



ANNUAL REPORT

2025-2026

TABLE OF CONTENTS

- 01 ABOUT DISABLED PEOPLE'S ASSOCIATION
- 04 PRESIDENT'S MESSAGE
- 05 DPA'S 40TH ANNIVERSARY
- 08 OUR PEOPLE
- 13 OUR WORK
- 18 OUR MEMBERS
- 19 SUMMARY OF FINANCIAL POSITION
- 21 OUR FUTURE PLANS
- 22 THANK YOU
- 23 ANNEX 1: GOVERNANCE EVALUATION CHECKLIST (TIER 2)

The Annual Report is confidential and is not for circulation until after its adoption at the Annual General Meeting (AGM) on 18 September 2026.

Accessibility Note: A text only version is available on request from hello@dpa.org.sg.

ABOUT DISABLED PEOPLE'S ASSOCIATION

WHO WE ARE

Disabled People's Association (DPA) stands as an independent, cross-disability non-profit organisation. We represent the disability community, working to build a fairer society where everyone can participate in all aspects of life, from education to employment and access to social integration.

WHAT WE DO

A Voice of Our Own: We are an organisation for people with disabilities run by people with disabilities. We listen to the needs of all persons with disabilities in Singapore, their allies, carers and other social service organisations that provide essential services, and we ensure their needs are represented at a national level. We provide a platform for all people with disabilities to speak up and ensure their voices are heard, and we represent those less able or comfortable to speak for themselves

HOW WE DO IT

We help the disability community have a voice in society by working with decision-makers in political, commercial and educational institutions so that no decision that impacts us is made without us. We also provide training for both people with disabilities and the public, so we can work together to create an inclusive, accessible society we are all proud of.

OUR AIMS

```
graph LR; A((OUR AIMS)) --> B[EMPOWER]; A --> C[DIALOGUE]; A --> D[RESEARCH]; A --> E[AWARENESS];
```

EMPOWER

Raise awareness of the needs of people with disabilities so as to empower them to live independent lives via access to education, transport, paid employment and community activities.

DIALOGUE

Initiate constructive dialogue about disability so decision-makers, businesses and the public are conscious of the barriers that prevent people with disabilities from being active participants in society, and prompt them to work with us to overcome these obstacles.

RESEARCH

Share research and best practice examples that promote understanding and potential solutions to key issues faced by people with disabilities.

AWARENESS

Cultivate public awareness of all types of disabilities, both visible and invisible.

ABOUT DISABLED PEOPLE'S ASSOCIATION

Disabled People's Association (DPA) was first registered with the Registry of Societies on 28 April 1986, registration number ROS 202/84/WEL. DPA was then registered with the Commissioner of Charities as a Charity under the Charities Act on 30 December 1998, Registration No. 1384.

Unique Entity Number (UEN): S86SS0002F

Registered Address: 50 Chin Swee Rd, #09-04 Thong Chai Building, S 169874

Current IPC Period: 01 August 2025 to 31 July 2028 (IPC No: 000207)

Auditors: Cypress Singapore PAC

Banks: CIMB, DBS and Hong Leong Finance

GOVERNANCE POLICIES

DPA is led by the Board of Management with guidance from DPA's Constitution. The Board of Management comprises of unpaid volunteers that are elected every three years. As required by our Constitution, the Board is made up of a majority of persons with disabilities to ensure it is representative of the community it serves. The Board also ensures that the organisation's finances are in good order and that there is a reserve of at least one year's operating budget.

DPA is committed to being as transparent as possible with its members, donors, partners and regulators. We adhere to the guidelines set out by the Office of the Commissioner of Charities (COC), NCSS and the Ministry of Social and Family Development (MSF) for our charity activities. DPA publishes its annual reports and audited accounts for the last five years on its website.

CODE OF GOVERNANCE

DPA is in compliance with tier two of the Code of Governance for Charities and IPCs and submits the Governance Evaluation Checklist annually through the Charity Portal. The Code covers key guidelines and best practices in areas of governance and management that charities are encouraged to adopt.

ABOUT DISABLED PEOPLE'S ASSOCIATION

CONFLICT OF INTEREST POLICY

DPA's Board of Management and staff are all subject to a Conflict of Interest policy. They all sign declarations annually as an acknowledgement of having understood the policy and making clear any affiliations they may have that could be relevant to the dealings of DPA.

