



FY 2024 ANNUAL REPORT

SHARING MOMENTS SHAPING LIVES

Bringing Joy to Every Child

Executive Summary

In 2024, the EtonHouse Community Fund (ECF) continued its mission to uplift children and youth from disadvantaged backgrounds through holistic, education-focused programmes. Across all initiatives, ECF reached and positively impacted 2,704 children and youths.

Our flagship initiative - Joyful Learning, was relaunched in April 2024 with an enhanced curriculum and expanded to 8 locations, fostering early literacy and confidence in 112 children. This was made possible through the dedication of 160 trained "Teacher Everywhere" volunteers, supported by our comprehensive training framework.

Beyond the Joyful Learning reading programme, we broadened support through:

- The Preschool Support Programme, benefiting 974 preschoolers with financial and learning aid.
- The Mother Tongue Language (MTL) Readers Project, which supported 447 children with culturally relevant literacy materials.
- Strategic sponsorships and bursaries, including targeted aid for children with chronic conditions and those needing academic assistance.

Key Highlights of 2024

- Enhanced Volunteer Impact: 160 volunteers were trained under the revised "Teacher Everywhere" framework, strengthening the delivery of child-centred learning experiences across 8 Joyful Learning centres.
- Empathy through Experience: Launched for the first time in 2024, our Point Of View poverty sensitisation workshop engaged more than 300 participants, offering a powerful introduction to the often-unseen realities faced by low-income families. Through guided roleplay and reflection, the workshops cultivated empathy and strengthened the capacity of our community to serve with greater sensitivity and understanding.

Looking Ahead

In 2025, ECF will scale its impact further:

- To grow **Joyful Learning** from 8 to 15 sites.
- Increase **Teacher Everywhere** volunteers to 180, and to have more educator-trained volunteers stepping up as leaders.
- **Creative Movement** will reach 90 youths across six school sites.
- The **Preschool Support Programme** will extend to all qualifying children, in preschools across Singapore.

As EtonHouse celebrates its 30th anniversary, we will also launch a Virtual Charity Walk to rally support for ECF, reflecting our belief in the power of collective action. Our work is sustained by the generosity and belief of our board, donors, volunteers, and the wider EtonHouse community.

Looking Ahead: ECF's 3–5 Year Strategic Plan

At the EtonHouse Community Fund (ECF), we remain steadfast in our mission to unlock the potential of children and youths from low-income and disadvantaged backgrounds. Guided by community insights and aligned with national priorities, our next phase of growth will focus on deepening impact and scaling equitable access to opportunity.

1. Expand Holistic Educational Pathways (Ages 3–18)

We will build a seamless, through-train support system from early childhood through tertiary levels by:

- Enhancing foundational literacy through expanded reading and transition programmes in the early years (Kindergarten 2 - Primary 2).
- Scaling the Eton Academy CARES Bursary to provide longer-term academic support where needed.
- Partnering with other agencies to introduce mentorship and career guidance for older youths-at-risk.

3. Broaden Reach through Collaboration

To extend our impact and serve more families across Singapore, we will:

- Strengthen partnerships with early childhood operators and mainstream schools.
- Forge place-based collaborations aligned with ComLink+ towns and regional needs.
- Explore shared measurement frameworks with partners to assess collective progress.

2. Invest in Socio-Emotional Well-Being

Building on our current work with youths, we will:

- Expand mental wellness initiatives, such as the Creative Movement Programme for Youth, to more schools and community agencies.
- Explore other creative art forms, such as music therapy, to support emotional expression, stress regulation, and identity-building among youths.

4. Sustain and Measure Impact

Our long-term vision is to create lasting, systemic change. Over the next 3–5 years, we will:

- Track key outcomes including academic progress, holistic development, and transitions to further education or employment.
- Explore sustainable funding models, including but not limited to endowment-backed strategies, to ensure continuity and scalability of our programmes.

Together, we can shape a future where every child grows up with the support, opportunities, and confidence to thrive. By investing in each young life, we lay the foundation for a more inclusive and resilient Singapore - one we can all be proud of.

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Purpose

Every child deserves the chance to explore his/her identity and evolve into a self-assured individual capable of navigating life's challenges. However, not all children have the opportunity to thrive in secure and nurturing environments due to circumstances beyond their control. In 2015, driven by a commitment to create a positive societal impact, EtonHouse International Education Group established the EtonHouse Community Fund (ECF) with the aim of enhancing the well-being of children, youth, and families from disadvantaged backgrounds.



Vision

To create pathways for children and youths to discover their unique gifts to the world.



Mission

To invest in the heart of Singapore's future through initiatives that cultivate self-awareness, and develop personal narratives and healthy relationships to build resilient communities.

Our Objectives



To provide equitable access to quality educational opportunities through sponsorships and bursaries to children and youths from lower-income or disadvantaged communities



To nurture well-rounded and holistic growth in children and youth by championing initiatives geared towards developing health and mental wellness, promoting respect for one another and empowerment of every individual



To elevate the standards in preschool children engagements by infusing proven pedagogy and teaching methods in our volunteer training initiatives



To foster a collaborative environment where individuals and organisations can contribute and work towards achieving ECF's mission



Overview of EtonHouse Community Fund

EtonHouse Community Fund (ECF) was incorporated as a public company limited by guarantee on 6 May 2013.

ECF is a registered Charity under the Charities Act (Chapter 37) since 24 April 2015. It has been accorded IPC (Institution of a Public Character) status from 12 December 2024 to 12 July 2026.

ECF has Memorandum and Articles of Association as its governing instrument.

Unique Registration Number (UEN)

201312095N

Banker

Development Bank of Singapore (DBS)

Registered Address

8 Stevens Road, Singapore 257819

Auditor

Crowe Horwath First Trust LLP

Sector Administrator

Ministry of Social and Family Development

Advisor

Mr Seah Moon Ming

NCSS Member

Since 1 October 2021



Chairwoman's Message



At EtonHouse Community Fund (ECF), we believe that the simple act of sharing moments can transform lives. In 2024, we remained steadfast in our commitment to create pathways that empower and uplift children and youth, ensuring access to opportunities that help them thrive.

Significant Achievements in 2024

This year, our initiatives reached and positively impacted 2,704 children and youth. Our flagship Joyful Learning (JL) programme, relaunched in April with an enhanced curriculum, expanded to 8 locations, reinforcing our mission to nurture a love for learning among children from underprivileged backgrounds all over Singapore.

As part of our efforts to empower youth, the Creative Movement programme for Youth was conducted at Yishun Secondary School and Chua Chu Kang Secondary School, equipping students aged 14–15, with social-emotional regulation skills over an 8-week programme. To scale this impact, we launched a train-the-trainers workshop - building capacity and readiness for wider implementation across more schools in the coming year.

