

NPO Forum

In Conversation with COC: Board Culture, Ethics & Governance

5 April 2019

I. Journey towards higher standards of Ethics & Governance in New Hope Community Services

II. Challenges

III. Lessons Learnt

IV. Implementation



A presentation by:

James Chua

Chief Operating Officer

We are honored to be rewarded:



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SINGAPORE
INSTITUTE OF
DIRECTORS

Commissioner of Charities



I. Journey towards higher standards of Ethics & Governance in New Hope Community Services

Our Vision

Building New Hope Together



Our Mission

Restoring **HOPE** to Displaced Families & Individuals

Heat to serve our clients regardless of race or religion

Oppportunity through referrals and job replacements

Programmes in counselling, life-skill training, sports and music

Empowerment of our clients to bring change and betterment to their lives

Our Patron

Mr K Shanmugam

*Minister for Home Affairs & Minister for Law,
Member of Parliament for Nee Soon GRC, Grassroots
Adviser for Chong Pang Grassroots Organization*



Our Board Members



PRESIDENT
Steven Thanigasalam s/o Kannan

Executive Director
Christian Outreach to the Handicapped



VICE PRESIDENT
Chua Sui Tong

Managing Director, Rev Law LLC



SECRETARY
Tan Cheng Jee Pauline

CEO,
Yishun Community Hospital



TREASURER
Tan Boon Kim Hilda

Retired



ASSISTANT TREASURER
Leong Lai Yee (Edna)

In Transition



MEMBER
Derek Pak Gek Kwee

Regional Lead for AP Customer Fraud
Management, MasterCard Asia Pacific



MEMBER
Sim Mong Huat (Barry)

Managing Director, ELTA Limited



MEMBER
Tay Nguan Sim, Lilian

Director, Digital Dream

Our CEO

Chief Executive Officer

Ps Andrew Khoo

- *Founder of NHCS*
- *With more than 30 years experiences in the social service sector*
- *Bachelor of Theology, Singapore Bible College*



Our Partners & Corporate Sponsors



Commissioner of Charities



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Orang-orang kuat New Hope

KETIKA dijemput membuat persembahan di acara amal New Hope Community Services sekitar dua tahun lalu, penerbit muzik, Encik Moliano Rasmadi, tidak begitu tahu mengenai kerja yang dilakukan persatuan tersebut.

Apa yang beliau tahu cuma ia memberi tempat berteduh sementara kepada mereka yang merempat.

Lantas, apabila beliau melihat begitu ramai keluarga Melayu/Islam di acara itu, beliau terpinga-pinga.

“Kemudian saya diberitahu bahawa mereka semua adalah penerima bantuan New Hope. Begitu ramai sekali orang Melayu kita yang dibantu, tapi bila saya lihat di sekeliling saya, relawan Melayu macam tidak ada pula.

“Jadi, datang pula rasa ingin menyumbang dan membantu persatuan ini,” ujar pemain gitar kumpulan Lovehunters itu.

Encik Moliano, 49 tahun, menjadi antara relawan Melayu pertama yang menyumbang masa dan tenaga bersama New Hope.

Beliau menggembleng tenaga teman-teman, termasuk isterinya, untuk sama-sama membantu.

Kini, Encik Moliano dan tujuh lagi relawan Melayu membentuk kumpulan sukarelawan utama persatuan New Hope. Mereka mengadakan mesyuarat seminggu sekali bersama kakitangan New Hope untuk berbincang mengenai usaha mengumpul dana dan isu-isu penghuni.

Bagi acara-acara New Hope, para relawan ini akan menggembleng teman-teman dan anggota keluarga lain untuk ‘turun padang’ dan sama-sama membantu.

Sebagai contoh, awal tahun ini, mereka berjaya menggembleng tenaga hampir 1,000 ‘mat motor’ untuk membantu dalam Hari Bendera New Hope.

Pengasas dan pengarah eksekutif persatuan itu, Pastor Andrew Khoo, berkata beliau terhutang budi kepada relawan Melayunya yang memberi sumbangan.

“Teman-teman Melayu saya ini adalah anugerah Tuhan kepada saya dan New Hope. Tanpa mereka, kami pasti tidak dapat menjalankan kerja-kerja kami dan membantu begitu ramai orang,” ujarnya.

Sebagai relawan persatuan yang berlandaskan agama Kristian, Encik Moliano akur beliau ada menerima teguran daripada sesetengah pihak, meskipun golongan ini membentuk minoriti.

“Bagi saya ini bukan satu isu. Kami menyumbang masa dan tenaga secara ikhlas untuk membantu New Hope membantu mereka yang memerlukan.

“Isu agama tidak pernah timbul sepanjang penglibatan kami di New Hope. Mereka yang bimbang seharusnya tampil untuk menyertai kami supaya dapat lihat sendiri kerja-kerja yang dijalankan,” tambahnya.