WHISTLE BLOWING POLICY

DPA is committed to have an open and transparent culture with the highest standards of accountability. Policies are implemented to ensure good governance, accounting, internal controls and people management. In keeping with this, our Whistle Blowing Policy aims to provide a means through which employees, members, volunteers, donors and other stakeholders can report serious wrongdoings or concerns without fear of reprisals when whistleblowing in good faith.



A comprehensive list of DPA's policies can be found on our website: www.dpa.org.sg.

PRESIDENT'S MESSAGE

This year marked a milestone forty years since DPA's founding. Our anniversary theme, "A Seat at the Table," captured something our founder, the late Mr. Ron Chandran-Dudley, understood from the start: real inclusion means disabled people leading the conversation. Our anniversary dinner in April brought that spirit to life, bringing together guests, partners, and friends to celebrate four decades of advocacy alongside us.

What struck me most this year was the steadiness of the people behind it. Our members kept showing up. Our donors kept believing in the work. Our staff and volunteers kept going, quietly and often without recognition, because they understand what this community is building together.

This year reminded me how much strength comes from disabled people speaking up and standing together. When our voices are heard, real change follows, in policy, in workplaces, in how Singapore sees disability. That happens through collaboration: with government, with corporate partners, with allies, and most of all with each other. Every conversation we have a seat at makes life better for our community.

We have also spent this year strengthening our governance foundations, so that DPA's next forty years rest on structures as solid as the mission itself.

Our work continues. Accessibility, employment equity, and representation are still ahead of us. I've never felt more certain that DPA has the community behind it to keep pushing forward, together.

To our members, donors, partners, and staff: thank you for walking this journey with us. Here's to the next forty years.



Theresa Goh

Theresa Goh
President, Disabled People's Association

dpa40th

A Voice of Our Own

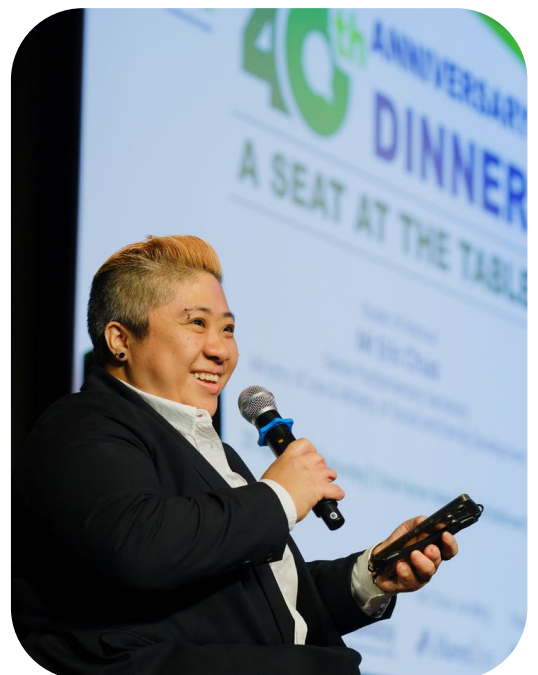
Anniversary



On 25 April 2026, DPA celebrated its 40th Anniversary at One Farrer Hotel with the theme “A Seat at the Table.” We celebrated four decades of progress while recognising that more work remains. Meaningful inclusion means ensuring persons with disabilities have a voice in shaping the decisions and spaces that affect their lives, drawing on their lived experiences to build a more accessible Singapore.



“What’s one thing you could do to make sure everyone has a seat at the table?”





“Maybe it's pushing for reasonable accommodation policies at work. Maybe it's improving accessibility in your building. Maybe it's supporting what we do at DPA. It doesn't have to be huge. It just has to be something.”

Theresa Goh
President, Disabled People's Association



OUR PEOPLE

BOARD OF MANAGEMENT

The 15th Board of Management of the Disabled People's Association was elected for a three-year term at the Annual General Meeting held on 6 October 2023.