A key milestone this year was the renewal of our IPC charity status, affirming our commitment to transparency, accountability, and responsible philanthropy.

Looking Ahead

As we look toward 2025, we are proud to announce the expansion of Preschool Sponsorship Programme— extending support to many more children in need, regardless of the preschool they attend. This milestone underscores our belief in investing in early childhood education to level the playing field.

In celebration of EtonHouse International Education Group's 30th Anniversary, we will launch a Virtual Charity Walk to raise funds for ECF's mission. The EtonHouse community aims to collectively cover 30,000 km, inviting friends and families to pledge \$10 per km clocked. This initiative reflects our conviction in the power of collective action—through shared commitment, we build brighter, more equitable futures.

Our journey is made possible by the unwavering support of our board members, donors, volunteers, corporate partners, and the EtonHouse Group. Thank you for walking this path with us and helping us shape lives. Together, we continue to build a future where every child has the opportunity to thrive.

With gratitude,

Dr Ng Gim Choo

Founder & Chairwoman,
EtonHouse Community Fund



CEO's Message

Ms Fannie Lim

Chief Executive Officer
Appointed since 2 January 2024



It's a privilege to lead an organisation dedicated to uplifting children and youth, especially those from disadvantaged backgrounds. We believe the young ones in our midst hold immense potential - and when a community comes together to unlock it, the impact is transformative.

In 2024, we trained 160 volunteers who were equipped to elevate the quality of our programmes and this in turn, extended our reach. Together, we met essential educational needs and nurtured confidence, life skills, and aspirations of children and youths. And by easing financial pressures, we enabled them to focus on their studies in order to build brighter futures in time to come.

As we reflect on a year of meaningful progress, we remain grounded in the belief that investing in young lives today shapes a more inclusive Singapore tomorrow.

So thank you for walking this journey with us - through every act of support, big or small. We invite you to continue walking alongside us, to champion every child's potential and help build a future where no child is left behind.

With gratitude,

Ms Fannie Lim

Chief Executive Officer,
EtonHouse Community Fund



Mr Seah Moon Ming

Advisor
Appointed since 20 December 2021

Mr Seah Moon Ming has made significant contributions to Singapore's engineering and public sectors. He is currently Chairman of SMRT Corporation Ltd. and the Board of Governors at the National University of Singapore High School.

Previously, he served as Group CEO of Pavilion Energy, Senior Managing Director at Temasek Holdings International, and Chairman of International Enterprise Singapore, Singapore Corporation Enterprise, and Temasek Polytechnic. As the founding President of Singapore Technologies Electronics, he played a key role in its development and growth.

Mr Seah received the IES Lifetime Engineering Award and the IES/IEEE Joint Medal of Excellence for his contributions to engineering. The National Trades Union Congress awarded him the Medal of Commendation (Gold) for his efforts in advancing workers' welfare.

His outstanding service in public transportation and education has been recognised by the President of Singapore with the Public Service Star (2014) and the Meritorious Service Medal (2022).



Dr Ng Gim Choo

Founded ECF on 6 May 2013
Appointed as Chairwoman since 28 November 2022
Chairwoman of Fundraising Committee and Programmes & Services Committee
Member of Human Resource Committee and Nominations Committee

Dr Ng Gim Choo started her career as an auditor. When her husband was posted to London in the 1980s, she gave up a flourishing career and became a housewife. Seeing how much her daughter enjoyed attending school in London, Dr Ng became a parent volunteer. She discovered an education philosophy that differed greatly from Singapore's. Learning was joyful, not stressful, and teachers respected children. Motivated to pioneer a child-centred inquiry-based educational philosophy in Singapore, she set up EtonHouse in 1995. Since then, EtonHouse has grown into a multi-brand global education group with over 100 schools in 9 countries and over 25,000 students from infant care to high school.

Dr Ng has received many awards for her significant contributions towards raising new standards of excellence in international education. These include Freedom of City of London (2009), Honorary Citizen of Suzhou Award (2011), Ernst & Young Entrepreneur Of The Year Award - Education (2019), Forbes' Asia Power Businesswomen (2021), Her World Woman of the Year (2022), included in Tatler's Asia's Most Influential (2022) and Forbes 50 Over 50: Asia (2023) lists, and honoured as one of the AAPI Women Leaders (2024).

After handing the reins to her son, Mr Ng Yi-Xian, Dr Ng now devotes her time to philanthropic efforts through ECF, an IPC charity organisation founded in 2015. A firm believer in lifelong learning, she earned her EdD in Leadership and Innovation from New York University at the age of 72, further exemplifying her dedication to education.

Mr Tan Cher Liang Sebastian

Board Director
Appointed to the Board of Directors from 1 October 2014 to 1 October 2024
Member of Fundraising Committee

During his tenure, Mr Sebastian Tan was ECF's Treasurer and was also a member of the Fundraising committee.

He also serves on the boards of various public and private companies and charitable organisations. Currently, he is an Independent Non-Executive Chairman of Vibrant Group Ltd. and an Independent Director of Food Empire Holdings Limited, IPC Corporation Ltd., Hiap Seng Industries Limited, and Kingsmen Creatives Ltd. He is also a Kwan Im Thong Hood Cho Temple trustee and a D S Lee Foundation Director.

Mr Tan is a qualified financial professional from the Association of Chartered Certified Accountants (UK) and was conferred the Public Service Medal in 1996.



Mr Lee Teck Leng Robson

Board Director
Appointed to the Board of Directors from 1 October 2014 to 1 October 2024
Member of Audit, Governance & Compliance Committee

Mr Robson Lee is a Partner in Kennedys and also a Director of Legal Solutions LLC, a Singapore joint law venture of Kennedys Legal Solutions. Robson has more than 30 years of experience advising local and international clients on a number of global mergers and acquisitions ("M&A") and capital market transactions, corporate governance, and securities regulatory and licensing compliance requirements.

Mr Lee is the Assistant Secretary of the Securities Investors Association (Singapore) ("SIAS") and the Head of Legal Affairs of SIAS. Robson is also presently the Chairman of the Audit Committee of the Law Society of Singapore. Robson has been named a leading lawyer in M&A by Best Lawyers Singapore since 2022 and for the coming year 2026. He has also been named in Singapore's A List Corporate Lawyers for 2025 by the Asia Business Law Journal.



