

SINGAPORE GOVERNANCE for OUTSTANDING ORGANISATION DIRECTORS

Conducted by

SID
SINGAPORE
INSTITUTE OF
DIRECTORS

In Collaboration with



Part of



About SID

The Singapore Institute of Directors (SID) is the national association of company directors. SID promotes the professional development of directors and corporate leaders, and provides thought leadership and benchmarking on corporate governance and directorship. It works closely with the authorities and its network of members and professionals, to uphold and enhance the highest standards of corporate governance and ethical conduct.

Formed in 1998, the membership of SID comprises mainly directors and senior leaders from business, governments and nonprofits. SID has a comprehensive training curriculum that covers the spectrum of a director's developmental journey for the different types of directors. Members have access to a range of resources, including research publications, forums, seminars, benchmarking awards and indices, board appointment services and regular networking and social events.

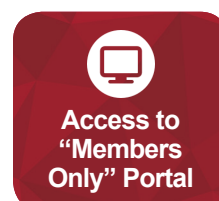
Special Benefits For NonProfit Organisations and Social Enterprises

Nonprofit organisations (NPO) and Social Enterprises are entitled to a special rate for SID corporate membership, which offers complimentary access to SID's specially curated programmes including webinars. The annual membership benefits include:

- Waiver of \$150 entrance fee for directors of corporate NPOs.
- Complimentary vouchers to selected SID current topic sessions.
- Complimentary vouchers to SID webinars.
- Complimentary copy of *Sustainability Guide for Boards*¹.
- Complimentary box set of *Corporate Governance Guides for Boards in Singapore 2018*¹.
- Discount of 10% for advertisements in *SID Directors Bulletin*.
- Further discount is applicable upon successful application to VWOs-Charities Capability Fund (VCF).

¹ Subject to availability

MEMBERSHIP BENEFITS



Singapore Governance for Outstanding Organisation Directors

Curriculum Framework



VWOs-Charities Capability Fund (VCF) Approval Pending

Programme Overview

This course is designed for individual board members to enhance their capabilities for the effective governance of nonprofit organisations (NPOs). It aims to help NPO directors develop a better understanding of the nonprofit landscape in Singapore, their role and responsibilities as NPO directors and the underlying social trends affecting the effectiveness and sustainability of NPOs. The case studies and engaging panel discussions with practitioners and leaders from the sector provide opportunities for participants to share perspectives and gain an understanding of on-the-ground realities. Participants will also pick up management skills that help them avoid common pitfalls and be more effective in their oversight.

8 modules directly relevant for good governance

8 facilitators with industry experience

7 case studies to enhance learning

25 panel speakers who are leaders in the sector

At A Glance . . .

What

A development programme for nonprofit directors comprising eight modules (four hours each).

Why

To strengthen nonprofit organisational effectiveness.

Who

Board and council members of nonprofit organisations.

When

May to December 2019

Where

Social Service Institute
298 Tiong Bahru Road, Central Plaza
#18-01, Singapore 168730

1 : Essentials of NonProfit Board Leadership

This session provides participants with a macro perspective of the nonprofit ecosystem: its structure, the major players, applicable regulations, policy priorities, and an understanding of the practical implications on the duties and workings of the board and its directors.

Learning outcomes

- Examine the nonprofit landscape in Singapore, the implications for nonprofit governance, and how it differs from that of commercial organisations.
 - Understand the NPO board structure and its role.
 - Differentiate between conformance and performance.
 - Be inspired by understanding the “head and heart” of an NPO leader.
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2 : Board Dynamics

The module looks at how boards evaluate themselves in fulfilling their roles and responsibilities, and use the results of these assessments to enhance board performance. By reviewing their board structure, control processes, competency and diversity mix, boards are able to facilitate greater team cohesion and clarity of focus to achieve the NPO's vision and mission.

Learning outcomes

- Analyse board composition and practices.
 - Examine the framework for board dynamics to understand boardroom interactions and relationships.
 - Understand the role of the chair.
 - Recognise the criteria for board evaluation.
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3 : Board and Management Dynamics

The effectiveness of the organisation is dependent on the senior management working hand-in-hand with the board and its committees. The role of board members as governors and volunteers will be examined, alongside with the necessary policies and practices to improve communication, foster trust, and promote collaboration on strategic and operational matters between board and management.

Learning outcomes

- Differentiate the roles of board and management, and board members as governors and volunteers.
 - Analyse the practices best suited for the board in terms of strategy and operations.
 - Differentiate board and staff roles, and examine board members as volunteers and governance leads.
 - Explore tools to help board control and support of management.
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4 : Talent and Volunteer Management

In human capital management, nonprofits need strong support and oversight from their boards to design, implement and sustain strong strategies for attracting and retaining talent. Nonprofit boards need to understand the trends, competencies and tools in talent and volunteer management while exploring frameworks that will help them better manage board talent renewals, succession policies and diversity.