MS THERESA GOH
PRESIDENT

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
-

Sports Administrator, Singapore Disability Sports Council



MR ALVAN YAP
HONORARY SECRETARY

Current BOM Appointment:
28/10/2024

Past BOM Appointment:
Comm. Member (14/12/2021, 06/10/2023)

Assistant Director, The Singapore Association For The Deaf



MR LEO CHEN IAN
HONORARY TREASURER

Current BOM Appointment:
20/11/2023

Past BOM Appointment:
Advisor (08/09/2018, 29/09/2020)

Director, Access Integrated Therapy Pte Ltd



MS YAP QIAN YIN
ASSISTANT HONORARY TREASURER

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
-

Business Architecture Specialist, Accenture

Ms Theresa Goh assumed the role of President of the Board Of Management of the Disabled People's Association, succeeding Ms Cassandra Chiu on 27 October 2025.

OUR PEOPLE

ADVISORS



MR ARSALAN ALI
ADVISOR

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
Advisor (08/09/2018, 29/09/2020)

Managing Partner, Philosophy Brand Consultants



MR RICHARD KUPPUSAMY
ADVISOR

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
President (08/09/2018, 29/09/2020)

Co-Founder and Chief Product Officer, Podium

BOARD OF MANAGEMENT



MS HUSNAH JAMALUDIN
COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
-



DR NAVIN NAIR
COMMITTEE MEMBER

Current BOM Appointment:
06/10/2023

Past BOM Appointment:
Honorary Treasurer (29/09/2020)

Public Servant, LTA
Honorary Secretary, HWA

OUR PEOPLE

BOARD OF MANAGEMENT



MS PATIENCE LIM
COMMITTEE MEMBER

Current BOM Appointment:

06/10/2023

Past BOM Appointment:

–

Instructor, Faith Music Centre



MR SHALOM LIM
BOARD MEMBER

Current BOM Appointment:

06/10/2023

Past BOM Appointment:

–

Board Director, K9Assistance Limited



MS SOMYA SUGANDHA
COMMITTEE MEMBER

Current BOM Appointment:

06/10/2023

Past BOM Appointment:

–

Regional HR Head, GE Vernova



MS PHOEBE TAY
COMMITTEE MEMBER

Current BOM Appointment:

28/07/2025

Past BOM Appointment:

–

PhD candidate at NTU



MS DERYNE SIM
COMMITTEE MEMBER

Current BOM Appointment:

02/02/2026

Past BOM Appointment:

–

Legal Manager at Universal Music Group

OUR PEOPLE

BOARD MEETING ATTENDANCE

Ms Theresa Goh	100%
Mr Alvan Yap	83.33%
Mr Leo Chen Ian	16.67%
Ms Yap Qian Yin	83.33%
Ms Husnah Jamaludin	100%
Dr Navin Nair	50%
Ms Patience Lim	100%
Mr Shalom Lim	100%
Ms Somya Sugandha	16.67%
Ms Phoebe Tay	75%
Ms Deryne Sim	100%

BOM members who were not able to attend a majority of meetings during the financial year faced personal or professional commitments that affected their availability. Despite this, they remained committed to their roles by contributing outside of meetings and supporting the oversight and governance of DPA's work in other ways.

OUR PEOPLE

SUB-COMMITTEES

Administration & Finance:

Mr Leo Chen Ian (Chair)
Ms Theresa Goh
Mr Alvan Yap
Ms Yap Qian Yin

Fundraising:

Ms Yap Qian Yin (Chair)
Mr Shalom Lim
Ms Somya Sugandha
Ms Theresa Goh

Advocacy & Programmes:

Ms Theresa Goh (Chair)
comprised of the entire Board
of Management

Human Resource:

Ms Theresa Goh (Chair)
Mr Alvan Yap
Ms Somya Sugandha

Audit:

Ms Theresa Goh (Chair)
Mr Leo Chen Ian
Dr Navin Nair

OUR STAFF*

Executive Director:
Administration Manager:
Communications & Outreach Executive:
Research & Policy Manager:
Access Guides Project Lead[#] :

Mr Choy Weng Leong
Ms Anusiah a/p Tharmalingam
Ms Shafiqah Sahar
Mr Max Soh
Ms Yogeswari D/O Kunusegaran

*There is no paid staff who are close members of the family of the Executive Head or Board Member. No member of staff is paid over \$100k.