Mr Ng Zee Howe Alex

Board Director
Appointed to the Board of Directors since 16 January 2019
Treasurer since October 2024
Member of Finance Committee and Nominations Committee

As a family office servant leader, Mr Alex Ng oversees multi-generational investments, asset management, and philanthropic initiatives for his family clients. Alex is also part of the third generation of ownership at KL Kepong, a century-old agribusiness conglomerate, where he brings deep insight and strategic leadership to preserve the family legacy.

Mr Ng actively supports the mission of ECF, serving on both its Finance and Nomination committees and is passionate about values-driven stewardship and long-term sustainability at ECF.

With a keen interest in international trade, his career has taken him to the depths of the Sumatran rainforest, Midwestern soybean fields, and the hyper-industrialized cityscapes of China and India. Mr Ng graduated with a B.Eng (Hons) from Adelaide University and an MBA from China Europe International Business School.



Mr Navin Amarasuriya

Board Director
Appointed to the Board of Directors since 31 May 2019
Chairman of Nominations Committee
Member of Audit & Governance Committee and Programmes & Services Committee

Mr Navin Amarasuriya is a non-executive director of ECF. As the Chief Executive Officer at the Contentment Foundation, Navin is committed to advancing scientifically supported well-being practices in schools worldwide. His fascination with how contemplative practices can transform the heart and mind was sparked by his experiences in racing and restoring vintage Mazdas.

Mr Amarasuriya earned his BSc in Business Management from the University of Manchester, U.K. and has a Diploma in Animation from Nanyang Polytechnic in Singapore. He also serves on the Center for Contemplative Research board, which provides the training and ideal environment for full-time, dedicated contemplatives to engage in long-term meditation retreats and collaborate on rigorous research. Last but not least, he is part of the fifth-generation ownership at the B.P. de Silva Group, established in Singapore in 1872.





Ms Jag Sekhon Arora

Board Director
Appointed to the Board of Directors since 31 May 2019
Member of Human Resource Committee and Programmes & Services Committee

Ms Jag Sekhon has held numerous leadership roles across the Energy, Manufacturing and Infrastructure sectors internationally before returning to Singapore. She now finds purpose by channelling her global experience, expertise and passion for community development and social change. Jag is actively involved in volunteer work across a variety of organisations and beneficiaries, focusing on initiatives that empower families, uplift marginalised communities and enhance children's education.

At the board level, Ms Sekhon strives to drive meaningful impact with strategic insight. Her dedication goes beyond the boardroom, as she actively engages in committees and grassroots initiatives. With intention, she bridges the gap between big-picture decision-making and on-the-ground action, aiming to create a tangible difference.

Ms Sekhon is also a qualified mentor, guiding individuals and organisations to foster growth and leadership development. She holds an MBA from Nottingham Business School and a BSc Hons in Accounting and Financial Analysis from Warwick Business School.



Mr Kok Chee Yeong Jared

Board Director
Appointed to the Board of Directors since 1 April 2021
Chairman of Human Resource Committee
Member of Audit & Governance Committee

Mr Jared Kok is a Partner with Rajah & Tann and a member of the firm's Dispute Resolution and Private Wealth teams. He has extensive experience managing private wealth and family business disputes and has represented a broad range of clients, including business and investment vehicles, shareholders, private trusts, and fiduciaries.

Mr Kok is a Fellow with the Chartered Institute of Arbitrators, and an affiliate of the Society of Trust and Estate Practitioners.



Professor Annie Koh

Board Director
Appointed to the Board of Directors since 1 February 2023
Chairwoman of Finance Committee
Member of Fundraising Committee and Nominations Committee

Professor Annie Koh is Professor Emeritus of Finance (Practice) at SMU's Lee Kong Chian School of Business. A renowned speaker and panel moderator, she chaired the Asian Bond Fund 2 supervisory committee for the Monetary Authority of Singapore (2005-2023) and is a member of Singapore's Customs Advisory Council. Since April 2023, she has served on the Singapore Food Agency board.

She is an independent director of AMTD IDEA Group, Mewah International, Prudential Assurance Singapore, and Yoma Strategic Holdings. In 2024, she joined the Advisory Council for the Center for Sustainable Finance & Private Wealth and is appointed as a Board of Director with World Wide Fund for Nature (Singapore) since 1 May 2025.

Professor Koh earned her Ph.D. in International Finance as a Fulbright scholar at NYU Stern in 1988. Recognised for her contributions to education and the public sector, she has received multiple awards, including Singapore's Public Administration Medals (2010, 2016), the Adult Education Prism Award (2017), and the Tripartite Alliance Award (2023).



Mr Ng Yi-Xian

Board Director
Appointed to the Board of Directors since 3 October 2023
Member of Nominations Committee and Programmes & Services Committee

Mr Ng Yi-Xian took over the reins as Group Chief Executive Officer of EtonHouse International Education Group in 2020. He led a team of over 5,000 staff and provided education to more than 25,000 students across over 100 schools in nine countries. Catering to both local and expatriate families, EtonHouse offers programmes from infant care to high school in premium and affordable spaces. As a second-generation entrepreneur and son of founder Dr Ng Gim Choo, he is dedicated to taking the group to greater heights.

Under his leadership, the brand expanded with the creation of Middleton International School, which provides affordable international education, and The Eton Academy, which offers high-quality academic enrichment for students from preschool to primary school. He is also the driving force behind EtonHouse's digital transformation, positioning it as a digital-first organisation with innovation at its core. Mr Ng's achievements have earned him recognition as one of the winners of The Next ICON Awards 2024 by ICON Singapore, celebrating his outstanding impact on the education landscape.



Mr Zheng Ren Hao Allen

Board Director
Appointed to the Board of Directors since 1 February 2024
Chairman of Audit & Governance Committee

Mr Allen Zheng is the Chief Compliance Officer and Counsel for the Singapore Office of Bridgewater Associates. Leveraging extensive experience in legal and compliance across traditional and alternative fund management, he brings deep expertise in corporate governance and risk management. Prior to Bridgewater, Allen held diverse legal and compliance roles within various investment firms.

Actively involved in the Singapore community, Mr Zheng serves as Vice President and Audit & Risk Committee Chair at Club Rainbow (Singapore). He also contributes to education as a member of the School Advisory Committee of Compassvale Secondary School.

Mr Zheng is dedicated to volunteerism, serving as a Mediator, Mentor, and Career Advisor. His academic background includes an LLB from the University of London, an MSc. in Applied Economics from Singapore Management University, and a BSc. in Computing from the National University of Singapore. He holds CAIA and CMT Charterholder designations and is recognized as a Senior Accredited Director by the Singapore Institute of Directors.



