



ALWAYS HERE

ANNUAL REPORT
2017 – 2018

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FOR YOU



We have one mission: To empower the disadvantaged and to maximise their potential to lead dignified and independent lives.

We have one aspiration: To be recognised as a model social service provider in Singapore and in the region.

We have one aim: To continually pioneer and develop comprehensive range of services from infancy to old age to fulfill our mission and aspiration.

These are our core values:

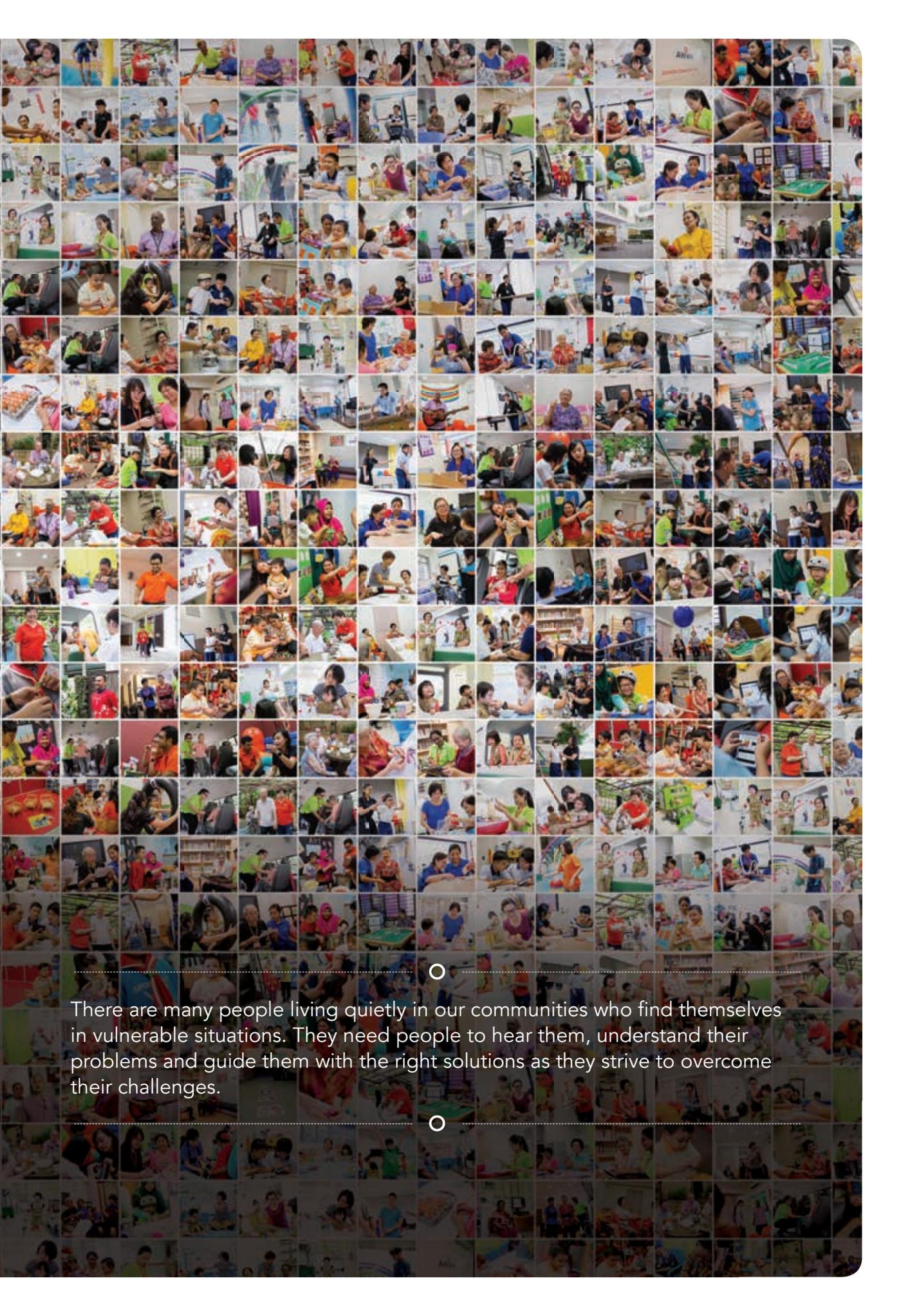
- Care and Concern
- Commitment
- Integrity
- Responsibility
- Teamwork





WE'VE
WITNESSED

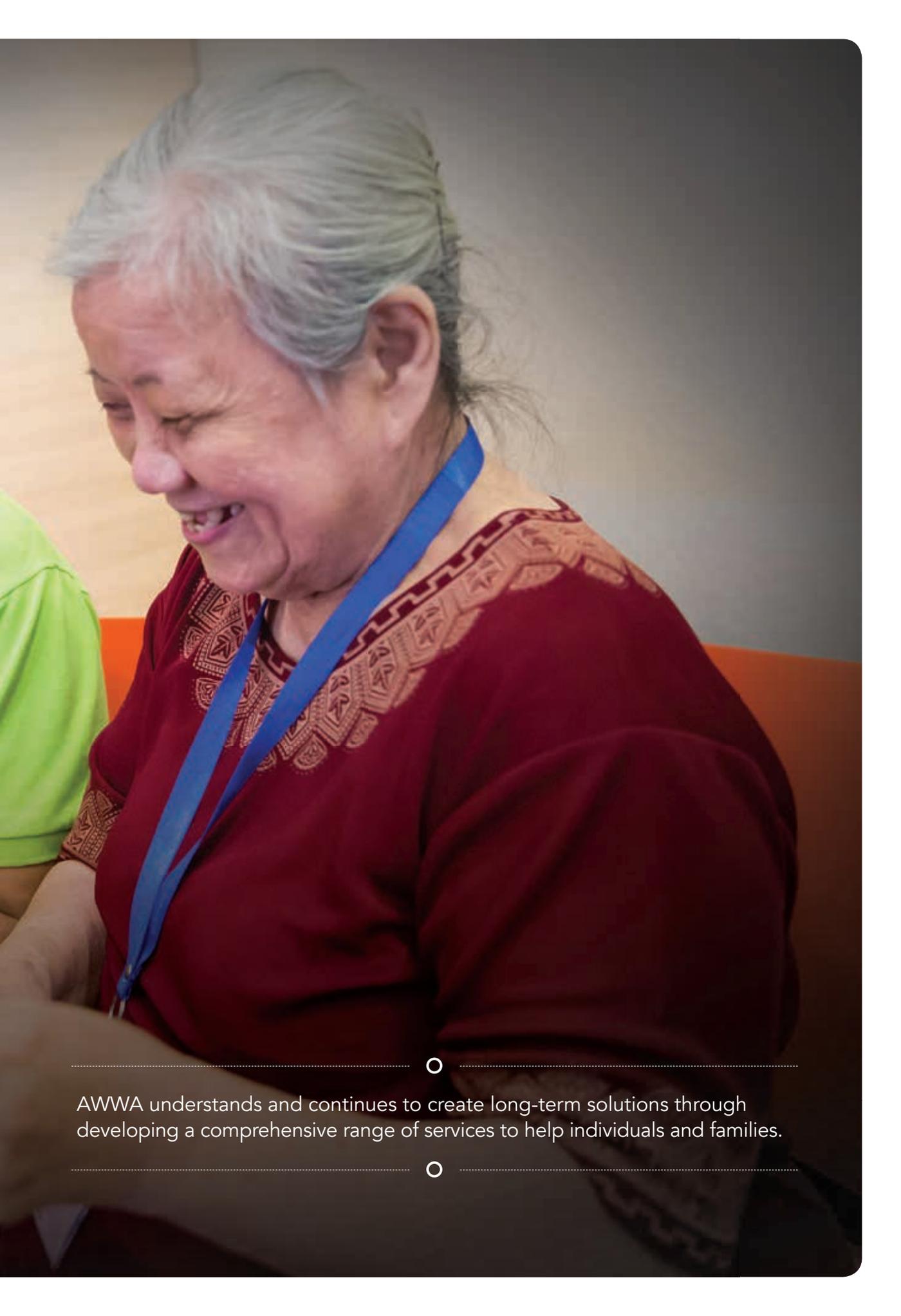
10,000 LIVES
IMPACTED



There are many people living quietly in our communities who find themselves in vulnerable situations. They need people to hear them, understand their problems and guide them with the right solutions as they strive to overcome their challenges.