[#]Contract for Service Staff as of 31/03/2025

OUR WORK

ACCESS GUIDES

DPA collaborates with our Inclusion Ambassadors to develop Access Guides for public spaces and places in Singapore. These guides provide persons with disabilities and their families with essential accessibility information, helping them plan their visits more effectively.

BENEFITS OF ACCESS GUIDES

User-Generated Information	Access information created by persons with disabilities for persons with disabilities.
Informed Decisions	Collate relevant and important information to help individuals determine whether a place meets their specific accessibility needs.
Highlighting Accessibility	Showcase the accessible features of public institutions and spaces.
Promoting Inclusivity	Encourage public places to lead by example and make their spaces as inclusive and accessible as possible.

KEY PROJECTS IN FY 2025–2026

Temasek Shophouse Audit

DPA and LevelField Consultants wrapped up the first phase of the Temasek Shophouse Consultancy project, which involved reviewing and providing advice on building plans, wayfinding and signage, as well as the configuration of internal spaces. We are heartened to see that Temasek Shophouse considered accessibility right from the design stage, incorporating inclusive design considerations from the early stages of the project.

We also began the second phase of the project, which involves auditing the spaces in stages to assess accessibility and identify areas for improvement.

OUR WORK

Civic District Mapping

In partnership with the Civic District Alliance, DPA led the Civic District Accessibility Mapping project, which brought together volunteers from Asian Civilisations Museum, Esplanade – Theatres on the Bay, National Gallery Singapore and The Arts House to identify barriers and collect data on accessible routes connecting key landmarks across the area. This was complemented by LevelField Consultants’s audit of the area, which focused on identifying and documenting macro-level accessibility issues.

We also conducted an accessibility audit of the Civic District Alliance’s website to identify areas for improvement. The findings and recommendations from the project were subsequently presented to key stakeholders, including government stakeholders.

Esplanade – Theatres on the Bay Audit and Guide

DPA and LevelField Consultants conducted an accessibility audit of the public-facing spaces and venues at Esplanade – Theatres on the Bay, assessing key access considerations across the venue. The project resulted in the development of an Access Guide and an internal audit report, providing recommendations to support a more accessible and inclusive experience for visitors.

Queen’s Close Estate Mapping Project

DPA and LevelField Consultants also began work with People’s Association and Queensway Resident’s Network to audit Queen’s Close Estate, identifying accessibility barriers and opportunities for improvement. As part of the first stage of the project, we presented the preliminary findings to key stakeholders.

Upcoming Projects:

DPA hopes to improve accessibility in even more leisure and community spaces so more persons with and without disabilities can continue to live, play and learn together in a more inclusive Singapore. We will be pursuing accessibility projects with Active SG, Mandai Rainforest Park and mapping the Queenstown area.

OUR WORK

INCLUSION AMBASSADORS

To promote disability leadership and amplify the voices of people with disabilities, DPA members are trained to be Inclusion Ambassadors. These ambassadors raise awareness and promote inclusion through our programmes and services. The Inclusion Ambassadors programme is the first of its kind in Singapore, providing a platform for professionally trained and paid persons with disabilities to be voices of change.

OBJECTIVES OF THE INCLUSION AMBASSADORS PROGRAMME

Leadership by Persons with Disabilities	Ensure that disability inclusion is led by persons with disabilities.
Skill Development and Income	Provide opportunities for DPA members with disabilities to learn important communication, presentation, and teamwork skills while earning an income
Empowerment	Empower persons with disabilities to be active contributors to a more inclusive society.
Engagement	Engage with individuals, companies, educational and religious institutions, as well as government agencies to promote disability awareness and inclusion.

KEY PROJECTS IN FY 2025–2026

Disability Awareness Training Series and Outreach

The Inclusion Ambassadors (IAs) continue to play an active role across DPA's programmes, supporting the Access Guides initiatives with the accessibility audit at Queensway and Civic District Mapping. Beyond these efforts, IAs also took the lead in corporate and school engagements, facilitating disability awareness workshops with students at Xishan Primary School and Kranji Secondary School. A major programme undertaken during the financial year was Wheel The Ground, which brought together more than 1,000 participants to experience and learn about accessibility in the community.