Mr Tan Lee Thong

Board Director
Appointed to the Board of Directors since 30 September 2024
Member of Finance Committee & Human Resource Committee

Mr Tan Lee Thong brings over two decades of leadership experience in finance transformation, corporate governance, and operational excellence. Currently the founder of KlarifyWorks, he advises CFOs on digital transformation strategies, helping finance leaders navigate complex transitions and achieve long-term success. Previously, as CFO Practice Lead at Workday and Group Finance Director at International SOS, he spearheaded major initiatives in financial reporting automation, ERP implementation, and strategic fundraising across Asia.

With a passion for social impact, Mr Tan has supported various non-profit organizations as an EXCO member and Honorary Treasurer of the Association of Corporate Treasurers (ACTS) Singapore and the International Coach Federation (ICF) Singapore Chapter, lending his expertise to strengthen financial oversight and governance. He is also an active volunteer, serving as a mentor and career advisor with various universities and associations.

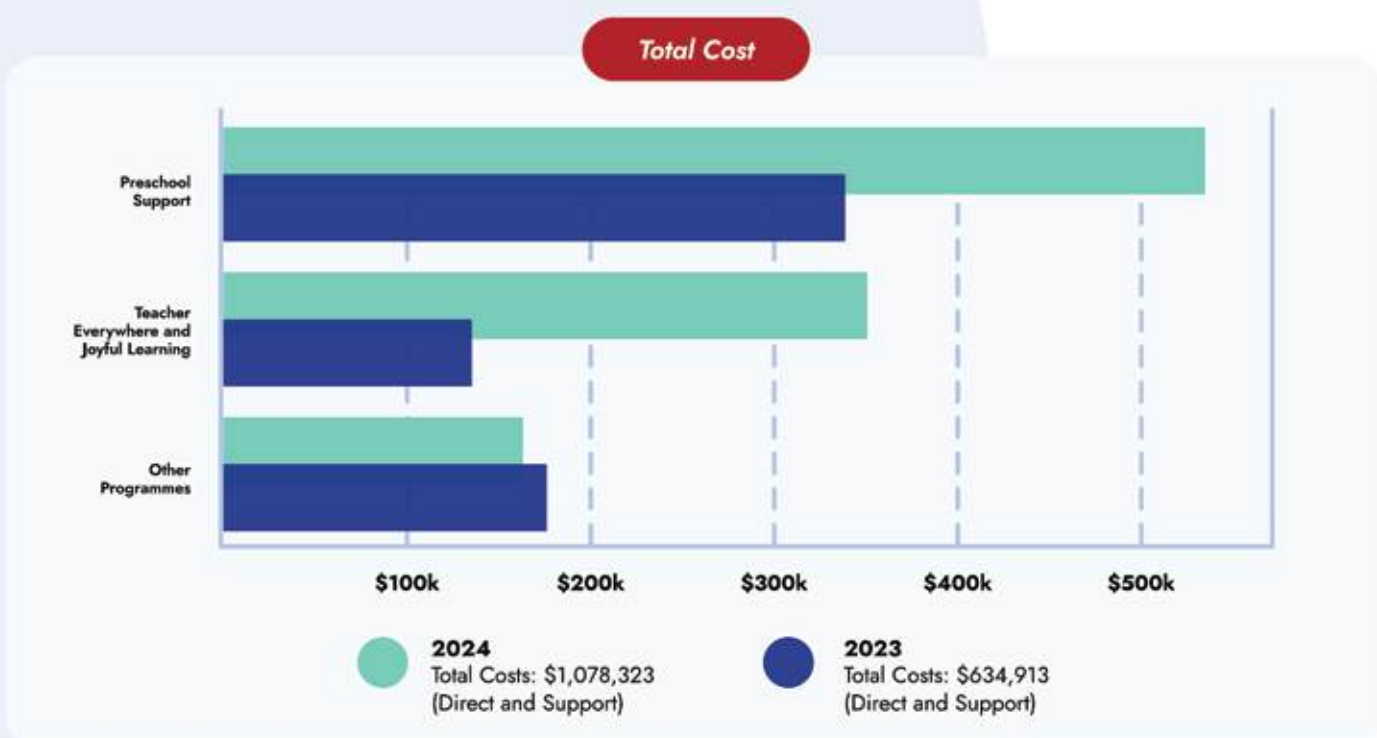
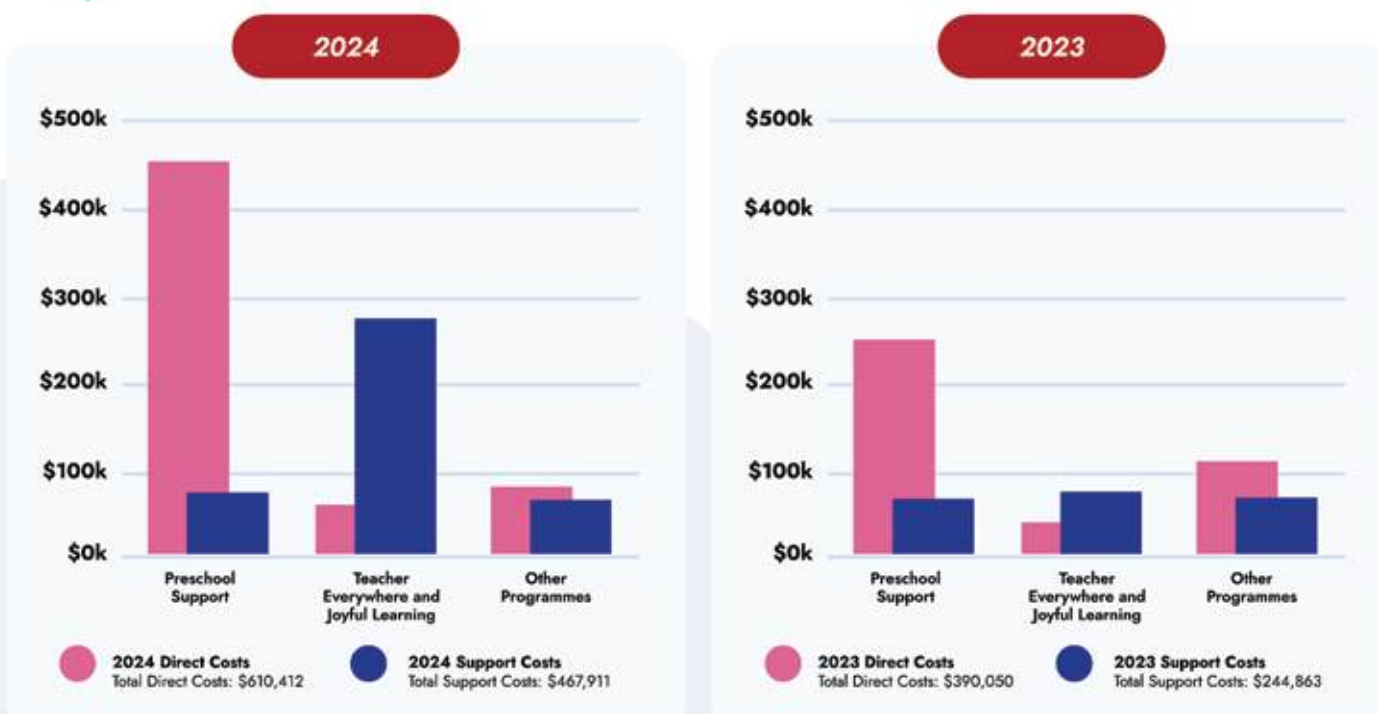
Mr Tan graduated with a Bachelor of Accountancy from Nanyang Technological University (NTU) and is a Chartered Accountant with the Institute of Singapore Chartered Accountants (ISCA). He is also a certified coach with the ICF.



