

ABOUT US

Focus on the Family Singapore Limited was set up in December 2001 as a Company Limited by Guarantee. It was registered under the Charities Act on 5 June 2002. As required by ACRA, the new Constitution of the Charity was adopted in April 2016.

As a donor-supported charity with Institution of a Public Character status (renewed for 3.5 years till 31 March 2025), all donations made to Focus can qualify for 250% tax deduction. We organise fundraising events such as Partnership Dinner, Charity Golf and Charity Movie, and we are thankful for our Champions for Family and individual friends of the Family who have helped us to raise funds through self-initiated crowdfunding projects.

Donations raised go fully towards benefitting our constituents. We do not make donations to external parties or engage third-party commercial fundraisers. We always ensure that we keep within the 30-70 fundraising guideline. For our financial year 2021, our fundraising efficiency ratio was 0.7%, i.e. we spend only 0.7 cents to raise each dollar.

RESERVES AND RESTRICTED FUNDS POLICY

The organisation has a policy to achieve and maintain a reserves level equivalent to 12 months of the organisation's operating expenses for the long-term sustainability of the organisation. The reserves are set aside in the event that the organisation needs to wind up/down or utilised for special non-recurring expenditure to develop long-term capacities/capabilities as approved by the Board, and can be put into fixed deposits as determined by the Board.

Restricted funds are funds received from grants set aside for specific programmes or initiatives within an agreed period.

FINANCIAL REPORT FOR FY2021

Descriptions	%	Total (\$)	Unrestricted Funds (\$)	Restricted Funds (\$)
<i>Receipts</i>				
Donations	58.9%	1,780,608	1,780,608	-
Programmes & Services	9.6%	289,955	246,498	43,457
FamChamps Grant	2.2%	64,957	-	64,957
Job Support Scheme Grant	9.7%	292,674	292,674	-
Bicentennial Grant	13.3%	400,000	400,000	-
Other Grants and Subsidies	5.4%	164,250	47,540	116,710
Interest Income	0.9%	26,493	26,493	-
Total Receipts	100%	3,018,937	2,793,813	225,124
<i>Expenditure</i>				
Cost of Generating Funds	0.5%	11,613	11,551	62
Charitable Activities Expenses*	98.8%	2,552,390	2,120,358	432,032
Governance Costs	0.7%	18,974	18,974	-
Total Expenditure	100%	2,582,977	2,150,883	432,094
Net Surplus/(Deficit)	-	435,960	642,930	(206,970)

Balance Sheet	Total (\$)
Fixed Assets	10,891
Inventories	9,440
Bank & Cash Balances	3,576,982
Receivables	49,629
Payables	(275,338)
Net Assets	3,371,604
Unrestricted Funds	3,266,854
Restricted Funds	104,750
Total Funds	3,371,604

Charitable Activities Expenses*	%
Programme Costs (%)	81%
Administrative Costs (%)	12%
Operating Expenses (%)	7%

TOP SALARY BANDS (Total staff at 30 Sep 2021: 36)

Top Salary Bands (\$)	No. of Staff
100,001 – 120,000	1
80,001 – 100,000	0
60,001 – 80,000	7

All figures are based on audited accounts for Financial Year 2021 (October 2020 to September 2021). Please email us if you wish to receive a copy of the audited accounts.

The accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS") so as to present fairly, in all material respects, the financial position of the Company as at 30 September 2021 and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

ORGANISATION STRUCTURE

<p style="text-align: center;">BOARD OF DIRECTORS</p> <p>Committees:</p> <ul style="list-style-type: none"> • Appointment & Nomination • Audit & Risk • Corporate Communications • Finance • Human Resource & Remuneration • Partnerships & Fundraising • Programmes 		<p style="text-align: center;">BOARD ADVISORS</p> <p>Mr Tan Thuan Seng Mr Lee Wee Min Mr Soh Gim Teik Mr Jason Wong</p> <p style="text-align: center;">(Chaplain Rev Dr Danny Goh)</p>	
<p>EXECUTIVE OFFICE</p> <p>Chief Executive Officer: Mrs Joanna Koh-Hoe (<i>Re-appointed 6 Jan 2014</i>) Chief Operating Officer: Ms Delia Ng (<i>Appointed 1 Oct 2020</i>)</p>			
<p>SUSTAINABILITY & PARTNERSHIPS</p> <p>Chief: Ms Vanessa Puah (<i>Appointed 1 Oct 2021</i>)</p>		<p>GROWTH</p> <p>Chief: Mr Aaron Ng (<i>Appointed 1 Oct 2021</i>)</p>	
<p>Stewardship Relations Outreach</p>		<p>Communications Transformation</p>	
		<p>IMPACT</p> <p>Chief: Ms Alicia Boo (<i>Appointed 1 Oct 2021</i>)</p> <p>Experience Programmes Insights</p>	

CONFLICT OF INTEREST POLICY

In keeping with good governance, Focus has put in place its Conflict of Interest (COI) policy to ensure a system of checks and accountability. Board and staff complete a COI declaration form annually and update the Board accordingly when there are changes to their interests. The declaration includes dealings with other charities, businesses and vendors. All staff and Board Directors are required to declare any potential COI and abstain from decision making when such situations arise.