Going forward, DPA will continue to recruit, develop and collaborate with our IAs so that our trainings remain relevant and meet the evolving demands of our partners.

OUR WORK

RESEARCH & ADVOCACY

To advocate for initiatives, policies, and laws that improve the lives of persons with disabilities in Singapore, we need to be informed about the needs on the ground. To ensure we truly represent the disability community's voice, we regularly consult with our members and other disability advocates, sharing their experiences in disability-led research and reports.

WHAT TYPE OF RESEARCH DOES DPA UNDERTAKE

Reports on the Singapore Government's Implementation of International Treaties	DPA monitors Singapore's progress in implementing the United Nations Convention on the Rights of Persons with Disabilities (CRPD) into local policies. DPA also collaborates on reports for other treaties like the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the Universal Periodic Review (UPR)
Disability-led Studies	DPA collaborates with researchers with disabilities to produce studies that inform our programmes and policies.
Position Papers	DPA produces position papers to provide comprehensive overviews and clarify our stance on issues impacting the disability community.
Commentaries	DPA writes opinion pieces and contributes to newspaper articles on disability-related topics.
Advocacy	DPA promotes the rights and well-being of persons with disabilities, ensuring their voices are heard in policymaking and public discourse.

OUR WORK

KEY PROJECTS IN FY 2025–2026

GE2025 Resources and “Perceptions from SG Voters with Disabilities on Voting and Voter Engagement and Outreach in Singapore Elections” Report

In the lead up to the General Election 2025 (GE2025) which took place on 3 May, we curated educational resources on our website for voters who would like to learn more about the election. In particular, we published a non-partisan guide on our website showcasing what each political party’s manifesto said about disability and disability policy (if mentioned) – to help voters better understand where each party stood on enhancing disability inclusivity. To our best knowledge, this was the first time a non-partisan guide of the various party’s manifestos from a disability perspective was put together in the lead up to a GE in Singapore.

In April, prior to the GE, we also published a report entitled “Perceptions from SG Voters with Disabilities on Voting and Voter Engagement and Outreach in Singapore Elections”. The report outlined our findings from our 2024 survey where we gathered the thoughts of Singaporean voters with disabilities on the topic of political participation in Singapore. We had published and shared the findings with the Elections Department (ELD) and each political party the year before through memos and shorter infographics. However, we decided to consolidate our findings into a more formal report in the lead up to GE2025 for interested readers.

Submission to the Fourth Periodic Review (UPR) of Singapore

As we did for previous cycles, DPA submitted a report to the working group of the Fourth Universal Periodic Review (UPR) of Singapore. In the lead up to the report, we held a webinar where we explained more about the importance and the process of the UPR and how persons with disabilities can get involved. We also gathered the thoughts and perspectives of persons with disabilities when formulating our report. Our submission outlined both concerns as well as our recommendations on key areas such as the definition of disability, employment, accessibility – amongst others.

Other policy advocacy areas

In FY 2025–26, DPA continued our work of monitoring policy developments from a disability perspective ranging on a wide variety of topic areas. Two areas in particular were the Workplace Fairness Dispute and Resolution bill and the Land Transport and Related Matters bill – both pieces of legislation having key implications on the disability community. We gathered the thoughts and feedback of persons with disabilities on matters pertinent to the legislations, and actively worked with policymakers and Members of Parliament (MPs) to share our recommendations on the bills. We take this opportunity to note our appreciation to the MPs in citing our publications and recommendations in Parliamentary discussions pertaining to the two bills and on other topic areas and hope to continue developing this relationship.

