signatories

- 5.2.1 All cheques issued by RDA shall be signed by authorised signatories as per the bank mandate approved by the Board.

Please refer to **Appendix 2** for Authorised Cheque Signatories.

- 5.2.2 Pre-signing of blank cheques are not allowed at RDA.

5.3 Cheque Books

5.3.1 Policies

- a) Cheque books should be adequately safeguarded, recorded and tracked through a Cheque Book Register, sequentially numbered and shall be issued sequentially.

- b) Cheques should be made to the names of authorized payees and cash cheques shall only be issued to the custodians of petty cash, unless otherwise approved by relevant approving authority.

Procedures

- 5.3.2 The Admin Manager or the designated covering staff if the Admin Manager is on leave shall keep all unused cheque books under lock and key and shall be the sole custodian of all unused cheque books.
- 5.3.3 The custodian of issued cheque books is responsible for the safekeeping of the cheque books issued to them.
- 5.3.4 All unused or completed cheque books shall be retained by the Admin Manager updating in the cheque book register.
- 5.3.5 All cheques prepared shall be crossed and stamped 'Not Negotiable – Account Payee Only', except for cash withdrawal for petty cash top up, unless otherwise approved by relevant approving authority.
- 5.3.6 Cancelled cheques should be retained for audits.
- 5.3.7 All cheques issued by RDA shall be signed as per the current bank mandate approved by the Committee.

Please refer to **Appendix 2** for Authorised Cheque Signatories.

5.4 Investments

5.4.1 Policies

- a) The primary goal for investment is capital preservation. Excess funds shall be placed under Singapore dollar denominated fixed deposit with local / overseas reputable banks.
- b) HR & Finance Sub Committee oversees the investments of RDA and approves the overall investment strategy and appointment of fund managers (if necessary).
- c) Investment in any other financial instruments (e.g. in short-term fixed deposit) shall be endorsed by the HR & Finance Sub Committee and approved by the Committee.

Procedures

5.4.2 Fixed Deposits

- a) For new placement and roll-over of fixed deposits, the Admin Manager shall obtain the prevailing rates from at least 2 banks and present them to the HR & Finance Sub

Committee for assessment (example; based on the better of the 2 quotes and/or risk diversification).

- b) The ED shall propose and obtain authorised signatories' instructions on any one of the following 3 options:
 - (i) Place excess funds as new fixed deposits;
 - (ii) Transfer the existing fixed deposits to current account; or
 - (iii) Transfer the existing fixed deposits to another bank as fixed deposits.
- c) For roll over of the existing fixed deposits (i.e. continue to remain as fixed deposits with current bank), the ED shall recommend to the HR & Finance Sub Committee for approval.

5.5 Bank Reconciliations

5.5.1 Policies

- a) Reconciliation statements for all bank accounts shall be prepared with the monthly accounts by the Admin Manager. On a monthly basis, the bank reconciliation with the final accounts shall be presented to the HR & Finance Sub Committee for monthly review and shall be duly minuted.
- b) All supporting documents for the reconciliation statement shall be verified for completeness and accuracy.

Procedures

- 5.5.2 The reviewer should ensure that there are no long outstanding un-accounted receipts as all receipts should be banked-in on a timely basis. In addition, un-presented cheques which have been outstanding for more than three (3) months, bank charges and interest expense should be analysed. Any unusual items on the bank reconciliation shall be investigated accordingly.
- 5.5.3 Cheques that are not presented for more than a period of six (6) months shall be investigated before being removed from the reconciliation, and the necessary adjustments should be effected in the Journal Voucher. Journal Voucher must be approved by the ED.
- 5.5.4 Receipts that are outstanding for more than three (3) shall be investigated before being removed from the reconciliation, and the necessary adjustments should be effected in the Journal Voucher. Journal Voucher must be approved by the ED.

5.6 Petty Cash Management

5.6.1 Policies

- a) A petty cash float shall be maintained on an imprest system to facilitate payment of small expenses up to \$500.00. All expense reimbursement (inclusive of staff claims) shall be paid through petty cash.
- b) All disbursements from petty cash shall be supported by approved petty cash vouchers, original receipts and invoices.
- c) Petty cash float should be kept under lock and key in a Petty Cash box.
- d) Petty cash balances should be subject to surprise checks (at least once per quarter) by an independent staff not involved in the custody, disbursements and recording of disbursements.
- e) Increase in float amount up to \$2,000 shall be approved by ED. Changes in float amount above \$2,000 shall be approved by the HR & Finance Sub Committee.

Procedures

5.6.2 The petty cash float starts with a float of \$1,000 which is kept in a separate Petty Cash box (lock and combination) by the Admin Manager or the designated covering staff if the Admin Manager is on leave.

5.6.3 The claimant shall complete a Petty Cash Voucher with original supporting documents attached, stating the description, date and amount of the claim, as and when the expenses are incurred. The Petty Cash Voucher is then approved by the ED, complete with date and signature prior to submission to the Admin Manager for disbursement.

Please refer to **Appendix 3** for a sample of the Petty Cash Voucher

5.6.4 Each petty cash payment should be serially numbered for account-posting purposes.

Having verified the transactions claimed, all supporting documents processed shall be stamped 'PAID'.

5.6.5 Upon receiving the approved Petty Cash Voucher, the custodian will disburse payments to the claimants.

5.6.6 The claimant shall acknowledge with date on the Petty Cash Voucher upon reimbursement. The Admin Manager shall serialised the Petty Cash Voucher.

5.6.7 Admin Manager will post all the payment from Petty Cash Records to Quickbooks.

5.6.8 At the end of each payment period, the total of all the petty cash vouchers will form the basis for replenishing the petty cash fund.

- 5.6.9 A cash cheque will be drawn for the exact amount that has been disbursed. The money will be put into the petty cash box, bringing the total back to the original balance of S\$1,000.
- 5.6.10 At all times, the petty cash vouchers amount plus the cash should equal to the original float amount.
- 5.6.11 Planned periodic surprise checks are carried out by an independent staff other than the Petty Cash Custodian. The results of the surprise checks shall be documented and discrepancies investigated.

6 REVENUE AND RECEIPTS

6.1 Policy

- 6.1.1 All income received shall be completely, accurately and promptly recorded at the point of receipt.
- 6.1.2 All revenue should be recognised promptly once the services are performed or the billing milestones are reached.