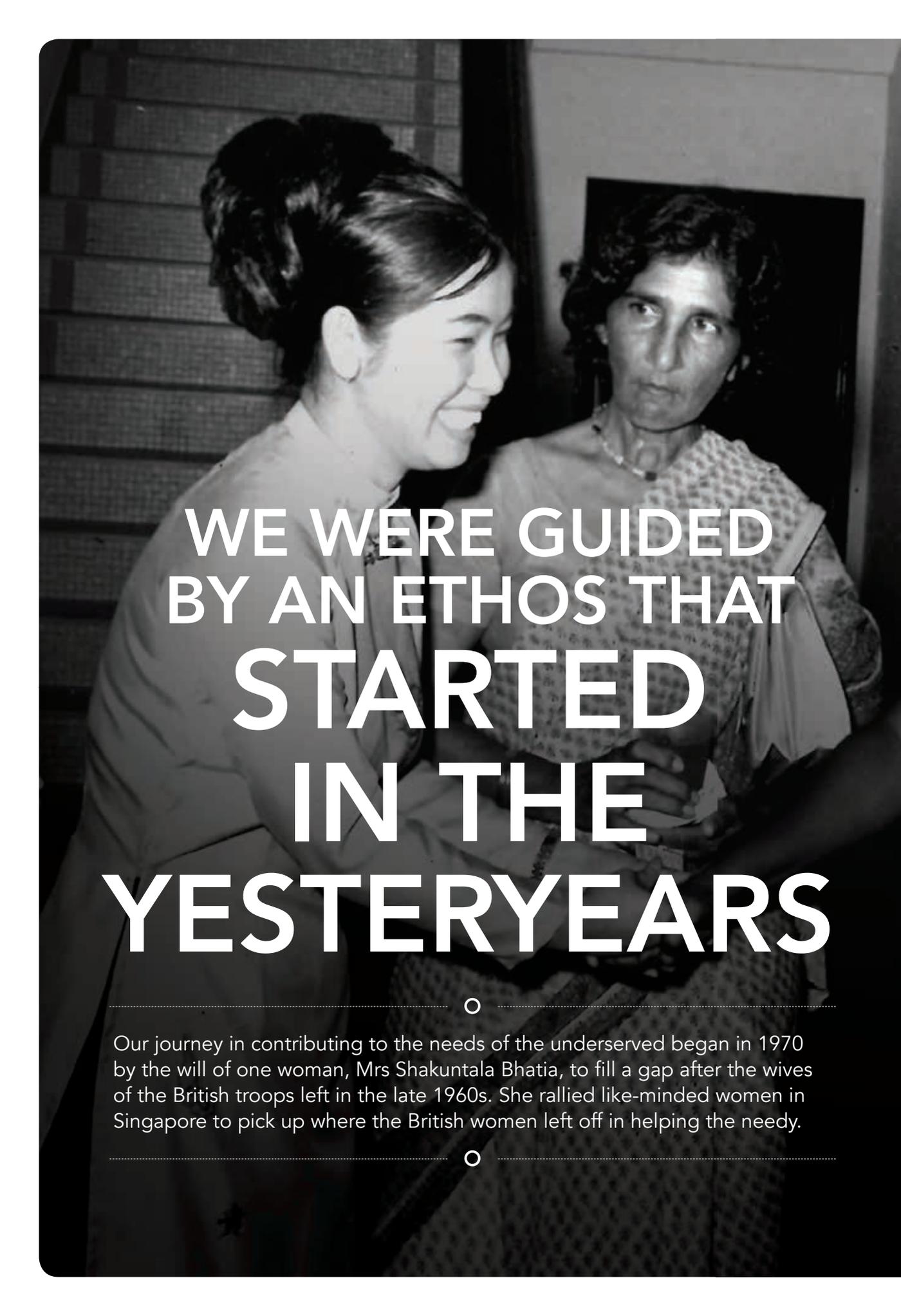
A woman with dark hair and glasses, wearing a bright green polo shirt with the AWWA logo, is smiling while reading a book. She is in a library or bookstore, with shelves of books visible in the background. The text "THAT EFFECTED 10,000 SMILES" is overlaid on the image in large, bold, orange letters.

THAT
EFFECTED
10,000
SMILES



AWWA understands and continues to create long-term solutions through developing a comprehensive range of services to help individuals and families.