Financial Information



Programme Cost Breakdown



For more information on the ECF's major financial transactions and purpose of the charitable assets held, please refer to pages 6 - 15 of the Charity's Financial Statement 2024.

Audited Financial Information

Statement of Financial Position
as at 31 December 2024
(Amounts in Singapore Dollars)

	2024 (\$)	2023 (\$)
Member's Guarantee Member of \$100	100	100
ASSETS		
Non-current assets		
Equipment	2,292	487
Intangible asset	74,533	89,868
	76,825	90,355
Current assets		
Other receivable, deposit and prepayments	93,492	29,598
Cash and bank balances	3,704,226	4,373,523
	3,797,718	4,403,121
TOTAL ASSETS	3,874,543	4,493,476
LIABILITIES		
Non-current liabilities		
Other payable and accruals	28,761	-
	28,761	-
Current liabilities		
Other payable and accruals	134,194	112,678
Due to related companies (non-trade)	248,872	1,435
	383,066	114,113
TOTAL LIABILITIES	411,827	114,113
NET ASSETS	3,462,716	4,379,363
FUNDS Represented by:		
Restricted funds	-	-
Unrestricted funds	3,462,716	4,379,363
TOTAL FUNDS	3,462,716	4,379,363

Income and Expenditure Statement

Statement Of Financial
Activities For The Financial Year
Ended 31 December 2024
(Amounts in Singapore Dollars)

	2024 (\$)			2023 (\$)		
	Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
Incoming resources						
Donation income	-	244,433	244,433	-	1,763,914	1,763,914
Interest income	-	111,214	111,214	-	72,563	72,563
Government grant income	-	30,752	30,752	-	258,022	258,022
Total incoming resources	-	386,399	386,399	-	2,094,499	2,094,499
Resources expended						
Charitable activities	-	(1,078,323)	(1,078,323)	-	(634,913)	(634,913)
Governance cost	-	(11,997)	(11,997)	-	(15,624)	(15,624)
Other expenditures	-	(212,726)	(212,726)	-	(380,149)	(380,149)
Total resources expended	-	(1,303,046)	(1,303,046)	-	(1,030,686)	(1,030,686)
Net (deficit) / surplus for the year	-	(916,647)	(916,647)	-	1,063,813	1,063,813

Highlights of 2024



112

Beneficiaries for Joyful Learning

160

Teacher Everywhere Volunteers

8

Joyful Learning Centres

Sponsorship & Grants IMPACT 2024

ECF x KKH CARE FOR DIABETIC CHILDREN

Provides resources and financial aid to improve health outcomes for children with diabetes in this programme

31

Children supported

YOUTH STUDY SPONSORSHIP

Empowers youths from disadvantaged backgrounds by providing monthly allowances to cover food, transport and school materials

11

Youths empowered

NUH CHILD AND ADOLESCENT FAMILY SUPPORT SERVICES

Supports the psychosocial wellness of young patients with chronic conditions and their families

9

Patients funded

PRESCHOOL SUPPORT PROGRAMME

Providing comprehensive support for preschoolers for school fees, welcome packs and enrichment activities

974

Preschoolers benefitted

ECF x KIDSTART

Contributes to mini-home library with age-appropriate books, reading guides, and access to storytelling events

118

Families supported

MOTHER TONGUE LANGUAGE READERS PROJECT

Providing age-appropriate and culturally relevant books in Malay and Tamil

447

Preschoolers supported

THE ETON ACADEMY CARES BURSARY

Partnering with The Eton Academy to provide weekly tuition for Kindergarten 2 to Primary 6 children to strengthen their academic foundation

7

Children sponsored



Our Work Programmes and Activities

Joyful Learning Programme

ECF's signature initiative, Joyful Learning Programme, positively impacted the lives of 112 children across 8 sites in 2024. Designed to foster a love for reading and learning, the programme features a carefully curated selection of classic and contemporary children's literature, delivered through engaging, weekly sessions in partnership with the following groups:

Care Corner Family Service Centre (Tampines), Care Corner Singapore Ltd (Woodlands), Club Rainbow (Singapore), Punggol21 Community Club, The Lighthouse by SunCare SG, Teck Ghee Community Club, Kukoh+ by Yong-en Care Centre, and The SBL Vision Family Service Centre.

In 2024, the programme underwent a strategic curriculum transformation in consultation with Dr Alexandra Barnett, Director of the Center for Teaching Excellence and Associate Professor at Liberty University. The revamped curriculum aims to provide preschoolers from disadvantaged backgrounds with a strong foundation in key developmental areas, equipping them with the skills, confidence, and resilience needed for a smooth transition into formal schooling.

The redesigned curriculum framework is anchored in play-based learning, early literacy development, and grounded in contemporary educational research. As part of our commitment to continuous improvement, ECF has also embarked on a research study to assess the programme's effectiveness. The findings will be instrumental in guiding future iterations and shaping the potential scaling of Joyful Learning to reach even more children in the years ahead.



“Parami is always excited to join on Saturday class. she eagerly waits for Saturdays. After the class, she says she had so much fun. Her reading has improved too. Sometimes I watch her reading her books alone in room.”

- Parent of Parami (aged 5)

“Thank you for helping my daughter on this amazing reading journey! It's wonderful to see her love for books blossom and to have her bring them home to share with me.”

- Mother of Joyful Learning Participant (Anonymous)

Teacher Everywhere

The Teacher Everywhere training programme for ECF's Joyful Learning initiative is meticulously designed to equip volunteers with the essential knowledge and skills to work effectively with children from diverse backgrounds. The training focuses on key areas such as engaging young learners, managing challenging behaviours, understanding children's interests, and applying effective teaching and classroom management strategies.