6.2 Sources of Income

- 6.4.1 RDA's sources of income are derived from the following:-

- a) Donation
 - (i) Walk-in donations
 - (ii) Postal Receipts
 - (iii) Online Donation;
 - (iv) Giro Donation; and
 - (v) Donation-in-kind.
- b) Fund-raising
 - Please refer to the Fund-raising Manual
- c) Horse Sponsorship
- d) Interest income;
- e) Membership Fees; and
- f) Grants (Restricted Fund).

- 6.4.2 The Admin Manager shall be responsible for managing all income.

- 6.4.3 General funds of a RDA can be used at the sole discretion of the Committee's in achieving its legitimate objectives, including meeting its operating expenses. General donations do not have any conditions (other than those for general purposes) imposed on its utilisation. Income generated from assets held in an unrestricted fund will be clasified as unrestricted income. General fund may be transferred to meet any shortfall in a designated or restricted fund at the Committee's discretion.

- 6.4.4 Designated Funds may be withdrawn for designated projects, programmes or purposes as specified by the Committee. Withdrawal of such fund for other purposes shall be approved by the Committee. Upon approval, Admin Manager shall update Quickbooks System.

- 6.4.5 For restricted fund, RDA shall seek donor's consent should their donation cannot be disbursed as directed / or in consultation with donor's intent. Upon approval from the donor, RDA shall update the Quickbooks System.

- 6.4.6 RDA shall comply with relevant Charities Accounting Standards for receiving, recording and use of restricted fund.
- 6.4.7 Tax deduction of 250% will be extended for another three years for qualifying donations made during the period from 1 July 2016 to 31 Dec 2018. All existing criteria to qualify for tax deduction remain unchanged.
- 6.4.8 Tax-deductible receipt shall be generated from the IPC link.
- 6.4.9 Tax implications of donations should be consistently disclosed in all donation materials.

(i) Tax-deductible receipt is to be issued in accordance with IRAS requirements and to contain the following particulars:

- The receipt number (in numerical sequence)
- The name of the Donor
- The NRIC number, or corporate or business registration number of the donor
- The date on which the donation was received
- The type of donation received (eg. Outright cash)
- The amount of the donation received
- Incorporate the following statement:-

“On behalf of our beneficiaries, we would like to express our sincere appreciation for your generosity and kindness and look forward to your continued support. We are pleased to inform you that you need not make a claim for tax deduction when filing in your income tax return next year. The details of your donation will be given to the Inland Revenue Authority of Singapore (IRAS) and automatically included in your income tax assessment. We wish you and your organisation success. Our receipt No. for your TDXXXXXX donation is enclosed.”

6.4.10 Walk-in Donation

- a) Donors may walk in to the RDA Office to make a donation.
- b) Donors need to fill up a Donation Form. Please refer to **Appendix 4** for Donation Form
- c) Walk-in donations are to be kept by the Admin Manager.
- d) Upon receipt, the Admin Manger shall stamp date received on the Donation Form and record the receipts in the Cashbook.
- e) ED shall verify the donations records in the Cashbook against the Donation Form, sign and date next to the donation records.

- f) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) for cash donation (printed upon request by donor).
- g) Admin Manager shall bank in the donation receipts within 7 working days from date of received.
- h) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) after bank clearance for cheque donations (upon request by donor).
- i) Admin Manager shall record the donations to the Quickbooks system.

6.4.11 Postal Receipts

- a) Donors may mail in to the RDA Office to make a donation with the Donation Form.
- b) Incoming mail should be opened at the earliest opportunity in the presence of two people where practical.
- c) Upon receipt, the Admin Manger shall stamp the date received on the Donation Form and record the receipts in the Cashbook.
- d) ED shall verify the donations records in the Cashbook against the Donation Form.
- e) Admin Manager shall bank in the donation receipts within 7 working days from date of received.
- f) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) after bank clearance for cheque donation (upon request by donor).
- g) Admin Manager shall record the donations to the Quickbooks system.

6.4.12 Online Donation Portals

- a) RDA receives donations through online donation portals, i.e. Giving.Sg
- b) Admin Manager shall receive an email notification from the donation portal on the receipts. Admin Manager shall log on to the online donation portals to generate the donation listing.
- c) Upon receipt, the Admin Manger shall record the donations in the Cashbook.
- d) ED shall verify the donations records in the Cashbook against the donation listing.
- e) Admin Manager shall check the online bank statement to verify the donation received.
- f) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) after the donation has been credited to the bank account (upon request by donor).
- g) Admin Manager shall record the donations to the Quickbooks system.

6.4.13 Giro Donation

- a) Donors may obtain both the Donation Form and Application Form for Interbank Giro from RDA website and submit the forms through mail or in person at RDA Office.

- b) Upon receipt, the Admin Manger shall stamp the date received on both forms and keep a photocopy of the forms.
- c) Admin Manger shall send the original Application Form for Interbank Giro to DBS bank.
- d) Admin Manager shall await the approval letter from DBS bank on the application.
- e) On a monthly basis, Admin Manager (maker) creates a bulk collection listing in DBS Ideal internet banking.
- f) Admin Manager shall print the listing to be reviewed and initialed by the ED.
- g) Admin Manager shall forward the listing in DBS Ideal System to the Approver (1 each from Group A and Group B) together with the hardcopy listing.
- h) Upon receipt of the bank statement, Admin Manager shall record the donations in the Cashbook and proceed to issue Official Receipt (Non Tax-deductible/ Tax –deductible) upon request by donor.
- i) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) after donations have been credited to the bank account (upon request by donor).
- j) Admin Manager shall record the donations to the Quickbooks system.

6.4.14 Donation-In-Kind (DIK)

- a) RDA receives donation-in-kind from donors which are recorded in the Donation-in-kind Form.
- b) Pricing is based on the following.
 - i) Pricing of previous similar items;
 - ii) Condition of the item; or
 - iii) Market price.
- c) DIK items, where practical shall be capitalized, tagged and record in the Fixed Assets Register accordingly.
- d) DIK items not capitalised nor expended are recorded in an inventory list maintained by the designated staff. The record shall include handed over by, received by and witnessed by.
- e) CCTV installed in RDA premises to safeguarded DIK items.