WE WERE GUIDED BY AN ETHOS THAT STARTED IN THE YESTERYEARS

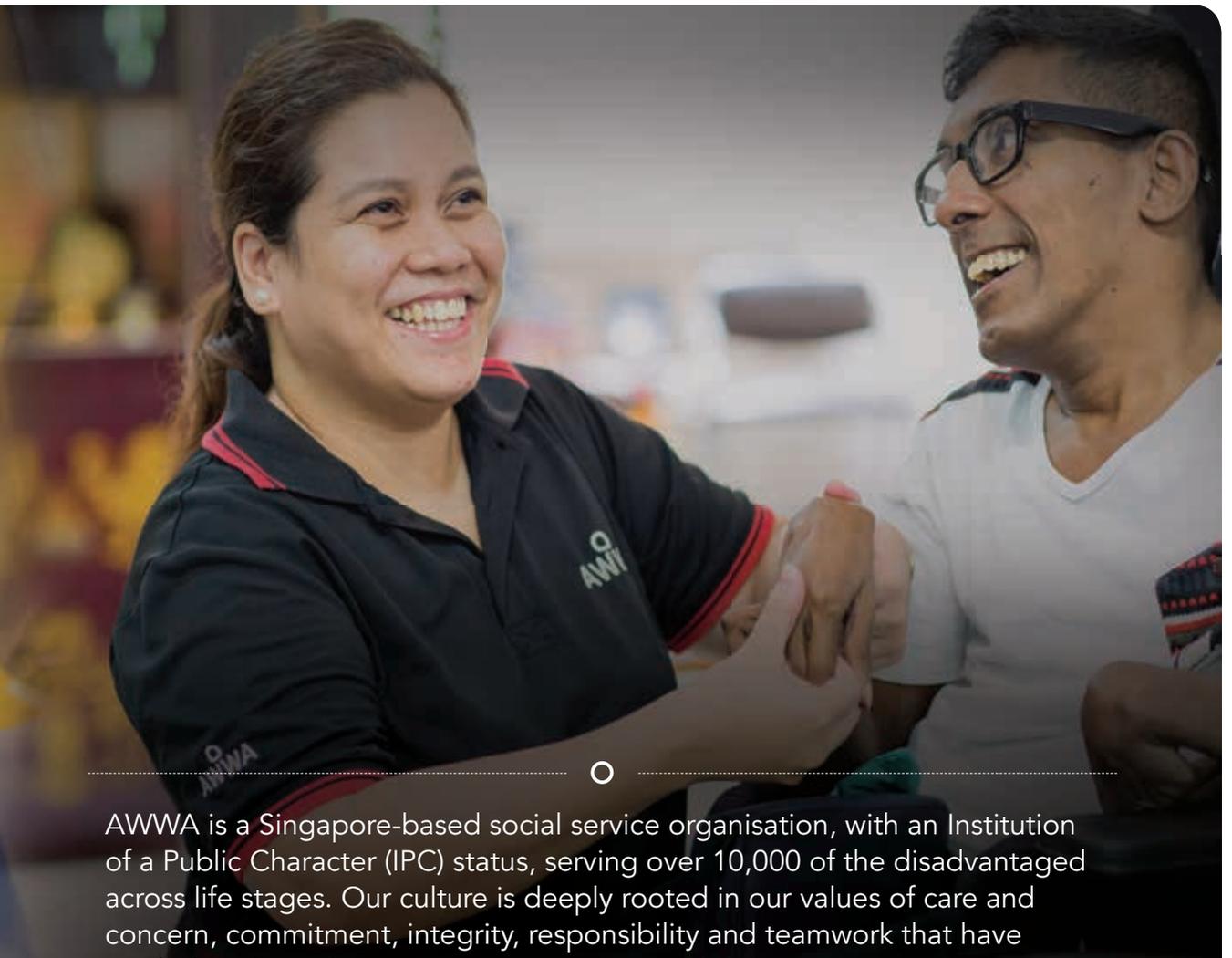
Our journey in contributing to the needs of the underserved began in 1970 by the will of one woman, Mrs Shakuntala Bhatia, to fill a gap after the wives of the British troops left in the late 1960s. She rallied like-minded women in Singapore to pick up where the British women left off in helping the needy.



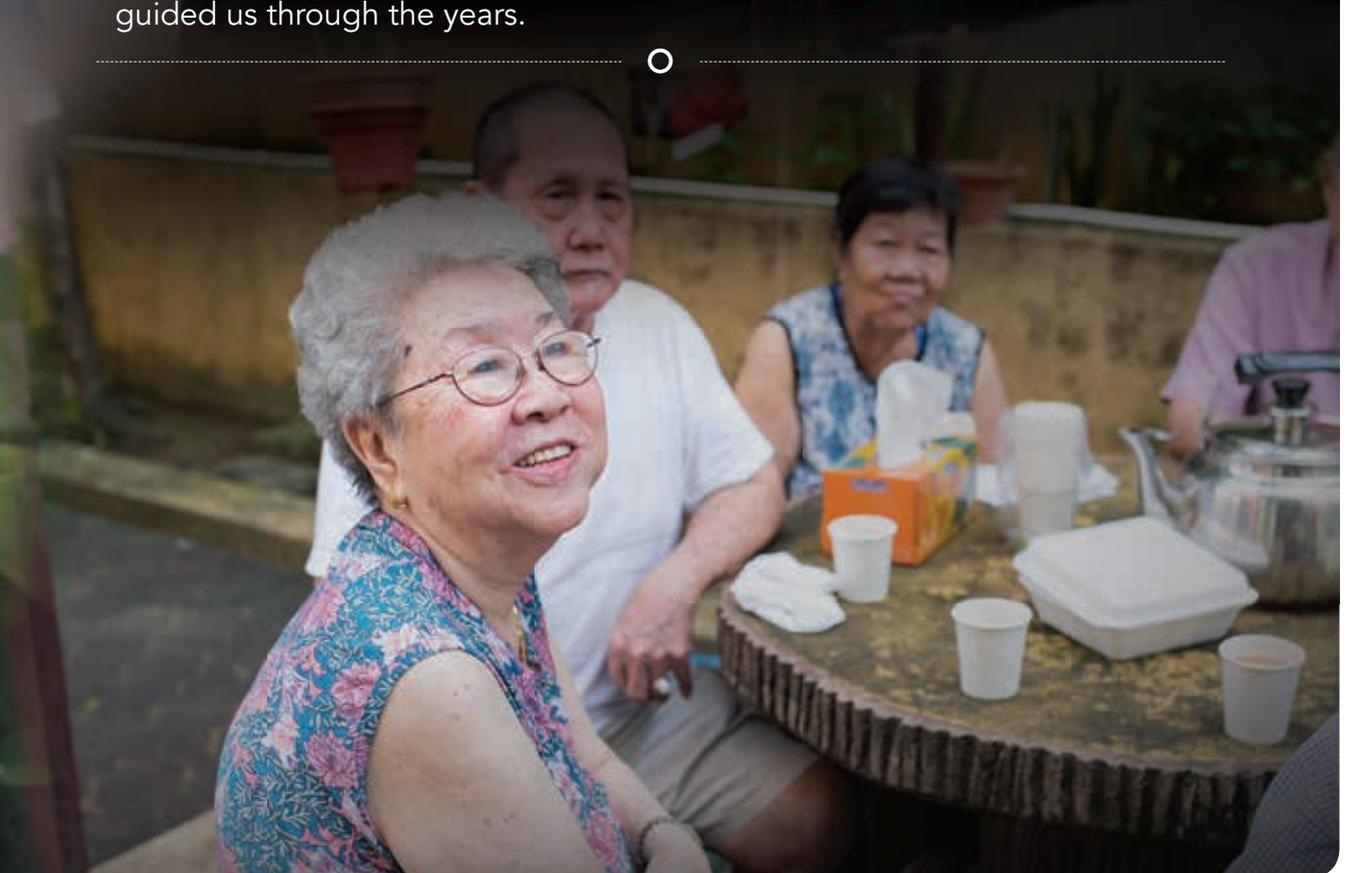


AND WE
CONTINUE TO
DELIVER THE
PROMISES
TODAY





AWWA is a Singapore-based social service organisation, with an Institution of a Public Character (IPC) status, serving over 10,000 of the disadvantaged across life stages. Our culture is deeply rooted in our values of care and concern, commitment, integrity, responsibility and teamwork that have guided us through the years.