Beyond pedagogy, the programme places a strong emphasis on creating joyful learning experiences, fostering imaginative storytelling, and nurturing a lifelong love for reading. Volunteers are also trained to be attuned to each child's unique needs and to develop respectful, trusting relationships that enhance the impact of every reading session.

In 2024, 160 volunteers were trained to support the Joyful Learning programme. The training, which spanned 10 hours in total, involved one core session and two observation sessions. Through interactive role plays and hands-on training, volunteers gained skills in engaging children effectively, learned classroom management techniques and sharpened story-telling skills.

“An interesting programme, where I learned a lot of new things, such as how our image of a child can affect how we interact with them.”

- Audrey, Participant of Teacher Everywhere training programme



Creative Movement Programme for Youth

In 2024, ECF's Creative Movement Programme reached 20 students, aged 14 to 15 years old from Yishun Secondary School and Chua Chu Kang Secondary School. The programme provides a positive outlet for self-expression and supports mental well-being by helping youths manage stress through dance and movement. By engaging in creative physical activity, participants build confidence, resilience, and healthy coping mechanisms.



Grants, Sponsorships & Other Programmes

Preschool Support Programme

The Preschool Support Programme ensures that children from lower-income families and disadvantaged backgrounds have access to quality early childhood education — giving them a strong and confident start in life.

This is made possible through comprehensive support, which includes:

- Bursary assistance to cover preschool fees
- Welcome packs with uniforms, a tote bag, essential stationery, registration and insurance coverage, a pillow and blanket, and excursion costs
- Enrichment and extracurricular activities that nurture each child's knowledge, skills, and holistic development

In 2024, the programme supported 974 preschoolers in E-Bridge. Looking ahead to 2025, we are excited to expand our reach to even more children across all preschools - ensuring equitable access and continued support in their early educational journeys.



Mother Tongue Language Readers Project

Launched to support early language development in Singapore's multilingual environment, the MTL Readers project addresses a key gap: the need for age-appropriate and culturally relevant readers in Malay and Tamil. By introducing locally inspired stories, the project helps young learners connect more deeply with their heritage.

This initiative, backed by a \$100,000 grant over five years (2023–2027), aims to make Mother-Tongue Language learning more engaging and reflective of Singapore's rich multicultural identity.

In 2024, 447 children benefited from these specially developed readers — making the journey of language learning more accessible, enjoyable, and impactful for our young ones. Together, we're planting the seeds of cultural pride and linguistic confidence in every child.



Youth Study Sponsorship: Empowering Ambitions Through Education

The Youth Study Sponsorship supports youths from disadvantaged backgrounds by providing a monthly allowance and tuition fee support to ease financial burdens. In 2024, 11 youths were empowered to focus on their studies and pursue their academic goals with stability, confidence, and peace of mind.

In 2024, we supported 11 determined youths, enabling them to focus on their studies without the weight of financial stress. By easing these pressures, the sponsorship empowers them to pursue their academic and career aspirations with stability, confidence, and peace of mind.

“ECF Youth Sponsorship has helped me financially with school transport, uniform, and to afford more than one meal a day.”

- *Fabian, Recipient of Youth Study Sponsorship



The Eton Academy CARES Bursary

ECF collaborates with The Eton Academy to offer weekly tuition classes for children from Kindergarten 2 to Primary 6, taught in small groups to provide more personalised attention. As part of this initiative, ECF sponsors one subject—English, Maths or Science—for each child over a year, helping to reinforce their academic foundation and build confidence in these key subjects.

In 2024, 7 children benefited from the programme, gaining access to quality academic support that promotes steady progress and sets the foundation for long-term educational success.



ECF x NUH Child and Adolescent Family Support Services

Established in March 2022, the Fund was set up with a \$100,000 donation from ECF to address psycho-social wellness difficulties faced by young patients with chronic conditions and their family members.

In 2024, the programme benefitted 3 families with a total of 9 participants, continuing its mission to provide critical psycho-social support and enhance the well-being of these families.

For all 9 patients, including those who did not receive therapy:	
NO. OF A&E VISITS	8 → 4
NO. OF SICKS DAYS	24 → 15
DURATION OF INPATIENT STAYS	183 → 6
FREQUENCY OF HOSPITALISATION	14 → 2

ECF x KKH Care for Diabetic Children

In partnership with KK Women's and Children's Hospital (KKH), ECF supports the Care for Diabetic Children Programme, which provides essential resources, education, and financial assistance to families affected by childhood diabetes.

In 2024, the programme supported 31 children, helping them manage their condition more effectively and improve their overall well-being. Key support areas include providing glucose sensors for better monitoring and enhanced transition care services, such as personalised care plans, caregiver education, and outreach initiatives like diabetes camps. This holistic approach fosters better health outcomes and strengthens the children's and their families' well-being.



ECF x KIDSTART - Bringing Books Home

Aligned with our mission to uplift children from disadvantaged backgrounds, ECF is proud to partner with KidSTART to foster early literacy at home.

In 2024, ECF partnered with KidSTART to fund bookshelves for 118 families across Woodlands, Sembawang and Yishun, contributing to a mini home library with age-appropriate books, reading guides, and access to storytelling events. By empowering parents to share stories confidently, we are nurturing children's literacy skills and creating homes filled with learning and connection.



Box of Joy: Spreading Festive Cheer to Children in Need

In 2024, our Box of Joy initiative expanded its impact. Beyond supporting children and youth from lower-income communities, ECF also partnered with the Paediatric, Eye Care, and ENT wards at NUH, as well as families living in shelters to bring warmth and festive cheer to these young lives.

We are deeply grateful to the participating EtonHouse and E-Bridge schools, and to our generous corporate partners—Harman, CISCO, Klook, and Luxasia Pte Ltd—whose unwavering support enabled us to reach **1,488 children** across diverse circumstances, ensuring the magic of the season reached those who needed it most.

As part of Box of Joy, ECF, in partnership with SHINE Children and Youth Services, sponsored starter kits for 45 children entering Primary 1. Items included practical essentials such as a colour pencil set, grooming items, an alarm clock and a tote bag - equipping each child to begin their journey with confidence and dignity.



Gardens Learning Hub Weekend Programme at EtonHouse Garden School by the Bay

In 2024, ECF hosted 217 beneficiaries, including parents, at a series of thoughtfully curated weekend enrichment workshops in collaboration with external partners. These workshops were designed to offer engaging, educational, and meaningful experiences for both children and their families. Workshop themes included online literacy quests, music exploration, process drama, parent-and-child art sessions, Zumba workouts, and mathematics enrichment.