6.4.15 Horse Sponsorship

- a) Donors may obtain the Horse Sponsorship Form from RDA website and submit the forms through mail or in person at RDA Office.
- b) Upon receipt of cheque the Admin Manger shall stamp the date received on the Horse Sponsorship Form and record the receipts in the Cashbook.
- c) ED shall verify the donation records in the Cashbook against the Horse Sponsorship Form.

- d) Admin Manager shall bank in the donation receipts within 7 working days from date of received.
- e) Admin Manager shall issue the Official Receipt (Non Tax-deductible/ Tax –deductible) after bank clearance for cheque donation (upon request by donor).
- f) Admin Manager shall record the donations to the Quickbooks system.

6.3 Interest Income

- 6.3.1 Interest income is recognized on a time-proportion basis using the effective interest method.
- 6.3.2 Upon receipt of the bank statement from the bank, the Admin Manager shall prepare journal vouchers in Quickbooks to record the interest earned from each bank account.
- 6.3.3 The journal vouchers and supporting documents are submitted together with the monthly final accounts to ED for final review. ED shall sign-off on the final accounts as evidence of review and returned to the Admin Manager for filing.
- 6.3.4 No Official Receipt is required to be generated.

6.4 Membership Fees

- 6.4.1 Members of the public may apply for membership by completing and submitting the New Membership Form form to the RDA Office. Please refer to **Appendix 5** for the New Membership Form.
- 6.4.2 The Financial year of the Association shall end on 30th day of June in every year.
- 6.4.3 Subject to review by the members at the AGM, the annual subscription for the Ordinary /Junior /Corporate members shall become due 12 months from the date the membership commenced and upon renewal at each 12 month period thereafter.

The annual subscription rates shall be:-

Type of Membership	Fees
Ordinary Membership	\$45.00
Corporate Membership	\$500.00
Junior Membership	\$15.00
Life Membership (shall be a one off payment)	\$500.00

- a) **Ordinary Membership** is available to persons of either sex aged twenty-one (21) and above who are interested in helping the disabled in horse riding.

- b) Corporate Membership shall be available to any Association, Firm or Corporation registered in Singapore.
 - (i) A Corporate Member shall be entitled to appoint one individual to be the representative (thereinafter call “Corporate Representative”) at General Meetings.
 - (ii) Notice of the appointment of the Corporate Representative or any change there to, shall be given to the Honorary Secretary, in writing, and such appointment or change shall be subject to the approval of the Committee.
 - c) Application for membership shall be made to the Honorary Secretary in the prescribed form and shall be accompanied by the prescribed subscription.
 - d) Every application for membership shall be referred to the Committee and the Committee shall grant membership to the applicant or decline the application. If the application is declined, the Committee is not bound to assign any reason for so doing.
 - e) If an application is declined, the subscription tendered by the applicant shall be refunded immediately by reversing the Quickbooks entry.
- 6.4.4 Honorary members shall be exempted from payment of any subscription.
- 6.4.5 Any member who fails to pay the subscription or fee payable within sixty (60) days after the same becomes due and payable shall cease to be a member.
- 6.4.6 Upon receipt of the New Membership Form with payment, the Admin Manger shall stamp date received on the New Membership Form and record the receipts in the Cashbook.
- 6.4.7 ED shall verify the membership records in the Cashbook against the New Membership Form.
- 6.4.8 Admin Manager shall bank in the membership fee within 7 working days from date of received.
- 6.4.9 Admin Manager shall issue the Official Receipt after bank clearance for cheque payment (upon request by donor).
- 6.4.10 Admin Manager shall record the membership fees to the Quickbooks system.

New Membership

- 6.4.11 The New Membership Form will be given to the Volunteer and Admin Executive after the Admin Manager has updated the membership fees to the Quickbooks system.

Membership Renewal

- 6.4.12 The Volunteer and Admin Executive shall extract the list of memberships due for renewal (eg: membership due in Feb, info extracted in Jan) based on the membership database excel file.
- 6.4.13 A renewal letter and Membership Form shall be sent to the members. An email reminder will be sent 2 weeks before the actual membership expiry date.
- 6.4.14 Upon receipt of the Membership Form and payment, the Admin Manager will record the membership fees in the Quickbooks system. The form shall then be given to the Volunteer and Admin Executive.
- 6.4.15 Volunteer and Admin Executive to create member's particulars for updating the start/expiry date, payment & join date in the RDA Data Management System (BIS).
- 6.4.16 The member's information will also be added in excel file (membership database).
- 6.4.17 The Member will receive a Membership Card and Thank you letter signed by the Honorary Secretary.
- 6.4.18 The membership form will be filed away in locked cabinet.
- 6.4.19 The computers used to access membership records shall be a password protected with access restricted to designated staff of RDA

6.5 Grants (Restricted Fund)

- 6.5.1 RDA receives grants from agencies such as Care & Share and Tote Board. The ED is responsible for the grant application and liaison with Grantor for grant approval.
- 6.5.2 Grants may be received in the form of inter-bank GIRO or cheques as stipulated in the Grant Agreements
- 6.5.3 Upon approval of the grant by Grantor, the ED informs the Admin Manager how much to recognise in the financial year. The Admin Manager shall records the grant in Cashbook. Upon receipt of the bank statement, Admin Manger shall records the grants in the Cashbook.
- 6.5.4 ED shall verify the grants records in the Cashbook against the Grant Agreement.
- 6.5.5 No OR is required to be generated.
- 6.5.6 Admin Manager shall post the grants in Quickbooks system.

- 6.5.7 Periodic reporting, if required as per Grant Agreement, shall be prepared and submitted on a timely manner

6.6 Accounts Receivable Management

- 6.6.1 Other receivables are recognised at their fair value. Other receivables includes deposit, grant receivables, prepayments, sponsorship receivables for ponies and others.