WE HAVE PARTICIPATED
IN LIFE-CHANGING
EVENTS THAT IMPACTED
GENERATION



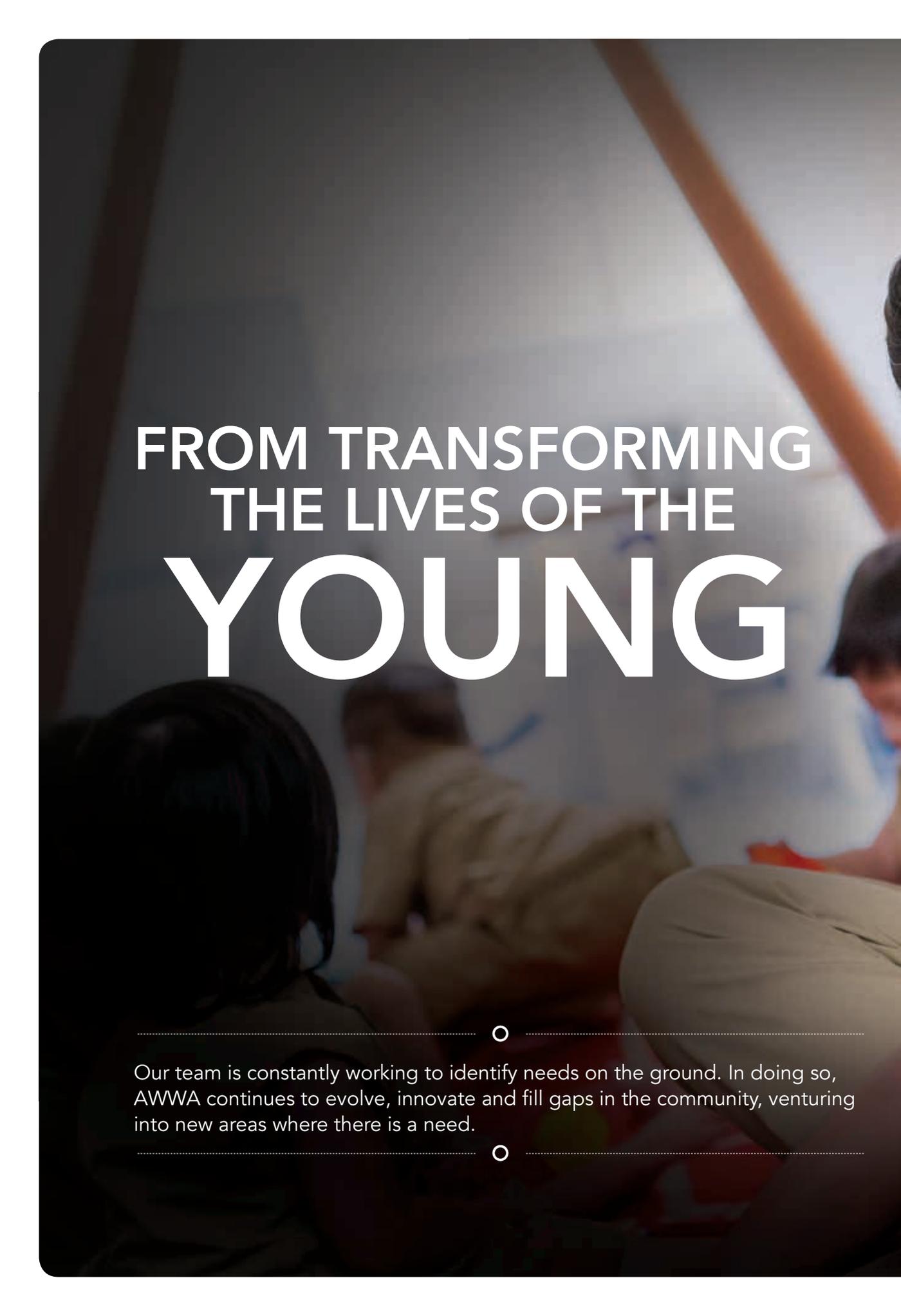


Services include early intervention for pre-schoolers, education and disability support for children with special needs, assistance to low income families, caregivers, and health and social assistance for vulnerable seniors.



ATIONS





FROM TRANSFORMING THE LIVES OF THE YOUNG

..... ○

Our team is constantly working to identify needs on the ground. In doing so, AWWA continues to evolve, innovate and fill gaps in the community, venturing into new areas where there is a need.

..... ○



An elderly man with glasses and a light-colored shirt is sitting on a swing set outdoors. He is looking towards a young person whose hands are visible, holding a small white cup. The background shows a wooden swing set structure and green foliage. The text is overlaid in white on the lower half of the image.

TO UPLIFTING
THE SPIRITS OF THE
**YOUNG AT
HEART**



As a forward-looking organisation that seeks a better future for all, we do not work alone. AWWA works with community partners, government agencies, volunteers, and donors who have rendered strong support to further our cause to empower the disadvantaged and maximise their potential.



NO MATTER WHAT
YOU CAN
BE ASSURED
THAT WE ARE
ALWAYS HERE



Our ethos is aptly embodied in our tagline, 'People Giving to People' which reflects the 'heart of the volunteer' and the hard work and dedication of staff, contributors and supporters who give their best to help the disadvantaged and make Singapore a more caring and inclusive society.



**MESSAGE FROM
THE PRESIDENT**



THESE MILESTONES
DEMONSTRATE THAT
AWWA HAS NOT
WAVERED FROM OUR
FOUNDING ETHOS OF
EMPOWERING THE
DISADVANTAGED AND
MAXIMISING THEIR
POTENTIAL TO LEAD
INDEPENDENT AND
DIGNIFIED LIVES.



This year, we are honoured to have President Halimah Yacob as our first patron. President Halimah's unstinting passion in reaching out to the less-privileged in society, is an affirmation that spurs AWWA to continue empowering the disadvantaged.

AWWA is gratified that it is growing from strength to strength. Recently, we were conferred the *Business HR Awards in Purpose-Driven (Not-for-Profit)* by the Singapore Human Resources Institute. We were recognised as an organisation that garners people towards common purpose, beyond the pursuit of profits. This award speaks volumes of the dedication and hard work of our staff as we continue to thrive in our aspiration to be recognised as a model social service provider in Singapore and the region. We also received two other special mentions at the HR Awards for *Employer Branding and being a Fast-Growing organisation*.

AWWA also started its second Early Intervention Centre at Fernvale in 2017. This was in response to the growing needs of early intervention for children with special needs. As we respond to address the changing needs of our clients and the social service sector, we are excited to embark on four new projects - the AWWA

Adult Disability Home (ADH), second AWWA School in the east, Transitional Shelter in Lengkok Bahru and second AWWA Dementia Day Care Centre in Yishun.

ADH, when completed in 2020, will provide residential care and support for persons with disabilities aged 18 and older, a group that is currently underserved, with many left destitute, neglected or receiving inadequate care. AWWA will play a pivotal role by filling in the gap to provide more facilities and support for this group.

Opening in 2021, our second AWWA School located at Bedok will carry the torch of our first AWWA School to provide quality education to children with special needs. AWWA will play yet another pivotal role in responding to the rising number of children with special needs and to support the national implementation of compulsory education for these children from 2019 onwards.

To help displaced families achieve stable housing, AWWA Family Services took up the reins in a new programme in January 2018 – a Transitional Shelter that provides temporary accommodation and social work intervention to help families transit through challenging period. In July 2018, we also started operating our second

Dementia Day Care Centre at Yishun, expanding our commitment to serve persons with dementia, especially those with enhanced dementia.

These milestones demonstrate that AWWA has not wavered from our founding ethos of empowering the disadvantaged and maximising their potential to lead independent and dignified lives. We hope that as we progress as a society, no one is left behind.

The work that we do cannot be possible without our partners and those who tirelessly stand with us. We appreciate our staff, donors and volunteers who give passionately and selflessly to serve in one way or another. Thank you for believing in our causes and journeying with us. Together, let us create a truly inclusive society and make the community that we live in, a more caring and compassionate place.