Learning outcomes

- Understand the importance and challenges of human capital management in the nonprofit sector.
- Explore the board's role in driving talent resourcing success.
- Learn about current leading approaches in managing talent and volunteers sustainably through the Volunteer (Board and Executive) Management Framework.
- Examine volunteer management strategies and understand board election and succession policies that are based on competencies, diversity and inclusion.

5 : Strategy and Board Performance

Effective boards make impactful and sustainable decisions that are aligned with the organisation's mission. Through presentations and a case study, participants will be equipped with the frameworks and tools to evaluate the strategic options and business models to meet the organisational objectives.

Learning outcomes

- Compare strategic options to inform decisions that are aligned with the mission of the NPO.
 - Understand what makes a successful approach using strategy pyramid and strategic planning methods and tools.
 - Explore the theory of change and craft the intended impact statement.
 - Use the balanced scorecard system to align and communicate strategies and programmes.
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6 : Financial Management and Accountability

The board is accountable for the performance of the organisation, the financial results as well as the social impact, in the case of nonprofit organisations. Through presentations and case studies, this module will examine the compliance requirements for financial reporting and the latest approaches to measuring social impact.

Learning outcomes

- Learn to analyse nonprofit financial statements.
 - Explore factors related to reserves and investments.
 - Understand the role of the board in evaluating financial risks and enhancing financial governance.
 - Explore financial planning and reporting requirements to ensure compliance with the Charities Accounting Standards (CAS) and the measurement of social impact for increased accountability to stakeholders.
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7 : Fundraising, Outreach and Advocacy

One of the responsibilities of the nonprofit board is to ensure the efficient and effective mobilisation of resources to fulfil the organisation's mission. This module will focus on the ways in which boards provide leadership in fundraising and stakeholder management through several case examples. Participants will explore fundraising strategies and stakeholder management options and determine directions that ensure organisational sustainability.

Learning outcomes

- Explore the board's role in fundraising and approaches and practices in getting financial support.
 - Explore fundraising concepts and frameworks related to human resources, and evaluation of fundraising success.
 - Examine fundraising policies for better governance.
 - Learn effective advocacy and outreach strategies through case presentation, to improve reach to targeted groups.
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8 : Social Trends

This concluding module explores the trends in the areas of social innovation, social media, social enterprises and other trends impacting the social sector through a series of presentations and a panel discussion. It will provide participants with ideas on the horizon and help them examine their roles in a rapidly changing world where there is the blurring of boundaries between for-profit and nonprofit sectors.

Learning outcomes

- Investigate the trends in social innovations, technologies and enterprises that can improve the effectiveness of NPOs.
- Understand the developments in the social enterprise sector and the impact on the nonprofit sector and funders' motivations.
- Explore social innovations, including the impact of fintech on addressing social needs.
- Examine the role of the board in directing and supporting the NPO through the use of various social media as a tool for social change, engagement and outreach.

SID Curriculum Map 2019

For NonProfit Organisations

Focus	S&C	NonProfit Governance Forum
	CTP	Current Topics
Advanced	MCD	MasterClasses For Directors
Essentials	SGD	S-GOOD Governance for Outstanding Organisation Directors
		1 - Essentials of NonProfit Board Leadership
		2 - Board Dynamics
		3 - Board and Management Dynamics
		4 - Talent and Volunteer Management
		5 - Strategy and Board Performance
		6 - Financial Management and Accountability
		7 - Fundraising, Outreach and Advocacy
8 - Social Trends		
Fundamentals	NFF	NonProfit Financial Reporting Fundamentals
	NBF	NonProfit Board Fundamentals
	SYN	So, You Want To Be A NonProfit Director

S-GOOD Modules	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 - Essentials of NonProfit Board Leadership	15		9					
2 - Board Dynamics		12	30					
3 - Board and Management Dynamics			17	20				
4 - Talent and Volunteer Management				14	12			
5 - Strategy and Board Performance					16 24			
6 - Financial Management and Accountability						3 22		
7 - Fundraising, Outreach and Advocacy						31	26	
8 - Social Trends							28	17

Venue: Social Service Institute, 298 Tiong Bahru Road #18-01 Central Plaza Singapore 168730

“ I am happy that SID, with its long history as the national association for directors, is broadening its reach to nonprofit leaders. The National Council of Social Service is pleased to be working with SID to develop nonprofit directors and enhance the governance of social service agencies and other nonprofit organisations. ”

Mr Sim Gim Guan
CEO, National Council of Social Service

“ Many nonprofit directors are volunteers from commercial companies. They bring fresh perspectives and valuable experiences to the nonprofit boards. SID provides an excellent platform for leaders of nonprofit and for-profit organisations to come together to learn and share, and grow professionally and be more effective directors. ”

Mrs Mildred Tan
Chairman, National Volunteer & Philanthropy Centre