7 PROCUREMENT

7.1 Policies

- 7.1.1 RDA's procurement policy is guided by its procurement patterns. Purchasing limits are set based on the value, frequency and nature of purchases made in order to ensure the organisation's purchases are processed through the standard purchasing procedure. This helps to ensure that RDA's purchases are value-for-money, open and transparent.
- 7.1.2 This purchasing policy applies to both new and ongoing contracts for goods and services.
Please refer **7.1.3** for Approval Authorities.
- 7.1.3 The corresponding forms to be used and the minimum quotation requirement are as below:

Amount (\$\$)	Document	Minimum Quotation Requirement	Approving Authority
Up to 500	Petty Cash Voucher	-	Executive Director (ED)
501 to 1,000	Quotation Form	-	
1,001 to 5,000	Quotation Form	2 Comparable Quotations	
5,001 to 10,000	Quotation Form	3 Comparable Quotations	
10,001 to 50,000	Quotation Form	3 Comparable Quotations	Supported by Executive Director (ED) & Approved by the relevant Sub Committee
50,001 to 250,000	Quotation Form	3 Comparable Quotations	The Committee
251,000 to 500,000	Tender Exercise (Closed / Open)	3 Comparable Quotations	
501,000 to 1,000,000	Tender Exercise (Open)	3 Comparable Quotations	

- 7.1.4 The amounts stated above exclude Goods and Services Tax ("GST")
- 7.1.5 Selection of vendors among the comparable quotations shall generally be based on the lowest price quoted, with the justification for selecting a specific vendor formally documented.
- 7.1.6 The Tender Process shall be activated for purchase of goods or services with estimated value exceeding \$250,000 using the Open, Selective or Limited Tender procedure. The

relevant Sub Committee shall decide on the choice of tendering procedure and record the reasons for the decision.

- a) Open Tender: All suppliers may participate by responding to the Tender Notice.
- b) Selective Tender: Qualification of interested suppliers based on their capabilities is carried out first so as to exclude suppliers who do not meet minimum requirements. Suppliers qualified in this process are then invited to submit tenders.
- c) Limited Tender: Tenders are invited from a few suppliers only.

Procedures**7.2 Budgeted Purchases****7.2.1 For amounts \$500 and below – Petty Cash Purchase**

- a) This section is applicable to:
 - (i) Purchases made on cash terms; or
 - (ii) Employee expenses for official purpose; or
 - (iii) Urgent payments to vendor required.
- b) Verbal approval shall be obtained from the relevant approving authority prior to the purchase.
- c) The “Petty Cash Voucher” should be utilised in such instances.
- a) Generally, large purchases exceeding the \$500 limit shall not be split into smaller quantities to circumvent the purchasing limit as above.

7.2.2 For amounts \$501 to \$1,000

- a) The requestor shall complete the Quotation Form and submit it to the Supervisor for approval (if the requester is the Supervisor, the approval shall be from the ED) prior to the purchase.

Please refer to **Appendix 6** for Quotation Form

- b) Upon approval, the requestor shall proceed to contact the approved supplier for placement of order.
- c) Goods delivered or services rendered shall be duly verified. Where goods delivered or services rendered are deemed unsatisfactory, due to poor quality or shortage in quantity, the supplier shall be promptly notified prior to acknowledgement of delivery order.

7.2.3 For amounts above \$1,001 and below \$5,000

- a) Before obtaining approval for purchases, for purchase amounts >\$1,000, employee are required to obtain 2 quotes, as per the purchasing policy.
- b) The requestor shall complete the Quotation Form and submit it to the ED for approval (if the requester is the ED, the approval shall be from the relevant Sub Committee) prior to the purchase.
- c) The Quotation Form shall be supported with justifications based on evaluation of purchase and the required quotations attached.
- d) Upon approval, the requestor shall proceed to contact the approved supplier for placement of order.
- e) Goods delivered or services rendered shall be duly verified. Where goods delivered or services rendered are deemed unsatisfactory, due to poor quality or shortage in

quantity, the supplier shall be promptly notified prior to acknowledgement of delivery order.

7.2.4 Tender Process above \$250,000

- a) Specifications and details of the item to be tendered shall be prepared by the requestor and submitted for review and approval by the Sub Committee.
- b) Notice of Public Tender shall be advertised in the national newspaper (e.g. The Straits Times).
- c) Tender documents shall be made available for the vendors to complete and submit.
- d) Completed tender documents shall be collected at a locked tender box. Access to the tender box shall be limited to the ED who shall be the sole custodian of the tender box.
- e) Tender documents shall be collected from the tender box only by the ED in the presence of a Committee Member on the closing date.
- f) The opening of the tender submissions shall be carried out in the presence of a Committee Member.
- g) All tenders submitted shall be duly recorded with details of vendors and tendered amounts. The list of Tenders Submitted shall be signed jointly by ED and the witnessing Committee Member.
- h) All tender documents shall be evaluated collectively by a Tender Evaluation Committee (which make up by 1 relevant Sub Committee Member, 1 Office Bearer and 1 Committee Member).
- i) The Tender Evaluation Committee shall present the evaluation and selection of vendor to the Committee with due recording in the minutes.
- j) Once the decision to select a vendor is reached, a Letter of Award shall be prepared by the designated staff before communicating the award to the successful vendor.
- k) All supporting documents are to be filed by the requesting department.

7.2.5 Waiver of Minimum Quotation

- a) Below are some examples of possible grounds for waiver of minimum quotation requirements. These are not automatic grounds and each case must be assessed on its own merits.
 - (i) The supplier is a sole supplier of the product.
 - (ii) The purchase is an emergency because it is either time sensitive, to repair or replace essential equipment or to correct or prevent a safety hazard.
 - (iii) Vendors have been approached but they have not provided a quotation.
 - (iv) Protection of exclusive rights e.g. Intellectual property rights, patents or copy rights

- (v) Works of art
 - (vi) Geographical site unique to the project
 - (vii) Security reasons
 - (viii) Absence of competition for technical reasons
 - (ix) The products or services can be supplied only by a particular supplier and no reasonable alternative or substitute exists
 - (x) For additional deliveries by the original supplier which are intended either as parts replacement for existing supplies, or installations, or as the extension of existing supplies, services, or installations where a change of supplier would compel RDA to procure equipment or services not meeting requirements of interchangeability with already existing equipment or services.
 - (xi) For reasons of extreme urgency brought about by unforeseen and urgent events, the products or services cannot be obtained in time by means of sourcing for 3 open quotations (Note: This should strictly be avoided unless it is a real emergency)
 - (xii) Period contract
 - (xiii) Third party events
 - (xiv) Hiring of consultants, trainers and speakers who possess proprietary knowledge and skills. Usually, these people are selected based on academic qualifications, experience, relevance and feedback from participants rather than on the basis of cost
 - (xv) Specifically for tenders;
 - The benefit to be gained from continuity with an earlier project outweighs any potential advantage to be gained by tendering
 - The timescale of the project genuinely precludes the tendering process, barring any failure to plan work properly
- b) The requestor shall give a clear full written explanation for waivers of competition and submit it to the appropriate approving authorities. All waivers of minimum quotation and tender requirements shall be formally documented and maintained by the Finance Department.
- c) The requirement for quotation or tender may be waived by the following authorities if there is a valid explanation to do so. The waiver should follow the approval limits.