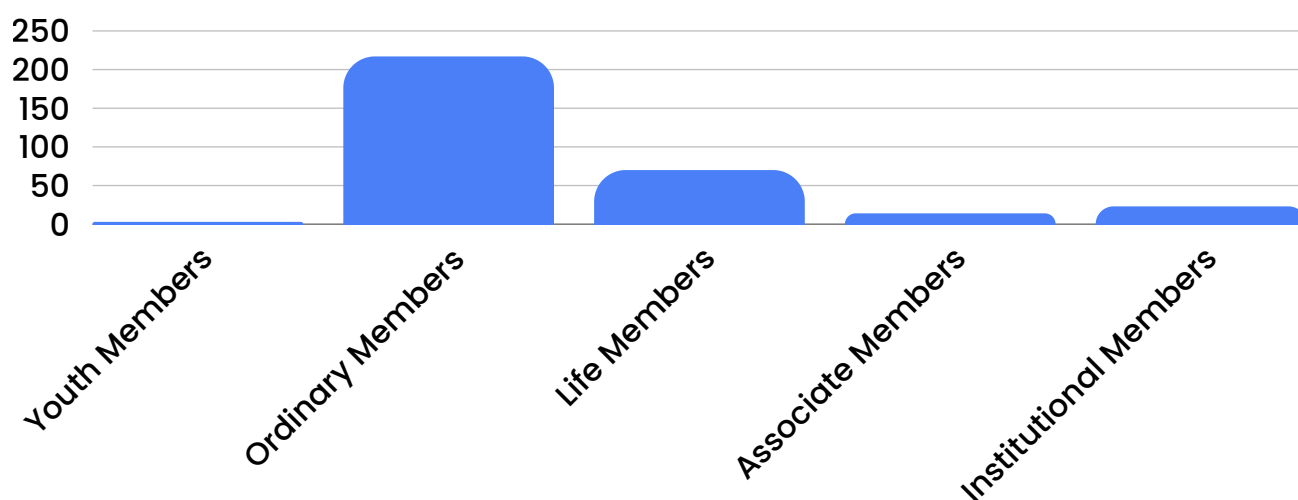
OUR MEMBERS

OUR MEMBERS*

DPA provides a platform for all people with disabilities to speak up and ensure their voices are heard and also ensures that their needs are represented at a national level. DPA welcomes persons with all types of disabilities to join us.

TYPES OF MEMBERSHIP

Youth Membership	Open to persons with disabilities aged 13 to 17 years. Membership is valid from year joined till the member turns 18 years old.
Ordinary Membership	Open to all persons with disabilities residing in Singapore who are 18 years of age and above.
Life Membership	Open to any persons with disabilities who has made a significant contribution to the movement of people with disabilities either in DPA or in other affiliated organisations.
Associate Membership	Open to allies of persons with disabilities, including parents, caregivers, partners of persons with disabilities and advocates for inclusion.
Institutional Membership	Open to Social Service Agencies, organisations, social enterprises and companies that are working with persons with disabilities – to collaborate with DPA to help amplify disabled voices and spread the message of inclusion



* As at 31/03/2026

SUMMARY OF FINANCIAL POSITION

TOTAL INCOME

Total income for FY2025/2026 was \$579,003 compared to \$864,172 in FY2024/2025, representing a decrease of \$285,169 (33.0%).

	FY 2025/26	FY 2024/25
Government Grant	\$221,835	\$333,409
Donation income	\$226,273	\$440,205
Other Income	\$130,895	\$90,558
Total Income	\$579,003	\$864,172

The decrease in total income was mainly due to lower government grant income and donations received during the year.

TOTAL EXPENDITURE

Total expenditure for FY2025/2026 was \$535,219 compared to \$492,916 in FY2024/2025, an increase of \$42,303 (8.6%).

	FY 2025/26	FY 2024/25
Direct Costs	\$333,536	\$321,820
Operating Costs	\$201,683	\$171,098
Total Expenditure	\$535,219	\$492,916

SUMMARY OF FINANCIAL POSITION

The increase in expenditure was primarily attributable to higher professional fees incurred for the engagement of third-party vendors for the Access Guide Project and the development of DPA's Standard Operating Procedures and policies. Publicity expenses related to marketing initiatives also increased during the year. In addition, employee benefits and contract labour costs were higher compared to the previous financial year.

SURPLUS FOR THE YEAR

The audited financial statements for the year ended 31 March 2026 reflected a surplus of \$43,784 compared to a surplus of \$371,254 in FY2024/2025.

The lower surplus was mainly due to the reduction in government grant and donation income, together with the increase in operating expenditure during the year.

FUNDRAISING ACTIVITIES

Fundraising expenses amounted to \$47,640 in FY2025/2026 compared to \$56,837 in FY2024/2025.