Janice Ang

President
Asian Women's Welfare Association

MESSAGE FROM THE CEO

It has been a wonderful journey since joining the AWWA family in September 2017, especially when we continue to celebrate the lives of the 10,000 clients whom we serve across 16 centres. AWWA's dedication in providing for the disadvantaged has withstood the test of time since our establishment in 1970. This spirit of dedication and care continues to motivate each one of us to stay strong today for the betterment of our clients' lives tomorrow.

In this year's annual report, we feature our clients and their amazing stories that speak loud of their tenacity to soar above adversities and AWWA's unceasing passion. Notably, we commend Muhammed Zikri from AWWA School who received the Lee Kuan Yew Exemplary Student Award for his perseverance in learning, responsibility to tasks in school and at home, and his achievements in sports and music. He is among the many students who never fail to inspire us with their lives. We also celebrated the strength and resilience of 23 children and youths with disabilities in mainstream education at AWWARDS (AWWA Recognises Dedicated Souls), formerly known as AWWA Special Awards which started in 2000.

While our team of dedicated and passionate staff ensure

that we maintain the best model of care for our clients, we also continue to reach out and fill gaps so that more of the underserved in society can receive the support they need. This commitment has enabled us to launch many new initiatives this year.

One such initiative is the Integrated Resource and Network (IRENE) programme. Launched in April 2017, IRENE provides an additional yet essential service to the myriad of programmes AWWA has in place for seniors living in the Ang Mo Kio vicinity. IRENE encourages seniors to regularly step out of their homes and participate in social activities to keep them mentally active, reduce their sense of loneliness and risk of social isolation.

For children with special needs, we strongly believe that the developmental years of a child are the most crucial, and timely intervention at an early age is critical. With our latest Early Intervention Centre @Fernvale, AWWA now serves up to 800 pre-schoolers with special needs across all three early intervention centres. AWWA Community Integration Service embarked on its first campaign titled *The Movement* with the launch of a video in raising awareness of Developmental Coordination Disorder, an impairment that affects fine or gross motor coordination.

Innovation continues to be at the core of what we do, in how we deliver our services to meet the ever-changing and growing needs of our clients. We are proud that AWWA Rehab and Day Care Centre has reduced the turnaround time for admission in its referral management process to just eight days for Day Rehab services and Day Care services (from 20 days and 24.5 days respectively) to enable quicker and more efficient processes in referrals.

AWWA's mission to empower our disadvantaged to lead dignified and independent lives could never have been achieved on our own merits; we want to sincerely thank the unsung heroes in our midst – our staff, clients, caregivers, volunteers, donors and partners, past and present, who have given their utmost best to provide the underserved in our society with the care and help they need.

May we continue to march on with passion and dedication together in the years ahead, in this journey of giving of our time, talent and treasure.

Kevin Lee
Chief Executive Officer
AWWA Ltd.

..... ○

AWWA'S DEDICATION
IN PROVIDING FOR THE
DISADVANTAGED HAS
WITHSTOOD THE TEST
OF TIME SINCE OUR
ESTABLISHMENT IN 1970.

..... ○



BOARD OF DIRECTORS



Ms Janice Ang
Chairman



Ms Chung Wei Han
Deputy Chairman



Mrs Rosana Quek
Board Director



Mr Chan Wai Leong
Board Director



Ms Beatrice Chen
Board Director



Ms Ayadurai Jeyamalar
Board Director



Ms Claire Lim
Board Director



Ms Ng Chin Yu
Board Director



Mr Natarajan Subramaniam
Board Director



Ms Woo Sin Yue
Board Director



Ms Eleanor Lee
Board Director



Ms Kimarie Cheang
Board Director



Ms Loy Wee Khim
Board Director

Mrs Thum Lay Chwan
Board Director (resigned on 15.9.17)

Ms Clara Yue
Board Director (resigned on 15.9.17)

CORPORATE INFORMATION

The Asian Women's Welfare Association (the "Association") is registered and domiciled in Singapore and was registered as a society under the Societies Act on 16th June 1970. It was established as a charity on 7th November 1984. The Association is governed by its Constitution.

On 7th January 2015, the Association incorporated a subsidiary, AWWA Ltd. ("AWWA"), a company limited by guarantee in Singapore. The Association is the sole member of AWWA. Effective from 1st April 2015, AWWA took over the operation of all the charitable services and activities previously managed by the Association. AWWA is governed by its Constitution and is a registered charity. It has been an Institution of a Public Character since 1st April 2015.

This Annual Report sets out the activities of the AWWA Group which is made up of the Association and AWWA.

CORPORATE INFORMATION OF THE ASSOCIATION

UEN NO:	S70SS0021J
Registered Address:	9 Lorong Napiri, Singapore 547531
Bankers:	DBS Bank OCBC Bank
Auditors:	Baker Tilly TFW LLP

CORPORATE INFORMATION OF AWWA

UEN NO :	201500785Z
Registered Address :	9 Lorong Napiri, Singapore 547531
Bankers :	DBS Bank United Overseas Bank Ltd Standard Chartered Bank (S) Ltd
Auditors:	Baker Tilly TFW LLP
Company Secretaries:	Chan Wan Mei Gan Lee Teng

BOARD OF MANAGEMENT OF THE ASSOCIATION

Name	Designation	Year of first appointment	Management meeting attendance*
Ms Janice Ang	President	2009	2/2
Ms Kimarie Cheang	Honorary Secretary	2017	0/1
Ms Ng Chin Yu	Honorary Treasurer	2015	2/2
Ms Chung Wei Han	Member	2011	2/2
Ms Claire Lim	Member	1997	2/2
Ms Loy Wee Khim	Member	2017	0/1
Mrs Rosana Quek (term of appointment ended 16/9/2017 and did not seek re-election)	Member	2011	1/1
Ms Clara Yue (term of appointment ended 16/9/2017 and did not seek re-election)	Honorary Treasurer	2013	1/1

* Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the Association Board members were appointed to or completed their term of appointment with the Board at different times during the financial year, the number of meetings scheduled may vary.

To ensure good governance, the Board of Management of the Association has taken the view that the number of years served on the Board of Management of the Association as well as that of AWWA Ltd. should be taken into account when considering the number of years a director has served in AWWA. As at 31 March 2018, only one director has served on the Boards of the Association and AWWA Ltd. for more than 10 consecutive years.

The Nominations Committee, after a review, concluded and recommended that AWWA will continue to benefit from the Director continuing as a member of the Board of Management of the Association and a director of the Board of AWWA Ltd., as her vast experience with AWWA will provide the Board with valuable insights and direction. The Board of Management of the Association and the Board of AWWA Ltd. have accepted the recommendation of the Nominations Committee.