Pastor Khoo sendiri menerima



TEMAN ISTIMEWA NEW HOPE: Pastor Khoo (dua dari kanan) menyifatkan para relawannya seperti Encik Moliano (kanan), Encik Rahmat Hashim (tiga dari kanan) dan Cik Rusedah (dua dari kiri, berskaf) sebagai ‘tulang belakang’ New Hope. Bersama mereka ialah Pengerusi An-Nur, Encik Rahim (kedua dari kiri berkemja). – Foto M.O. SALLEH.

hakikat bahawa pasti terdapat golongan kecil yang curiga.

“Bagi saya, di sinilah semangat keharmonian kaum benar-benar dapat dilihat. Teman-teman Melayu saya tampil tanpa dipaksa untuk membantu kerana mereka percaya dengan apa yang kami lakukan.

“Kalau tidak kerana New Hope, saya tidak akan mempunyai begitu ramai teman Melayu. Bagi saya, ini satu rahmat,” kata beliau.

Akur, seorang lagi relawan, Cik Siti Haida Mohd, 43 tahun, berkata beliau terdorong untuk menyumbang bagi membantu penghuni-penghuni Melayu/Islam.

Tambahan pula, kata ibu tujuh orang anak itu, penglibatan beliau juga memberinya peluang untuk mendedahkan anak-anaknya kepada kerja sukarela.

Seorang lagi relawan, Cik Ruse-

dah Tawahid, pun akur motivasi utama beliau berbakti bersama New Hope ialah demi para penghuninya.

Cik Rusedah, 45 tahun, kerap bertemu para penghuni di rumah-rumah tumpangan New Hope untuk memberi mereka sokongan moral dan supaya mereka tahu masih ada orang yang mengambil berat.

“Para penghuni ini perlukan semangat dan sokongan dalam mengharungi kehidupan. Tiada siapa yang ingin dipinggirkan.

“Jadi, dengan cara berbulat dan memberikan kata-kata perangsang kami dapat memberi isyarat bahawa mereka juga diterima dalam masyarakat,” tambahnya, yang bekerja di sebuah syarikat perkilangan.

Journey towards higher standards of Ethics & Governance

2016

- Charity Transparency Award



2017

- Charity Governance Award
- Charity Transparency Award



2018

- Charity Transparency Award



II. Challenges

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Board leadership – Tone at the top

1. “We have satisfied the legal and Code of Governance. Hence, there is no need for Transparency Award/Governance Award”
2. “We do not have the manpower and resources. We need to focus on our mission and fundraising.”

III. Lessons Learnt

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1. A core conviction is that organizations have more *extensive duties* to *key stakeholder groups* than is strictly required by law. It is important that we not only do good but also to do good well. Accountability, transparency, effectiveness and sustainability are core commitments

Kids Company closure: *What went wrong?* [1 February 2016]



KIDSCOMPANY

Source:

<https://www.bbc.com/news/uk-33788415>



Kids Company closed in August 2015. Founded in 1996 in south London, it provided practical, emotional and educational support to up to 36,000 deprived and vulnerable inner-city children and young people.



It employed more than 600 people, with high-profile supporters including Prime Minister David Cameron.

High-profile charity Kids Company closed amid a row about funding and with its performance and management under scrutiny.

So, what went wrong?

Kids Company closure: *What went wrong?* [1 February 2016]



The official reason behind the closure was:

Lack of funding

This followed rumors of financial mismanagement as well as allegations of failure to safeguard young people. This, in turn, led to the withdrawal of donations from donors and the decision by the Government not to supply further grants, and indeed claim back a £3m grant it had given just days before its closure. The question is – how did it get so bad before anyone realised?

Kids Company closure: *What went wrong?* [1 February 2016]

Could *good governance* have saved the Kids Company charity?

Source:

<https://bhcsecretaries.co.uk/blog/good-governance-and-kids-company-charity/>

Kids Company closure: *What went wrong?* [1 February 2016]

Kids Company: an anatomy of failure



.....a failure of governance is one of the hardest to detect and avert – unlike financial or performance failure, the quality of governance at an organisation is difficult to quantify.

What is Corporate Governance?

In Singapore, governance in the charity sector refers to the framework and processes concerned with managing the overall direction, effectiveness, supervision and accountability of an organisation (Charity Council, 2017a).

Source: Speech by Ms Grace Fu, Minister for Culture, Community and Youth, at the Charity Transparency and Governance Awards 15 November 2017



III. Lessons Learnt

2. Good corporate governance should be weaved, as a premise, through *every aspect of the organization*, our people, culture, and our public face. Integrity is what defines NHCS and determine how we work. Therefore, in NHCS good corporate governance extends far beyond the yearly 'Code of Governance' submission and its not an added bonus. Having a robust ethical foundation is at the heart of what makes us successful.

IV. Implementation

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1. Board Leadership – Tone at the top

- Ensure **renewal** of Board members. Terms limits are established for Board members.
- **Induction** program for new board members.
- Board Assessments

IV. Implementation

2. Whole Organisation Approach

- Every staff and board member sign ‘Commitment to uphold’ highest standard of Corporate Governance
- Adopted Conflict of interest, Code of Ethical conduct and Whistle Blower policy
- Corporate Governance standards used in every Staff appraisal and promotion

thankyou