

**TRAILBLAZER FOUNDATION LTD
2011 GOVERNANCE EVALUATION CHECKLIST**

S/No.	Code Description	Code ID	Compliance	Explanation (if the Code guideline is not complied to or not applicable)
	BOARD GOVERNANCE			
A	Are there Board members holding staff appointments? (Skip items 1 and 2 if "No")		No	We are a privately funded IPC. We do not have any paid staff. All support functions are outsourced to a professional firm. Our Executive Director serves in an honorary capacity and receives a consultancy fee in the form of an honorarium.
1	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2		As above.
2	Staff does not chair the Board.	1.1.2		As above.
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Not Applicable	We do not have a Treasurer or Finance Committee Chairman.
4	The Board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	The Board meets at least twice a year. Board decisions are also in the form of circular resolutions
	CONFLICT OF INTEREST			
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	Board members make disclosures to the Company as required under S(156) of the Companies Act.

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7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	Board members abstain from voting on any matter in which they may have a conflict of interest.
	STRATEGIC PLANNING			
8	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	Our vision and mission are publicly communicated via our website and are similar to the objectives of the company as stated in the Memorandum of Association of the Company.
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	At its meetings, the Board reviews the Company's work plans and approves new directions/initiatives. A Grants Review Committee comprising 3 independent Board members reviews grant applications from the Trailblazer General Fund before these are considered by the Board.
	HUMAN RESOURCE MANAGEMENT			
10	The Board approves documented human resource policies for staff.	5.1	Not Applicable	We do not have paid staff.
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Not Applicable	We do not have paid staff.
	FINANCIAL MANAGEMENT AND CONTROLS			
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	The Audit Committee which meets at least once a year is updated on the Company's financial matters. Our external auditor KPMG reviews our annual accounts with the Audit Committee. We have not received any audit qualification on our audited accounts. The Audit Committee considers the audited accounts before recommending them to the Board for endorsement. Thereafter the audited accounts are presented to the Company's Members for adoption at the AGM.

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13	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	We are in the process of engaging an internal audit firm to review our operational and financial control processes.
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	Our sponsorship commitments and expenditures are monitored and reported regularly to the Board.
15	The charity discloses its reserves policy in the annual report.	6.4.1	Not Applicable	We do not yet have a reserves policy as we do not have large accumulated reserves.
B	Does the charity invest its reserves? (Skip item 16 if "No")		Yes	
16	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	
	FUNDRAISING PRACTICES			
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
	DISCLOSURE AND TRANSPARENCY			
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No	Board members do not receive any fees or remuneration except for the Executive Director who receives a consultancy fee in the form of an honorarium.
19	No Board member is involved in setting his or her own remuneration.	2.2		

Trailblazer Foundation
2011 Governance Evaluation Checklist

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20	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2		
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		No	
21	No staff is involved in setting his or her own remuneration.	2.2		
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3		
	PUBLIC IMAGE			
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	Communicated via regular management reports and our website. Our website is updated on a quarterly basis.