BOARD OF DIRECTORS OF AWWA

Name	Designation	Date of first appointment	Board meeting attendance*	Qualification and Experience
Ms Janice Ang	Chairman**	7/1/2015	7/7	<ul style="list-style-type: none"> Chartered Accountant Former CFO for a major international bank for more than 20 years BSc (Hons) in Economics, London School of Economics

Name	Designation	Date of first appointment	Board meeting attendance*	Qualification and Experience
Mrs Rosana Quek	Board Director	11/2/2015	5/7	<ul style="list-style-type: none"> • Investment Specialist for 26 years in Global Markets/Treasury Departments of Chemical Bank (London and Singapore), Chase Manhattan Bank, Hongkong Bank and Standard Chartered Bank • 15 Feb 2017 to present: Member of St Luke's Hospital Investment Committee • 26 Jan 2017 to present: Non Executive Board Director, Vanguard Health Fund Ltd • 1 July 2016 to present: Chairperson of Vanguard Healthcare Medifund Committee • April 2009 to present: Member Financial Investment Panel of Methodist Church of Singapore
Mr Chan Wai Leong	Board Director	11/2/2015	5/7	<ul style="list-style-type: none"> • Executive search since 2006 • Board experience (listed and non-listed) • MD and VP experience at global MNCs • MBA and M.Eng, Cornell University
Ms Beatrice Chen	Board Director	11/2/2015	5/7	<ul style="list-style-type: none"> • Media and Marketing Communications (broadcast) • Business Support roles • Worked in MediaCorp and Russell Reynolds Associates • BA, University of British Columbia
Ms Chung Wei Han	Deputy Chairman	11/2/2015	7/7	<ul style="list-style-type: none"> • 20 years in Corporate Finance, M & A, Commercial Law • Worked in KhattarWong, Clifford Chance, Baker & Mckenzie • LL. B Hons, National University of Singapore

Name	Designation	Date of first appointment	Board meeting attendance*	Qualification and Experience
Ms Ayadurai Jeyamalar	Board Director	11/2/2015	7/7	<ul style="list-style-type: none"> • 10 years in Public Sector: Ministry of Finance, Public Services Division, Civil Service College • 20 years in Financial Sector: DBS, UBS, SGX • 15 years in Consulting experience • BA, National University of Singapore • MSc Organisation Development, University of Sheffield
Ms Claire Lim	Board Director	11/2/2015	4/7	<ul style="list-style-type: none"> • 10 years in the legal department of a bank • 12 years in legal practice as a lawyer and partner in a law firm in Singapore • LL.B (Hons), National University of Singapore
Ms Ng Chin Yu	Board Director	11/2/2015	6/7	<ul style="list-style-type: none"> • 15 years in Accounting & Finance • 10 years in Education • Worked in KPMG, Standard Chartered Bank, Bankers Trust Company and Merrill Lynch Singapore • BAcc (Hons), National University of Singapore • MBA Cranefield School of Management
Mr Natarajan Subramaniam	Board Director	24/4/2015	7/7	<ul style="list-style-type: none"> • Chartered Accountant • 26 years with Ernst & Young from 1967 • Thakral Corporation Ltd - Board Member (from 1995), Chairman (from 2012) • BA, University of Malaya

Name	Designation	Date of first appointment	Board meeting attendance*	Qualification and Experience
Ms Woo Sin Yue	Board Director	27/11/2015	7/7	<ul style="list-style-type: none"> • A company director of a family owned business • A grassroots and community volunteer • Former HR professional at Straits Steamship • BA, Graduate Diploma in Personnel Management, National University of Singapore
Ms Eleanor Lee	Board Director	18/9/2017	3/4	<ul style="list-style-type: none"> • Partner, Ernst & Young LLP • More than 25 years' experience • Fellow Chartered Accountant of Singapore
Ms Kimarie Cheang	Board Director	19/9/2017	4/4	<ul style="list-style-type: none"> • Senior Associate, HFW Singapore • Dual qualified in Hong Kong and Singapore • LL.B, National University of Singapore
Ms Loy Wee Khim	Board Director	20/9/2017	4/4	<ul style="list-style-type: none"> • 30 years in Risk Management and Controls • Worked in HSBC, Bank of China, Standard & Poors • BAcc, National University of Singapore
Mrs Thum Lay Chwan (resigned on 15/9/2017)	Board Director	11/2/2015	3/3	<ul style="list-style-type: none"> • 19 years in Corporate & Investment banking, Corporate Finance, Private banking • Worked in DBS Bank • BBA (Hons), National University of Singapore

Name	Designation	Date of first appointment	Board meeting attendance*	Qualification and Experience
Ms Clara Yue (resigned on 15/9/2017)	Board Director	11/2/2015	1/3	<ul style="list-style-type: none"> • 7 years in Public accountancy - taxation • 17 years in in-house tax advisory for various banks • BBA, Chinese University of Hong Kong; Fellow member, ACCA, UK
Mr Lee Chin Chai (Kevin)	Chief Executive Officer ***	NA	5/5	<ul style="list-style-type: none"> • More than 20 years in General Management, Stewardship & Transformation Leadership • Board Management at Kuo Chuan Presbyterian Schools and St. Francis Methodist School. • Committee member of SID Annual Conference Committee & NCSS Leadership Selection Panel. • Worked in Microsoft, Hewlett Packard, Cisco Systems. • BSc (Computer Science & Information Systems), National University of Singapore; MSc (Marketing), CUNY Baruch College.

* Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the AWWA Board Directors were appointed to or resigned from the Board at different times during the financial year, the number of meetings scheduled may vary.

** The Chairman of the Board is an ex-officio member of all Board Committees and have the right to attend all meetings.

*** The Chief Executive Officer is an ex-officio member of the Board and Board Committees and have the right to attend all meetings but does not vote at the meetings.

BOARD COMMITTEES

Audit

Ms Eleanor Lee	Chairperson
Ms Ng Chin Yu	Member
Ms Patricia Mckean	Member

Corporate Communications

Ms Beatrice Chen	Chairperson
Ms Woo Sin Yue	Member
Mr Puneet Singh	Member

Finance

Ms Ng Chin Yu	Chairperson
Mr Natarajan Subramanian	Member
Ms Clara Yue	Member
Ms Loy Wee Khim	Member
Ms Sheila Ng	Member
Ms Tio Guat Kuan	Member

Fundraising

Ms Woo Sin Yue	Chairperson
Ms Beatrice Chen	Member
Mrs Maureen Chan	Member
Mrs Elizabeth Choy	Member
Ms Kemmy Koh	Member
Ms Kwan Liling	Member
Ms Clara Yue	Member
Ms Shan Tjio	Member

Human Resources

Ms Ayadurai Jeyamalar	Chairperson
Mr Paul O'Malley	Member
Mr Soumitra Gupta	Member
Mr Jayakody	Member

Information Technology

Mr Chan Wai Leong	Acting Chairperson
Mr Stan Lin	Member
Mr Joseph Choo	Member
Mr Ng Chun Kiam	Member
Mr Vincent Lee	Member
Mr James Woo	Member

Investment

Ms Loy Wee Khim	Chairperson
Ms Ng Chin Yue	Member
Mrs Rosana Quek	Member

Nominations

Mr Chan Wai Leong	Chairperson
Mrs Sandra Berrick	Member
Ms Saleemah Ismail	Member
Mr Yoon Wai Nam	Member

Programmes and Services

Ms Chung Wei Han	Chairperson
Ms Ayadurai Jeyamalar	Member
Ms Jane Lim	Member
Ms Ng Chin Yu	Member
Mr Natarajan Subramanian	Member
Mr Scott Tan (resigned July 2018)	Member

Risk Management Committee

Mr Natarajan Subramanian	Chairperson
Mr Gilbert Ponniah	Member
Ms Kimarie Cheang	Member
Ms Wong Toon Kok	Member
Mr Edmund Wong	Member
Mrs Rosana Quek	Member
Ms Claire Lim	Member
Ms Kay Pang Ker-Wei	Member