DPA continued to comply with the 30/70 fundraising efficiency ratio requirement applicable to charities and Institutions of a Public Character (IPCs).

RESERVES

The Association's reserves stood at \$1,137,324 as at 31 March 2026 compared to \$1,093,540 as at 31 March 2025.

The Association's reserves were equivalent to 5.64 times annual operating expenditure (FY2024/2025: 6.39 times) and 2.12 times total expenditure, including direct costs (FY2024/2025: 2.22 times).

The reserve position remains adequate to support the Association's ongoing operations and programmes.



OUR FUTURE PLANS

2026 marks a new chapter for DPA, with the election of a new Board of Management and changes in leadership. We see this period of transition as an opportunity to reflect, strengthen and prepare DPA for the years ahead.

As part of this process, DPA will review and build on its strategic planning, governance and operational processes and policies, while further strengthening our advocacy goals. We will also review our key programmes, including our Access Guide programme and Inclusion Ambassador-led training, and explore opportunities to strengthen income generation whilst remaining in line with our values and goals. This will help us build a more sustainable organisation, reduce our reliance on fundraising drives and ensure that DPA is in the strongest possible position to pursue its ambitious but essential mission.

During this next chapter of transition and transformation, we remain committed to championing accessibility and inclusion through advocacy, outreach and partnerships. We will continue to amplify the voices and leadership of persons with disabilities, while reviewing and evolving our programmes and engagement to ensure they remain relevant and impactful in a changing social service landscape.

As we look towards the next 40 years, strengthening DPA's capacity and long-term sustainability will be central to our work. We will continue to build an organisation that is resilient, responsive and well placed to create meaningful change for persons with disabilities and for a more inclusive Singapore.

THANK YOU!

DPA relies mainly on individual and company donations as well as grants from the Singapore government in order to keep championing disability-led inclusion in Singapore.

All of us at DPA would like to express our gratitude to all the organisations and individuals who have supported DPA over the past year. Below are the government grants DPA has benefitted from and the donors who made especially generous donations of \$5,000 and above:

- Allalloy Dynaweld Pte Ltd
- Mr Chow Joo Ming
- Hup Lian Construction Pte Ltd
- Lee Foundation Singapore
- Charities Capability Fund & SG60 Towards Sustainability Fund from National Council Of Social Services (NCSS)
- Maventree Technology Pte Ltd
- Mellford Pte Ltd
- MS Amlin Asia Pacific Pte Ltd
- Enhanced Fundraising Programme from Tote Board
- Wing Ship Marine Services Pte Ltd

ANNEX 1: GOVERNANCE EVALUATION CHECKLIST (TIER 2)

Principle 1: The charity serves its mission and achieves its objectives				
S/N	Call for Action	Code ID	Compliance	Explanation
1	Clearly state the charitable purposes (E.g. vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (E.g. Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Partial compliance	Review of plan on-going.

Principle 2: The charity has an effective Board and Management

S/N	Call for Action	Code ID	Compliance	Explanation
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.			

S/N	Call for Action	Code ID	Compliance	Explanation
13	b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.			

S/N	Call for Action	Code ID	Compliance	Explanation
14	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	

Principle 3: The charity acts responsibly, fairly and with integrity.

S/N	Call for Action	Code ID	Compliance	Explanation
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	3.2	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	

Principle 4: The charity is well-managed and plans for the future.

S/N	Call for Action	Code ID	Compliance	Explanation
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Partial Compliance	Review of DPA's standard operating procedures in progress

S/N	Call for Action	Code ID	Compliance	Explanation
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	Review of DPA's standard operating procedures in progress
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Review of DPA's standard operating procedures in progress

Principle 5: The charity is accountable and transparent.

S/N	Call for Action	Code ID	Compliance	Explanation
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	

S/N	Call for Action	Code ID	Compliance	Explanation
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	

Principle 6: The charity communicates actively to instil public confidence.

S/N	Call for Action	Code ID	Compliance	Explanation
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	

38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	
----	---	-----	-----	--

DPA's Total Score : 72 (which amounts to 95% compliance with the GEC)

Notes:

- Percentage = (Total Score/Full Marks of 76) x 100%
- For good governance all charities with IPC status under tier 2 should minimally attain 80% of the GEC score (61 points).