To enhance the overall experience, Gardens by the Bay generously sponsored complimentary tickets to the Flower Dome and Cloud Forest, along with lunch for all attendees, providing a holistic and memorable day for beneficiaries and their families.

Participants of the weekend learning programmes are referred through ECF's community partners, including organisations such as Care Corner Singapore, 6th Sense, The Lighthouse by Suncare SG, Henderson Initiative, DADs for Life and MUMs for Life, Singapore Children's Society, and Be Kind SG, among others. These partnerships play a key role in identifying and reaching children who will benefit most from our initiatives.



Children's Day Celebration at DBS

We were thrilled to welcome 67 children and their parents to a joyful celebration at DBS Asia Hub. Families from Care Corner Family Service Centre (Tampines), Care Corner Singapore Ltd (Woodlands), Club Rainbow (Singapore), Kukoh+ by Yongen Care Centre, Punggol21 Community Club and The Lighthouse by Suncare SG came together for a meaningful day of learning financial literacy and strengthening community ties.

With DBS's invaluable support, the event was a resounding success. The children enjoyed interactive activities that taught valuable lessons in earning, saving, and managing money.

At ECF, we believe in empowering children with the knowledge and skills to make informed financial decisions - helping them build brighter futures, one fun lesson at a time.



Community Connections and Special Projects

Poverty Sensitisation Workshop: Building Empathy Through Experience

In a city known for its prosperity, poverty can remain hidden. ECF's immersive Point Of View (POV) poverty sensitisation workshop offers participants - and our volunteers - a chance to better understand the everyday challenges faced by low-income families through guided role-play and reflection.

By equipping volunteers with empathy and awareness, the workshop enhances their ability to serve with sensitivity and reinforces our belief in the power of education and support to break the cycle of poverty.

More than 300 participants attended the 11 POV sessions held in 2024.

“

Awesome facilitation during the debrief, unpacking all the feelings and sentiments of the role players. We talked about how being poor sometimes robs children of their childhood. I've got a lot to reflect on, so thank you for the invitation to attend this POV workshop.

”

- Kathleen Chin (Volunteer)

Christmas Sustainability Fair 16 & 17 November 2024

ECF participated in the Sustainable Christmas Fair held at South Beach Hotel on November 16 and 17, 2024. Over the two-day event, ECF set up a booth featuring curated children's books from our Joyful Learning programme, which were available for purchase in support of our cause.

A pebble painting activity was also organised, allowing children to engage in a meaningful, hands-on craft while contributing to fundraising. The fair served as a valuable opportunity to raise awareness and share ECF's impactful work with a wider community.



Jalan Kukoh Exposure Walk: Exploring Stories of Strength

Jalan Kukoh may be one of Singapore's oldest rental estates, but its community is rich in spirit. ECF welcomed 18 participants from Xylem Singapore on 14 September for a meaningful walk, including heartfelt visits to the homes of two families who shared their stories of resilience.

This initiative bridged privilege and poverty, fostering deeper empathy, awareness, and understanding of the challenges faced by residents.



The Year Ahead



Looking Ahead: Expanding Our Programmes Reach in 2025



From
8 to 15
sites



JOYFUL LEARNING

By the end of 2025, ECF aims to expand the Joyful Learning programme from its current 8 sites to 15 locations across Singapore, enabling more children to benefit from enriching, hands-on learning experiences within their own communities.



From
160 to 180
volunteers

TEACHER EVERYWHERE

As the programme scales, we aim to engage more educators as lead volunteers — to uphold the quality of the reading programme and for them to guide and support fellow volunteers in delivering meaningful, child-centred sessions.



From
20 to 90
youths

CREATIVE MOVEMENT PROGRAMME FOR YOUTH

ECF plans to scale up the Creative Movement Programme in 2025, with the goal of reaching 90 youths by increasing the number of programme runs from two to six.

This strategic expansion aims to provide more young individuals with meaningful opportunities for self-expression, confidence-building, and the development of socio-emotional competencies through movement and performance-based activities. By broadening the reach of this initiative, ECF reinforces its commitment to holistic youth development and supporting mental well-being through creative and therapeutic outlets.



Programmes Expenditure for 2025

In 2025, ECF will continue to invest in meaningful programmes and volunteer engagement initiatives to strengthen community impact and deepen beneficiary support.



Other programme highlights for the year include:

Two Poverty Sensitisation Workshops
designed to raise awareness and foster empathy by simulating the lived experiences of underprivileged communities.

Joyful Learning Year-End Celebrations
which will bring together children, volunteers, and families in a culminating event to celebrate the year's progress and achievements.

These initiatives reflect ECF's continued commitment to volunteer appreciation, community outreach, gathering feedback on our programmes and creating enriching, transformative experiences for all stakeholders.

Grants and Sponsorships Expenditure in 2025: Scaling Impact for Brighter Futures

In the coming year, ECF is committed to scaling our efforts to create a deeper and broader impact in the lives of children and youth from disadvantaged backgrounds.

We plan to increase funding across several key initiatives to reach more beneficiaries with meaningful support:



Additionally, we aim to evolve our Box of Joy initiative to provide Starter Kits to all children transitioning to P1 to equip even more children as they begin their formal education journey.

These future plans reflect our unwavering dedication to nurturing equitable access to education and holistic support — laying the foundation for brighter, more empowered futures for every child.

Fundraising Plans for 2025

Virtual Charity Walk

Donor Stewardship Outreach events
(Cover costs such as venue rentals, food & beverage, collaterals, appreciation gifts etc)

Fundraising Expenses
\$50,000

Fundraising Target
\$300,000

Virtual Charity Walk

Celebrating ECF's 10th Anniversary via Giving.sg platform

Online Fundraising Campaign
"Inspire the next Generation" via Giving.sg platform

ECF remains committed to building meaningful relationships with supporters and sustaining vital programmes for children and youth from disadvantaged backgrounds.





Role of the Governing Board

The Board's role is to provide strategic direction and oversight of ECF's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's approval:

- Participate in decision-making on strategic issues, policy matters, and other key Board responsibilities to guide the direction of the organisation.
- Approve the annual budget and monitor expenditure to ensure alignment with financial goals and accountability.
- Review annual financial statements to ensure transparency and accuracy in financial reporting.
- Monitor the progress and impact of the charity's programmes to ensure effectiveness and alignment with ECF's mission.
- Ensure transparency and responsibility in the management of donations.
- Review Board composition at least annually—or as necessary, to ensure a majority of independent directors and that the Board possesses the necessary expertise and diversity to provide effective governance.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In line with the Code of Governance, the Treasurer has a term limit of 4 consecutive years.