Description	Requested By	Approving Authority
Waiver of Quotation (up to \$x – follow ED approval limits)	Requestor	ED

Waiver of Tender requirement	ED	The Committee
------------------------------	----	---------------

7.3 Non-Budgeted Items

- 7.3.1 As soon as an unbudgeted expenditure becomes foreseeable, the employee should inform the ED of such expenditure, with details of the nature of expenditure, amount involved, probable timing of the expenditure and possible source of funds (if any).
- 7.3.2 Employee must seek approval for the unbudgeted expenditure from the ED.
- 7.3.3 Committee approval shall be sought before the procurement of purchases that are not covered by the annual or additional budgets approved earlier by the Committee. However, the ED shall approve (within approval limit) if the overall budget does not exceed overall approved budget.

8 PAYMENTS

8.1 Policies

- 8.1.1 Payments shall be supported by original receipts, invoices and relevant supporting documents. All supporting documents shall be approved by an authorised approver before the payment is processed.
- 8.1.1 If original receipts or invoices have been misplaced, the payment is to be based on a certified true copy of the duplicate document.
- 8.1.2 After payment, the supporting documents shall be promptly invalidated to prevent reuse (for all payments).
- 8.1.3 Employees shall submit claims via the “Petty Cash Voucher”. The Petty Cash Voucher should be endorsed by the ED and submitted to Petty Cash Custodian with official receipts attached.
- 8.1.4 Under no circumstances shall the cheque signatories pre-sign blank cheques. Where the signatories are not available to sign cheques on particular dates, the Admin Manager shall make alternative timing arrangements with the signatories to ensure that payments to suppliers are not unduly delayed.

Procedures

8.2 Payment

- 8.2.1 The requester shall sign and date on the Delivery Order (if applicable) to indicate acknowledgement of receipt of goods or services. Requestor shall forward all payment supporting documents (i.e. invoice (and/or Delivery Order, if any) to the Admin Manager.
- 8.2.2 Admin Manager shall tally the details on invoice to Delivery Order and Quotation Form prior to making payment.
- 8.2.3 Admin Manager shall prepare Payment Voucher and cheque and submit to ED for approval. In the event of payment for oversea vendor, Admin Manager shall prepare the Electronic Telegraphic Transfer Application Form (“TT”) instead of cheque. The approvers of the Telegraphic Transfer shall be the approval limits
- 8.2.4 All cheque payments should be approved in accordance with the approval matrix (1 each from Group A and B). Please refer to Appendix 2 for the approval matrix.
- 8.2.5 The invoice and supporting documents are stamped “PAID” to avoid duplicate payment in the future. The cheque number and date of payment shall be written on the invoice.

8.3 Control over Cheque Books

- 8.3.1 Unused cheque books are secured by the Admin Manager in a safe under lock and key, along with the register to record the issuance. The key is kept by the Admin Manager and ED.
- 8.3.2 Fully used cheque books are kept by the Admin Manager under lock and key.
- 8.3.3 Only one cheque book is used at any one time. The Admin Manager shall record every cheque issued in the Cheque Book Register.

8.4 Accrual of Unpaid Invoices

- 8.4.1 All unrecorded invoices of goods/services received in the year are required to be accrued during the year-end closing.
- 8.4.2 Admin Manager shall base on the actual unpaid invoices to provide accrual by the end of the financial year.

9 FIXED ASSETS

9.1 Policies

- 9.1.1 Fixed assets are assets providing future economic benefit for at least 1 year.
- 9.1.2 Fixed assets shall be physically controlled and reported such that accountability over the custody and usage of assets is established and maintained.
- 9.1.3 Fixed assets costing \$1,000 (before GST) and above per item or for group of items will be capitalised and entered into the Fixed Asset Register ("FAR"). Expenses relating to the acquisition of the FA (i.e. installation, professional fees, etc.) before actual usage should be capitalised.
- 9.1.4 Assets costing less than \$1,000 will be expensed off in the financial year of purchase.
- 9.1.5 Fixed assets will be depreciated over its useful life.
- 9.1.6 The fixed asset sighting shall be performed annually by the designated staff before the end of each financial year. The fixed asset sighting will ensure:
 - a) The physical count of the fixed assets reconciles with the fixed assets records.
 - b) All fixed assets required to be tagged are tagged accordingly.
 - c) The fixed asset identification code of the respective individual asset reconciles with the fixed assets records.
 - d) After completion to submit to Finance Department for verification.

Procedures

9.2 Acquisition of Fixed assets

- 9.2.1 All fixed assets shall be acquired in accordance to the Procurement Process.
- 9.2.2 Upon delivery of fixed asset, the requestor or approver as stated in the purchase requisition shall inspect the fixed asset delivered and ensure that the warranty card, if any, is received before accepting delivery by signing on the supplier's delivery order.
- 9.2.3 Upon acceptance of fixed asset, the requestor shall identify an appropriate Employee in-charge to receive and oversee the usage of the fixed asset. The Employee in-charge shall be responsible for the custody and maintenance of the fixed asset and shall inform the Admin Manager should the fixed asset require professional maintenance.

9.3 Management after Acquisition

- 9.3.1 A unique fixed asset number shall be generated and affixed to the assets. The assigning of fixed asset number serves to:
 - a) Provide an accurate method of identifying individual assets.

- b) Aid in the annual physical check.
 - c) Keep track of the location of all physical assets.
 - d) Aid in the maintenance of fixed assets.
 - e) Provide a common ground of communication between the Finance OIC and the asset users.
- 9.3.2 The fixed asset numbers, asset types, descriptions (brand/model), date of purchase, depreciation rate used and location shall be tracked in a Fixed Asset Register ('FAR').
- 9.3.3 In the event of a fixed asset transfer, the Admin Manager will be notified via email and the new location of the fixed asset will be updated in the FAR.
- 9.3.4 The General Insurance Policy for Fire, Theft shall cover fixed assets.
- 9.3.5 Fixed Asset Count
- a) Designated staff together with the custodian of the asset or an independent party appointed by the ED shall conduct fixed asset counts on fixed assets on an annual basis to ensure that the fixed assets are accounted for and safeguarded annually.
 - b) The results of the asset counts should be documented and signed-off both by the Finance Department representative and the custodian of the asset or appointed independent party
 - c) Discrepancies noted during the fixed assets inventory checks should be investigated. If the discrepancies are due to recording errors, the records should be updated accordingly. In cases when there is an unaccounted shortage, the Admin Manager will take action to write off the shortage after approval has been obtained in accordance with the approval limits.