OTHER COMMITTEES

Medifund

Ms Chung Wei Han	Chairperson
Ms Low Wai Peng	Member
Ms Koh Hui Ngo	Member

School Management

Mrs Rosana Quek	Chairperson
Mr Leow Wen Pin	School Supervisor
Ms Clara Yue	Honorary Treasurer
Ms Ong Sian Tjoe	Member
Mr Kevin Lee	Member
Mrs Ruby Seah	School Principal
Ms Janice Beh	Ministry of Education Representative
Ms Morene Sim	Member (National Council of Social Service)
Mrs Leaena Tambyah	Advisor

GOVERNANCE STRUCTURE



ORGANISATION STRUCTURE



SENIOR MANAGEMENT

Appointment	Name
Chief Executive Officer	Mr Kevin Lee (appointed 15/9/2017) Mr Tim Oei (resigned 18/8/2017)
Senior Director, Corporate Services	Mrs Selina Foong (appointed 26/2/2018)
Senior Director, Disability and Inclusion, Allied Health Professional Group	Mr J R Karthikeyan
Director, School	Mrs Ruby Seah
Director, Family Services	Mr Edwin Yim
Director, Health and Senior Care	Mr Keith Lee
Director, Finance	Ms Vivienne Tan
Director, Human Resources	Ms Cynthia Lee (appointed 3/7/2018) Ms Nuryasmin Hannah (resigned 10/6/2018)
Deputy Director, Community Partnership and Relations	Ms Pauline Cheah
Assistant Director, Resource and Training Centre	Mr Pathnapuram Manoj
Chief Operating Officer	Ms Lee Mee Kium (resigned 31/12/2017)
Director, Caregiver Service	Mr Manmohan Singh (resigned 9/10/2017)
Assistant Director, Strategic Planning and Research	Ms Karen Liew (resigned 20/5/2018)

Total Annual Remuneration for Top 3 Senior Executives

Remuneration Bands	No. of Executives
S\$100,000 – S\$199,999	3

CORPORATE GOVERNANCE

COMPOSITION OF THE BOARD

The Association is managed by a Board of Management comprising six members elected for two-year terms at the annual general meetings. All six members are directors of the Board of AWWA Ltd. but comprise less than half of the total number of directors on that Board.

Members of the Board of AWWA Ltd. are recruited from diverse fields for their different backgrounds and experiences. They come together as one bringing with them abilities and skill-sets in areas such as finance, accounting and audit, legal, organisational development and human resource management, information technology and media and communications. The Board believes that diversity helps in better-informed decision-making and solutions, and strives to attract talented people with relevant experience to join its ranks.

New directors are recommended by the Nominations Committee and approved by the Board based on the following key considerations:

- Attributes of honesty, integrity and high standards of excellence
- Level of commitment to discharge his duties as a director effectively
- Core skills and competencies that complement the experience and competencies of the current Board

No Director receives remuneration for his services as a Director. No staff person is a director. The CEO is an ex-officio member who attends all Board meetings but does not vote on any resolution of the Board.

BOARD RENEWAL AND TERM LIMITS

The Board plans for its renewal and succession. Under AWWA Ltd's Constitution, one-third of those directors who are not concurrently members of the Board of Management of the Association (or if their number is not divisible by three, the number closest to one-third) shall retire from office at each annual general meeting. Directors who retire are eligible for re-election.

No director shall serve as the Chairman of the Board of AWWA Ltd. for a consecutive period of more than six years but shall be eligible for re-election after the lapse of one year.

No director shall serve as the person responsible for overseeing matters relating to finance for a consecutive period of more than four years but shall be eligible for re-election after the lapse of such duration as recommended by the Code of Governance for Charities and Institutions of a Public Character (April 2017).

BOARD EVALUATION

AWWA Ltd. was incorporated in January 2015 and a board evaluation was conducted by an independent third party in October 2016. The results showed that the Board was unanimously committed to the mission and objectives of AWWA, effective and resolved differences in a professional and robust manner. The Board plans to conduct another Board evaluation in 2019.

DUTIES AND RESPONSIBILITIES OF THE BOARD AND BOARD COMMITTEES

The Board assumes responsibility for the stewardship of AWWA Ltd. and strives to fulfil its mission. It is responsible for setting the overall direction and strategy of AWWA Ltd. and ensures that there are adequate financial and human resources to meet its objectives. The responsibilities of the Board include promoting the best practices of corporate governance, establishing prudent and effective controls, assessing and managing risks and reviewing management performance. The Board is committed to ensuring that high standards of corporate governance are implemented and upheld in AWWA Ltd. and is guided by the best practices as set out in the Code of Governance for Charities and Institutions of a Public Character (April 2017) and the Charity Transparency Framework. The Board provides strategic direction and guidance to the CEO and the Senior Management team, who are delegated with day-to-day management and formulation of policies for the Board's approval.

The Board also forms various Board Committees with specific functions to assist in the discharge of its duties. Each Committee operates within its terms of reference which is approved by the Board.

The Board's decision and approval is required for matters reserved for the Board, including but not limited to the following:

- a) Key Appointments - appointment of the Chairman, Deputy Chairman, CEO, internal and external auditors;
- b) Policies and Direction - setting strategy and direction, and approval of any restructuring, merger or diversification;
- c) Policies - Approval of policies, including Code of Conduct, Whistle-blowing Policy, Conflict of Interest Policy, Financial Approval Limits;
- d) Programmes, Services and Investments - Approval of new programmes and services, cessation, expansion or amendment of existing programmes;
- e) Financial reporting and controls - Approval of any significant changes in accounting policies or practices, changes in the financial approval limits, annual budgets, reports and accounts.

Under its Constitution, the Board is required to meet at least four times a year. During the financial year, the Board met seven times.

All new directors and Board committee members are encouraged to attend an induction which includes: information on AWWA's services, organisational information, Board and sub-Committee contacts; management staff list, the Constitution, the Rules & By-laws of Standing Committees, the Terms of Reference of the various committees, Finance SOP, Human Resource SOP, the Conflict of Interest Policy, Whistle-blowing Policy, Ethical Code of Conduct, etc.

To assist in the execution of its responsibilities, the Board delegates specific responsibilities to various Board Committees. These Committees operate within specific terms of reference which set out the scope of its duties and responsibilities. The Committees include the following: -

AUDIT COMMITTEE

The Audit Committee (“AC”) assists the Board by overseeing the integrity of the financial information, financial reporting process, internal financial control system and the audit function, and reviewing the effectiveness of and adherence to AWWA’s internal financial controls, administrative and operative controls systems.

During the year, the AC reviewed the audit scope of both the external and internal audits. Meetings were conducted with both the external and internal auditors to review the external audit results, and internal and external audit findings. The AC worked with management to implement the approved audit recommendations. The AC also provided guidance to management to further strengthen existing internal control processes.

In addition, the AC reviewed the financial statements and worked with management, in consultation with the external auditors, to further enhance the disclosures made in the annual report.

CORPORATE COMMUNICATIONS COMMITTEE

The Corporate Communications Committee (“CCC”) assists the Board by directing the corporate communications strategy towards enhancing the corporate image of AWWA, and monitors and reviews branding and communications collaterals in all media platforms to align with the mission and vision of AWWA.

During the year, the CCC worked closely with the Community Partnership team to enhance the website to improve user experience and the launch of a corporate brochure to provide an overview of AWWA services. Community Partnership also launched two videos to celebrate the achievements of our clients and pay tribute to the volunteers who are integral to the delivery of our programmes. Media engagement across print, television and radio platforms yielded increased media coverage for AWWA services. Engagement across social media platforms was enhanced to broaden our reach.