Board member who has served more than 10 consecutive years:

Name	Reason
Dr Ng Gim Choo	Dr Ng, Founder of the EtonHouse Community Fund (ECF), has served as Chairwoman of the Board since the organisation attained Institution of a Public Character (IPC) status in 2018. In recognition of her steadfast leadership and to facilitate a smooth and effective succession planning process, her tenure has been formally extended for an additional four years, through to May 2029. This will ensure continued leadership stability during this critical phase of growth and development. To support this transition, two Vice-Chairpersons have been appointed, namely Mr. Ng Yi-Xian and Professor Annie Koh.

Board Meetings and Attendance

A total of four Board meetings, including an Annual General Meeting were held during the financial year, with a quorum of at least five members as per the quorum necessary for the transaction of the business of the directors. The following sets out the individual Board member's attendance at the meetings:

Date
29 February, 7 May,
14 August & 4 December 2024

Venue
8 Stevens Road, Singapore
257819 / Via Zoom

Names of Director	Percentage of Attendance
Dr Ng Gim Choo	100%
Mr Navin Amarasuriya	100%
Prof Annie Koh	100%
Ms Jag Sekhon Arora	100%
Mr Tan Cher Liang Sebastian	100%
Mr Tan Lee Thong	100%
Mr Ng Yi-Xian	75%
Mr Ng Zee Howe Alex	75%
Mr Zheng Ren Hao Allen	75%
Mr Kok Chee Yeong Jared	50%
Mr Lee Teck Leng Robson	0%

Disclosure of Remuneration and Benefits received by Board Members

No Board members are remunerated or received any benefits for their Board services in the financial year.

Annual Remuneration Declaration

Between 1 January to 31 December 2024, seven full-time staff were employed. There was one paid staff who received more than S\$100,000 in annual remuneration. There was no paid staff, who was a close member of the family belonging to the Executive Head or a governing member of the charity, that received remuneration exceeding S\$50,000 during the financial year.

Close members of the family: A family member belonging to the Executive Head or a Governing Board member of a charity: who may be expected to influence the Executive Head's or Governing Board;

- (a) member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or Governing Board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or Governing Board member;
- (b) the stepchild of the Executive Head or Governing Board member;
- (c) the dependant of the Executive Head or Governing Board member;
- (d) the dependant of the Executive Head's or Governing Board member's spouse.

Board Composition

As at the end of FY2024, there are 9 members, all of whom are Singaporeans and 7 of them are Independent Directors. Every member has been carefully selected based on their exceptional abilities, experience, and potential to make significant contributions.

*2 Board Members stepped down on 1 October 2024 upon the completion of the 10 years term limit. They are Mr Tan Cher Liang Sebastian and Mr Lee Teck Leng Robson.
*1 new Board Member Mr Tan Lee Thong came onboard on 30 September 2024.

Board Retreat



In November 2024, the Board of Directors and the management team convened a strategic Board Retreat to develop a roadmap for ECF for the next 3 years. This session provided an opportunity to discuss ECF's long-term vision, reassess current approaches, and define clear, actionable goals to enhance impact. The resulting strategic plan serves as a guiding framework for programmes development, partnership expansion, and operational improvements.

Policies

Reserves

The charity has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, ECF has three years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

For more information on the charity's reserves, please refer to page 14 of the charity's Financial Statement.

Whistle-blowing

ECF has a whistle-blowing policy in place to address concerns about possible wrongdoing or improprieties in financial or any other matters within the charity.

Any person, including our staff, may raise concerns about possible improprieties in any matters including financial reporting. To submit a whistle-blowing report to the Board of Directors, please email whistleblow@ecf.org.sg

Conflict of Interest

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Disclosure & Transparency

A. ECF prepares annual reports that provide current information on its programmes, activities, and financial status in accordance with the requirements of the Charities Act and its Regulations.

B. Audited financial statements and annual reports are accessible on ECF's website for donors and other stakeholders.

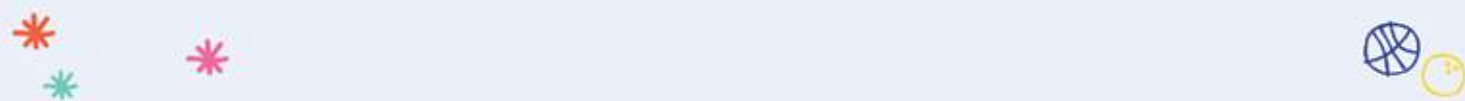
C. The audited financial statements include disclosures regarding donations in kind, sponsored expenses, and related-party transactions, which are also available on ECF's website.

Environmental, Social & Governance (ESG)

ECF recognises the growing importance of Environmental, Social, and Governance (ESG) factors in ensuring responsible and sustainable operations. The charity is aware of the associated risks and opportunities, and acknowledges the need to proactively address ESG considerations. In the coming year, ECF will begin developing an ESG framework to integrate sustainability and governance best practices into its strategy and operations.

Fundraising

ECF's Fundraising Policy ensures that all fundraising activities are conducted ethically, transparently, and in compliance with the Charities Act. The policy outlines clear procedures for planning and reporting fundraising efforts, with an emphasis on integrity, donor stewardship, and accountability. It also governs the responsible use of funds raised, ensuring that all donations are applied towards charitable purposes in alignment with ECF's mission and values. ECF regularly identifies and reviews the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.



Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, 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 (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
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		2
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	Yes		2
Principle 2: The charity has an effective Board and Management.					
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		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2



S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 2: The charity has an effective Board and Management.					
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. 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	Partial Compliance	The Chairwoman was appointed in 2018 when ECF obtained its IPC status. Her tenure as ECF's Chairwoman has been extended for 4 years until May 2029. This is to ensure proper succession planning is in place for the next phase of growth and leadership.	1
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. 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		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
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		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	ECF plans to incorporate ESG guidelines in our programmes & events in the next year.	1
Principle 4: The charity is well-managed and plans for the future.					
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		2
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		2
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		2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 4: The charity is well-managed and plans for the future.					
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	Yes		2
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		2
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	Yes		2
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	Yes		2
Principle 5: The charity is accountable and transparent.					
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		2
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		2
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		2
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		2
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		2
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		2
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		2
Principle 6: The charity communicates actively to instil public confidence.					
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		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
TOTAL SCORE					74
Percentage = (Total Score/Full Marks of 76) x 100%					97%



Together We Can
Make A Difference
To Children's Futures



www.ecf.org.sg



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