

**Community Foundation of Singapore**  
**TERMS OF REFERENCE FOR PROGRAMMES & GRANTS COMMITTEE**

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**1. PURPOSE**

- 1.1. The purpose of the Programmes & Grants Committee (the Committee) is to ensure that Management establish strategic directions and procedures on CFS programmes and grantmaking policies and the evaluation of grant requests.

**2. MEMBERSHIP**

- 2.1. The Chairperson of the Committee shall be appointed by the Board and must be a CFS board member.
- 2.2. The Committee members shall be appointed by the Chairperson of the Committee and need not be CFS board members.
- 2.3. Committee will have at least three (3) members, all non-executive.
- 2.4. The membership term limit will correspond with CFS Board's term and renewal process. Members of the Committee can serve a maximum of six (6) years and each term can be a maximum of three (3) years. Any member of the Committee, after completion of six (6) consecutive years of service, may be reappointed after a break of one (1) year.
- 2.5. The members of the Committee must be appropriately qualified to discharge their responsibilities. At least one member of the Committee should have at least 3 years of experience in grantmaking responsibilities or related nature of work.

**3. DUTIES**

- 3.1. The Committee will perform the following functions:
- 3.1.1. Review, evaluate and recommend new grant proposals from prospects for donor's considerations, where relevant.
- 3.1.2. Review and approve grant recommendations from donors' grantmaking committees according to the approval limit as delegated by the Board and defined in the grantmaking policy.
- 3.1.3. Review the grantmaking strategy proposed by management to ensure that it is in line with overall direction and strategy of CFS.

- 3.1.4. Consult with advisory expert panels when required if additional opinion or field expertise is required when evaluating grant recommendations.
- 3.1.5. Oversee and review CFS due diligence process to ensure Management performs the necessary and relevant checks according to CFS mandate and the donor's intent.

#### **4. AUTHORITY**

- 4.1. The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek information from any employee. All employees will be directed to co-operate with any request made by the Committee.
- 4.2. The Committee is authorised by the Board with limited grantmaking powers to give approvals to S\$500,000 for any singular grant disbursement requests made by donor's grantmaking committees or CFS. Approvals will comply with the grant types and approval limits in the grantmaking policy.
- 4.3. If the Committee is unable to reach an agreement or CFS staff surfaces a potential risk, the request will be escalated to the Board regardless the grant size.
- 4.4. In event that a grantee does not fulfil the agreed objectives in their progress report and staff recommends termination of further disbursement, approval will be sought from the CEO and one Committee member. If the grant is approved by the board, then the termination approval must be from majority of the board.
- 4.5. In event of conflict of interests, where Committee members have vested interests or are related in any way (e.g. has a fund with CFS, is an employee, being part of the board or having relatives as employees) in the beneficiary organisations, they have to recuse from the vote.

#### **5. MEETINGS**

- 5.1. The quorum of members of the Committee shall be three (3) members. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

- 5.2. The Committee shall meet at least twice a year and at such other times as the Chair of the Committee shall require. When necessary, other discussions and approvals throughout the year may be coordinated via email circulation or tele-conferences.
- 5.3. Any member of the Committee or Management may request for a meeting at any time if they consider it necessary.
- 5.4. Notice of each meeting confirming the date, time and venue together with an agenda of items to be discussed shall be given to the members of the Committee prior to the meeting in a timely manner.
- 5.5. The proceedings and resolutions of all Committee meetings, including the names of those present and in attendance, shall be duly minuted.
- 5.6. After each Committee meeting, the Chairperson shall report the Committee's findings and recommendations to the Board.
- 5.7. Minutes of Committee meetings shall be circulated to all members of the Committee, Management and to the CFS Board.

## **6. TERMS OF REFERENCE**

- 6.1 CFS Management will review, adjust and seek approval for the terms of reference when necessary to ensure that they remain relevant.

Prepared by: Risk & Governance  
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Remarks: Change to reflect updated Constitution