9.4 Depreciation

- 9.4.1 Depreciation is calculated on a straight-line basis to write-off the cost amount of the property, plant and equipment over their expected useful lives.
- 9.4.2 Fixed assets will be depreciated on a monthly basis. Depreciation will start on the month of purchase and will continue till the month of disposal
- 9.4.3 The useful life for all asset types is as follows;
- a) Ponies - 10 years
 - b) Building – 5 years
 - c) Office and other equipment – 3 to 5 years
 - d) Furniture & fitting – 3 years

9.5 Write off

9.5.1 Assets may be written off for the following reasons:

- a. Wear and Tear
- b. Unserviceable (spoilt or beyond repair)
- c. Other reasons, such as trade off etc.

9.5.2 Employee initiating fixed asset disposals shall do so via the Fixed Asset Disposal Form.

Please refer to **Appendix 7** for the Fixed Asset Disposal Form.

9.5.3 Prior approval shall be obtained from the ED for any write off of fixed assets. The write off shall be witnessed by a designated staff, and another employee. The asset shall be properly disposed to prevent reuse.

9.5.4 Once the disposal is complete, the Fixed Asset Disposal form shall be given to the Admin Manager to update the Fixed Asset Register and compute the gain/loss on disposal to be taken up in RDA's accounts.

9.5.5 The designated staff shall be tasked with disposing the fixed assets in an appropriate manner. However, the designated staff shall only be authorised to do so upon sighting the duly completed and approved "Fixed Asset Disposal" Form.

9.5.6 ED should ensure that data in all media storage equipment for disposal are completely wiped off prior to disposal, to ensure confidentiality of RDA's data.

10 PAYROLL

10.1 Policies

- 10.1.1. The Admin Manager is responsible for ensuring accuracy of payroll records.
- 10.1.2. The employee Personnel files shall be maintained by the Admin Manager and ED.
- 10.1.3. Salary for the month will be credited to employee's nominated bank account or paid via cheque no later than 26th of each month. If the designated pay day falls on a non-banking day, the salary will be credited not later than 1 working day before the designated pay day.
- 10.1.4. Performance bonus and any salary adjustment are granted based on the performance review process carried out by the HR & Finance Sub Committee. Annual salary reviews will be carried out in June of each year and salary revisions, if any, will be effective from July of the following year. There is also a possibility of an interim review and any changes will take place as and when required (e.g. new salary guidelines, proposed by NCSS). The ED shall inform the performance bonus and/or salary adjustment amount and effective date to the staff in writing.
- 10.1.5. Deductions refer to authorized deductions such as Central Provident Fund ("CPF"), Chinese Development Assistance Council ("CDAC") Fund, Mosque Building and Mendaki Fund ("MBMF"), Singapore Indian Development Association ("SINDA") Fund and Eurasian Community Fund ("ECF").
- 10.1.6. All employee remuneration shall be computed to the nearest dollar and the full amount credited directly to the Employee's Singapore bank account. Employee remuneration is only payable by cheque under the approved conditions. All employee remuneration paid by cheque shall be highlighted by the Admin Manager to the ED and the bank signatories signing the payroll.
- 10.1.7. Overtime Pay
 - a) Overtime payment does not apply unless the employee is covered under the Singapore Employment Act. Overtime is only payable if the employee is required to perform additional work hours and this must be approved prior to working the additional hours.
 - b) If the employee is not entitled to overtime pay, the employee may be entitled to time off. This is subject to the approval of the employee's immediate Supervisor.
 - c) For overtime work, employee is entitled to at least 1.5 times the hourly basic rate of pay. Payment must be made within 14 days after the last day of the salary period.

10.2 Monthly Process

- 10.2.1. On a monthly basis, the Admin Manager confirms the following payroll deductions and additions:

- a) No pay leave adjustments;
 - b) National Service Pay; and
 - c) Overtime payment.
- 10.2.2. After checking all the payroll deductions or payment to staff (if any), Admin Manager generate the payroll summary report (excel spreadsheet).
- 10.2.3. The Admin Manager shall print the Payroll Summary Report and itemised payslip, to be reviewed and approved by the ED.
- 10.2.4. Once the Payroll Summary Reports are approved, the Admin Manager shall upload the approved file to DBS IDEAL System.
- 10.2.5. The Payroll Summary File in DBS IDEAL System is routed to Group A and B for approval in accordance with the approval matrix (1 each from Group A and B). The Admin Manager shall prepare the PV for approval by the ED and Honorary Chairman / Treasurer.
- 10.2.6. Employees are provided with a print out their itemised pay slips by the Admin Manager.

10.3 Central Provident Fund (“CPF”)

- 10.3.1 RDA is required to pay contributions for all employees earning \$50 and above from the first day of their employment. These include employees who are above 55 years of age and those who are on casual, temporary, probation, monthly, part-time, daily, weekly or piece-rated employment. In the case of employees whose commencement date was not on the first day of the month, the contributions payable for that month should be based the employee’s actual wages up to the end of the month.
- 10.3.2 Rate of Contribution:
- a) The rates of contribution payable for the various age groups and wage bands can be found in the CPF tables and as and when revisions are announced by the CPF board.
 - b) The employer contributions from RDA should be rounded up to the nearest dollar and employees’ contribution would be rounded up to the nearest dollar.
 - c) When recovering from the employees’ wages, the amount should be rounded up to the nearest dollar.
- 10.3.3 The Admin Manager is responsible to monitor any changes in CPF rates based on government announcements or change in band of employees based on age.
- 10.3.4 Deductions of salary made to the community funds should be in line with the most updated announcements by the various authorities.
- 10.3.5 Employer and employees’ CPF contribution, together with Skills Development Levy (“SDL”) and contributions to bodies, are automatically deducted from RDA by the CPF Board.