WHISTLE BLOWING POLICY

Focus on the Family Singapore is committed to the highest standard of ethical behaviour and sound corporate governance. The organisation's whistle blowing policy is outlined and availed to all staff in our HR Handbook.

PERSONAL DATA PROTECTION ACT POLICY

Focus respects and honours our donors, sponsors, partners, volunteers, constituents and clients, and their right to have their privacy protected. Focus is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information given in good faith will only be used to maintain or enhance one's relationship with the organisation, and anyone can remove their name from mailing lists upon sending their requests to Focus.

Focus also maintains a high level of confidentiality with respect to donor information. Donor's name and other details will not be published in any corporate collaterals or public publications unless there is a partnership agreement between Focus and the donor.

Focus has documented procedures to safeguard personal information in our databases, whether in hard copy or online, and will not disclose such information to other organisations.

BOARD OF DIRECTORS

The Board of Directors provides leadership on strategic planning, financial management and resource optimisation. Our directors do not receive any fees for their Board services rendered and there are no paid staff on the Board.

The Board conducts a self-evaluation each year to assess their performance and effectiveness. The results are collated, analysed and reported back to the Board for discussion and follow-up action.

The Executive Management conducts philosophy and brand training prior to each board meeting and may also highlight relevant trainings throughout the year to Board Directors.

The Board is assisted by various committees comprising board members and other professionals who render their services on a voluntary basis and are not remunerated. The specific functions and responsibilities of the board committees are documented in official terms of reference.

- The Appointment and Nomination Committee ensures that the organisation establishes and maintains its appointment process and practices, terms of reference and tenure of the office bearers. The committee assesses potential board candidates and recommends to the Board for approval.
- The Audit & Risk Committee engages professional external auditors annually and oversees the organisation's Enterprise Risk Management as well as regular internal audit.
- The Corporate Communications Committee advises on public relations and communications matters.
- The Finance Committee oversees financial policies and ensures documented procedures are in place for operating budgets, purchases, receipts and payments; and ensures accurate monitoring and proper accountability for funds through approval limits and designated officers with authority to act on behalf of the organisation.
- The Human Resource & Remuneration Committee advises on HR matters including the performance appraisal system of employees, remuneration for key staff, learning and development opportunities, and work-life policies.
- The Partnerships & Fundraising Committee is diligent in ensuring long-term financial sustainability and wise stewardship through fundraising activities and strict accountability to the Board.
- The Programmes Committee provides subject matter expertise and ensures that all initiatives and programmes are directed towards achieving the stated outcomes, mission and vision of the organisation.

Our directors are appointed for a maximum term limit of 10 years. The maximum term limit for the position of the Finance Committee Chair is 4 years.

BOARD ATTENDANCE FOR FY2021 (Oct 2020 to Sep 2021)

Board Member	Date of Appointment	Board Appointment
Mr Tony Soh ● ● ● ●	3 Nov 2014	Board Chairman, Appointment & Nomination Committee Chair
Mr Andrew Kwan ● ● ●	23 Oct 2017	Vice-Chairman, Partnerships & Fundraising Committee Chair
Mr Choe Peng Sum ● ● ● ●	29 Aug 2019	Vice-Chairman, Human Resource & Remuneration Committee Chair
Mr Steven Chan ● ● ● ●	15 Nov 2011	Director
Mr Jason Wong ● ●	17 Oct 2013	Ex-Chairman (<i>Resigned with effect from 5 Apr 2021</i>)
Mr Boaz Nazar ● ● ●	17 Jul 2014	Corporate Communications Committee Chair
Mr Jeffrey Goh ●	17 Jul 2014	Finance Committee Chair
Mr Chan Fook Kay ● ● ● ●	19 Aug 2015	Audit & Risk Committee Chair
Ms Christine Gan ●	19 Jun 2017	Ex-Director (<i>Resigned with effect from 18 Jun 2021</i>)
Ms Jessica Bin ● ● ● ●	6 Mar 2018	Programmes Committee Chair
Mr Andy Tan ● ● ● ●	30 Jan 2020	Director
Mr Bernard Ng ● ●	21 Jan 2021	Director (<i>Newly Appointed</i>)
Ms Ruth Wan ●	3 Aug 2021	Director (<i>Newly Appointed</i>)

● Denotes board meeting attendance. There were four board meetings in the Financial Year 2021.