- 10.3.6 The Admin Manager shall ensure that all CPF and SDL amounts are computed correctly before they are due for deductions.
- 10.3.7 The Admin Manager shall ensure that the monthly CPF return is submitted to the CPF Board before each month's deadline in order to avoid unnecessary penalties.

10.4 Payroll for New Employees

- 10.4.1 Payday for new employees in their 1st calendar month of service to RDA shall either be
- a) the next payday of existing employee (payable by direct credit to Singapore bank account); or
 - b) If the employee joins RDA after the 26th day of the month, he/she will be paid in the following month.
- 10.4.2 RDA shall issue a cheque to new incoming employees on their 1st calendar month pay. Subsequently, salary is credited directly to the employee's bank account.
- 10.4.3 The Admin Manager shall obtain the Singapore bank account details of all new incoming employee prior to the next payday for the purpose of crediting salary directly to the employee's bank account.

10.5 Payroll for Resigning Employee

- 10.5.1 All staff who have tendered their resignation are required to submit a resignation letter to the ED. Upon approval by ED, the Admin Manager shall prepare the Acceptance of Resignation Letter and forward it to the resigning Employee.
- 10.5.2 The Admin Manager shall take note of the last working day of the resigning Employee and prior to the last working day, compute all monies owed between RDA and the Employee projected to the last working day.
- 10.5.3 Unless otherwise informed by the resigning Employee's immediate Supervisor, the Admin Manager shall settle all amounts due between RDA and the resigning Employee on the Employee's last working day.
- 10.5.4 The Admin Manager shall ensure that the resigning employee who is employed under Employment Pass, S-Pass or Work Permit cancels his/her pass as required by the Ministry of Manpower and pays his/her income tax arrears in accordance with the requirements of the Inland Revenue of Singapore.
- 10.5.5 Subsequent to the resigning Employee's final working day, the Admin Manager shall ensure that the Employee has been removed from RDA's payroll.

11 CONFLICT OF INTEREST

11.1 Policy

Please refer to the Conflict of Interest Declaration Policy.

11.2 Circulation of Policy

11.1.1 A copy of this policy shall be given to all Committee & Sub Committees members, Employees or other relevant parties upon commencement of such person's relationship with RDA or at the official adoption of policy. Each person shall sign Conflict of Interest Declaration Form to acknowledge that he:

- a) has received a copy of the COI policy,
- b) has read and understood the policy, and
- c) has agreed to comply with the policy.

12 LIST OF APPENDICES

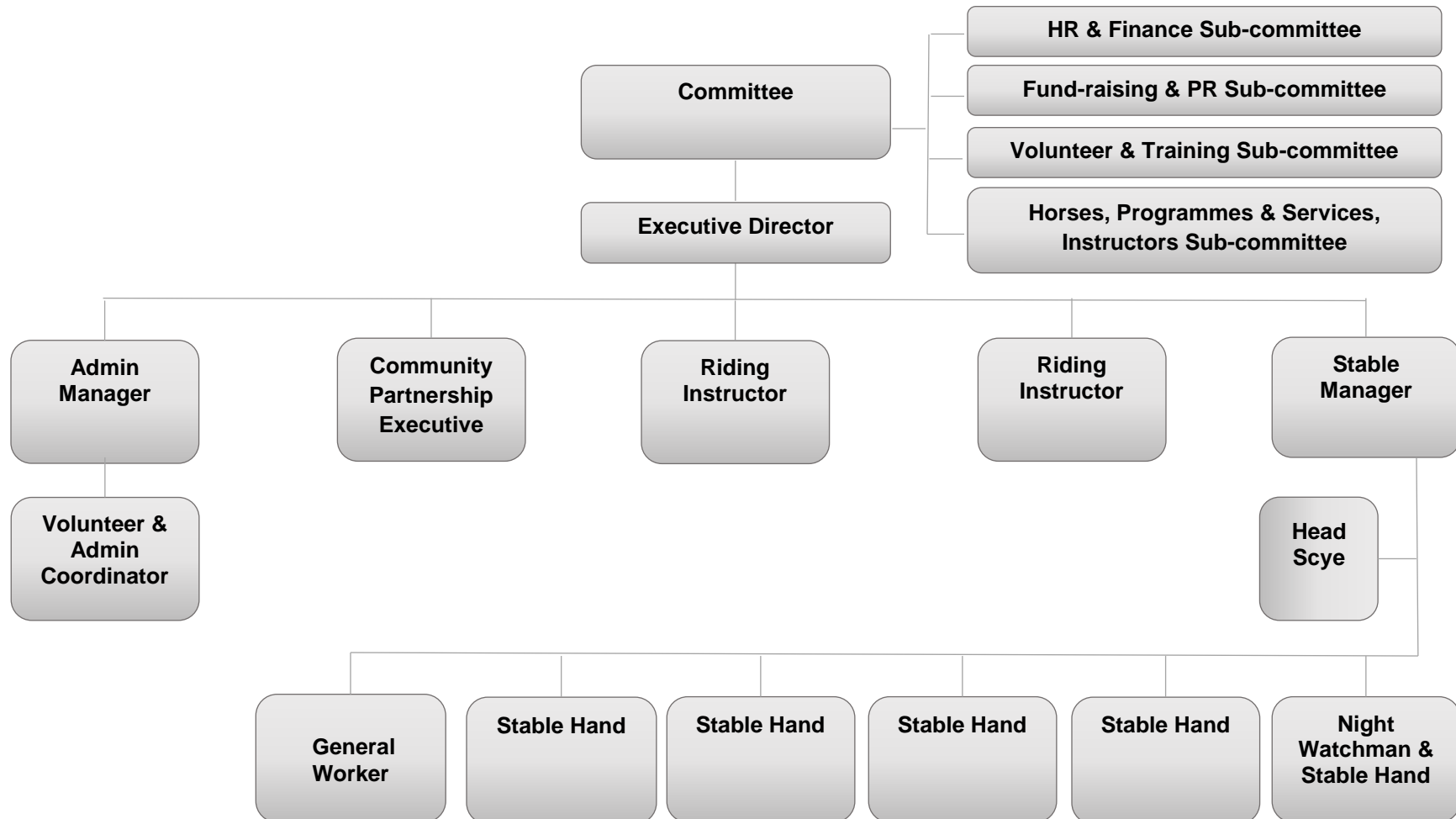
Appendices	Description
1	RDA Organisation Chart.
2	Authorised Cheque Signatories
3	Petty Cash Voucher
4	Donation Form
5	New Membership Form
6	Quotation Form
7	Fixed Assets Form

APPENDIX 1

Riding for the Disabled Association of Singapore ("RDA")



Organisation Chart



Appendix 2 – Authorised Cheque Signatories

(a) Authorised cheque signatories

Maybank Current Account No.: 0401-1001-942

Maybank Time Deposit Account No.: 2001-0048637

DBS Current Account No.: 024-900388-9

- Authorisation limit : Any amount.

- Authorised Signatories: Any 1 “A” signatory plus 1 “B” signatory

Group A Signatories:

- | | |
|----------------------------------|--------------------|
| (1) Eugene Yong Kon Yoon | Honorary Chairman |
| (2) Cindy Quek Soon Bee | Honorary Secretary |
| (3) Justin Martin Alexander Boyd | Honorary Treasurer |

Group B Signatories:

- | | |
|-----------------------------|------------------------|
| (1) Leong Kai Chong Simon | Honorary Vice-Chairman |
| (2) Choy Weng Leong | Executive Director |
| (3) Emma Jayne Jarman Jones | Committee Member |
| (4) Lim ZhiÁn | Committee Member |

Appendix 3 - Petty Cash Voucher



PAYMENT VOUCHER

Voucher No:

Date :

PAY TO

DESCRIPTION		AMOUNT	
A/c	Cash/Cheque	\$	

The Sum of Dollars

Payment Approved by:

Received by:

Appendix 4 – Donation Form



5 Jalan Mashhor,
RDA Centre,
Singapore 299174
T: 6250 0176
F: 6354 2396
E: mail@rdasingapore.org.sg
www.rdasingapore.org

RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

Patron: Mr. Abdullah Tarmugi

About Riding for the Disabled Association of Singapore

Since 1982, Riding for the Disabled Association of Singapore (RDA) has been providing free therapeutic and rehabilitative horse-riding programmes that benefit people with physical and/or learning disabilities in their rehabilitation process. We are the only charitable organisation locally to provide this unique form of therapy.

We serve more than 100 riders per week - children and adults with physical, intellectual or learning disabilities.

Donation Form

I would like to make a donation of

☐ \$10000 ☐ \$5000 ☐ \$2000 ☐ \$1000 ☐ Other Amount: _____

☐ Cheque (bank/cheque no.) _____ is enclosed.

☐ Inter-bank transfer is available, please contact us at 62500176 for information.

All donations are entitled to 250% tax deduction

Please issue cheque payable to: **RDA Singapore**

Our mailing address: 5 Jalan Mashhor RDA Centre S299174

Tax deductible receipt to be issued to:

Name (Mr/Mrs/Ms/Dr) / Company (If applicable): _____

NRIC/FIN/UEN No: _____

Address: _____ (S) _____

Tel: _____ Fax: _____ Email: _____

Signature: _____ Date: _____

☐ I fully understand and agree that the personal information which I have provided may be disclosed to relevant government agencies for tax deduction and/ or reporting purposes. I trust that the information will strictly be used for the purpose stated.

☐ I agree for RDA Singapore to contact me about any future RDA Singapore's events or activities.




Like us on Facebook
www.fb.com/rdasgp




We Ride on Your Support!

Appendix 5 – New Membership Form



RDA
SINGAPORE



5 Jalan Mashhor,
RDA Centre,
Singapore 299174
T: 6250 0176
F: 6354 2396
E: mail@rdasingapore.org.sg
www.rdasingapore.org

RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

Patron: Mr. Abdullah Tarmugi

RDA Singapore New Membership Form

All about RDA Singapore membership:

- Keep up to date on what's on at RDA Singapore (Internal e-newsletter)
- Voting right at RDA Singapore AGM (**for Ordinary & Life members only**)
- Can be nominated as Committee member (**for Ordinary & Life members only**)

Please put a tick in the appropriate box:

<input type="checkbox"/>	Ordinary Membership for 1 year at S\$45	S\$
<input type="checkbox"/>	Junior Membership for 1 year at S\$15 (under 21 years of age)	S\$
<input type="checkbox"/>	Life Membership at S\$500	S\$
<input type="checkbox"/>	I would like to make a donation to RDA Singapore	S\$

From now till 31 Dec 2014, your donation will be matched dollar-for-dollar by the Singapore Government, doubling the impact of your contribution!
A tax deduction receipt for 2.5 times your donation will be issued for your donation!

Total: S\$

Name: Mr/Miss/Ms/Mrs/Dr/Prof _____

NRIC/FIN No.: _____ Date of Birth: _____ Nationality: _____

Address: _____

Postal Code: _____

Mobile Number: _____ Email: _____

Bank / Cheque No.: _____

Declaration and Consent (Please put a tick in the following boxes to indicate your consent)

☐ I fully understand and agree that the personal information which I have provided may be disclosed to relevant government agencies for tax deduction and/ or accounting purposes. I trust that the information will strictly be used for the purpose stated.

☐ I agree for RDA Singapore to contact me for any other purposes related to the services RDA Singapore is providing, any upcoming RDA Singapore's events or activities and events or activities organised by partners to benefit RDA Singapore.

Signature & Date _____

For official use only

Cash/Cheque: _____ Amt: _____ Ref: _____

Expiry: _____ Membership No.: _____ Input by: _____



Like us on Facebook
www.fb.com/rdasgp



We Ride on Your Support!

Appendix 4 – Quotation Form*<On Charity's letter head>***QUOTATION FORM**

Purchase / Service of :

Quotation 1:	
Company :	
Product :	
Amount :	(Quotation attached)

Quotation 2:	
Company :	
Product :	
Amount :	(Quotation attached)

Quotation 2:	
Company :	
Product :	
Amount :	(Quotation attached)

Quotation Selected: _____

Reason : _____

Prepared By:		
Name:	Sign	Date
Approved By:		
Name:	Sign	Date
Registered as charity under the Charities Act, 1982		
UEN NO.S82SS0081H		

Appendix 5 – Fixed Assets Form



Disposal of Asset

This is to confirm that the following are to be written off in FY _____.

<u>Asset</u>	<u>Date of Purchase</u>	<u>Status of Asset</u>
--------------	-------------------------	------------------------

Cost of Purchase:

_____	_____
Executive Director	Date
RDA Singapore	