FINANCE COMMITTEE

The Finance Committee (“FC”) assists the Board to supervise the broad direction of AWWA’s financial affairs and to ensure that the Board receives financial information on a timely basis.

The FC was formed in July 2017. During the year, the FC reviewed AWWA’s monthly financial statements to confirm that they were in line with the budget numbers, reviewed the annual budget prior to submission to the Board for its approval to ensure that it was in alignment with funding agreements as well as commitments. The FC also acted as a sounding board to the finance department as and when required. The FC was extensively involved in reviewing of financial information on new programmes to provide assurance to the Programme Services Committee that these were fair and reasonable.

FUNDRAISING COMMITTEE

The Fundraising Committee (“FRC”) advises the Board on matters concerning fundraising strategies and programmes. It reviews the fundraising plan and strategy based on AWWA’s projected operating needs, capital expenditure and other funding requirements as determined by the Board and ensures that AWWA’s fundraising policy is in compliance with regulatory requirements.

During the year, the FRC monitored progress in meeting annual fundraising targets, and provided guidance and assistance to management in its presentations to potential donors and granting agencies. In close collaboration with Community Partnership, the Committee actively sought out potential donors and worked on active engagement and retention of donors. The FRC organised its annual fundraiser “The Sound of Music” in November 2017.

HUMAN RESOURCES COMMITTEE

The Human Resources Committee (“HRC”) advises the Board in fulfilling its obligations in overseeing areas of governance and operations relating to human resources, including performance, compensation and succession matters.

The HRC helps AWWA’s HR department attract, motivate and retain staff. Members of the HRC also contribute as advisers in special projects that include organisational development and strategy setting for AWWA. In connection with this, in FY 2017/18, the HRC was involved in several major projects that are still ongoing:

- a) People related practices: AWWA exceeded many of the national benchmarks, and several projects have been started to maintain the momentum;
- b) Compensation: In view of the salary increases in the Social Services and Health sector, AWWA HR launched a comprehensive review of compensation to ensure best practices were in place; and
- c) Organisation restructure: Working with the Board and CEO to strengthen the AWWA structure and practices to widen the range of services offered to clients.

INFORMATION TECHNOLOGY COMMITTEE

The Information Technology Committee (“ITC”) advises the Board in planning and strategising Information Technology in furtherance of and in accordance with AWWA’s mission and vision. The ITC evaluates, monitors, reviews and appraises the progress and effectiveness of the IT programmes.

During the year, the ITC helped develop an IT strategy with a set of strategic goals and a list of initiatives supporting the goals. Initiatives undertaken have strengthened infrastructure, enhanced mobile applications, improved data integration and enabled better visibility.

The ITC also reviewed the annual budget, monitored the ongoing initiatives to achieve cost reduction, improved returns from significant investments and deployed new technologies that improved our clients’ lives with suitable assistive, mobile and cloud technologies.

INVESTMENT COMMITTEE

The Investment Committee (“IC”) advises the Board on matters concerning AWWA’s investment strategies, and oversees AWWA’s investment portfolio in accordance with policies approved by the Board and ensures that policies are in compliance with existing regulatory requirements.

During the year, the IC worked closely with AWWA’s Finance team to ensure that cash resources are managed in an efficient and effective manner within an acceptable risk framework approved by the Board. This includes diversifying AWWA’s investments across strong institutions, types of investments and investment maturities.

NOMINATIONS COMMITTEE

The Nominations Committee (“NC”) advises the Board on matters concerning the appointments of the Board and the various Committees, and reviews the structure, size of the Board and Committees, and evaluates the Board’s performance in line with best practices once every three years.

During the year, the NC continued to help identify, assess and recruit new volunteers. In total, ten new members were recruited for seven different committees.

PROGRAMMES AND SERVICES COMMITTEE

The Programmes and Services Committee (“PSC”) evaluates new programmes proposed by the various AWWA services and recommends the appropriate course of action to the Board. The PSC also provides updates to the Board on the progress of certain programmes and services. In addition, the PSC assists the Board by reviewing and appraising certain programmes and services to ensure their continued relevance to the needs of the community and alignment with AWWA’s objectives.

During the year, the PSC reviewed programmes and services such as Kindle Garden, the Transitional Shelter, the Early Intervention Centres at Fernvale and Kim Keat, the Integrated Home and Day Care Centre and oversaw the embedding of caregiver service into various programmes and services.

The PSC also evaluated tenders for various new initiatives in the disability and health and elderly sectors. The PSC also updated the work flow for the approval of new projects and services.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee (“RMC”) advises the Board on AWWA’s risk strategy and policies as well as risk governance and oversight. The RMC’s responsibilities include reviewing the adequacy and effectiveness of the Group’s risk framework and ensuring that AWWA’s risk management is in alignment with its risk appetite and tolerance.

During the year, the RMC reviewed the risk profile of all operational and administration departments with a view to assess the likelihood of a risk event taking place and the impact on AWWA should it happen. The RMC, after the review, concluded that mitigation processes in place were adequate to enable AWWA to continue its programmes without disruption. The RMC also organised programmes for Management to better appreciate the need to have the right tools to identify risks and implement controls to reduce the possibility of a risk event taking place. The RMC will also be continuing to educate AWWA's employees to have a risk awareness mindset at all times.

OTHER COMMITTEES -

MEDIFUND COMMITTEE

The Medifund Committee ("MC") assists the Board to review and approve the applications for Medifund support from eligible clients in Medifund accredited AWWA programmes – the Dementia Day Care Centre, Rehab and Day Care Centre and Integrated Home and Day Care Centre. The MC ensures that the applicants for Medifund support fulfil the eligibility criteria prescribed under the guidelines issued by the Ministry of Health (MOH), and administers the payouts from Medifund applications.

During the year, the MC further streamlined the internal process and strengthened the internal control systems to assess and ensure the eligibility of the Medifund applicants in an objective and efficient manner. The MC introduced revised work processes such as checklists for new and recurring applicants and template for tracking the status change or update in previously approved Medifund clients.

During the year, the MC approved more than 100 applications from eligible applicants receiving services from Medifund accredited AWWA programmes – the Dementia Day Care Centre, Rehab and Day Care Centre and Integrated Home and Day Care Centre.

SCHOOL MANAGEMENT COMMITTEE

AWWA School provides education to children aged 7 to 18 years old with special needs who are unable to attend mainstream schools.

It offers a support system of focused education and therapy, innovative extra curricular activities and supportive parent and sibling caregiver activities, thereby improving the quality of life for its students and helping them to become independent and resilient.

The School Management Committee ("SMC") is a Ministry of Education ("MOE") mandated supervisory committee to ensure that AWWA School is governed and managed responsibly and prudently. It supports management and the school principal in accomplishing the aims of the school while complying with all policies set by MOE and the National Council for Social Service ("NCSS"). An MOE representative and a NCSS representative sit on the SMC.

Since 2017, the SMC has been busy working with MOE to build a second campus in Bedok. This campus is scheduled to open in 2021.

POLICIES AND PRACTICES

RISK MANAGEMENT POLICY AND INTERNAL CONTROLS

The Board of Directors of AWWA Ltd. is responsible for ensuring that it has a sound system of internal controls to safeguard stakeholders' interests and the organisation's assets. The Audit Committee, Finance Committee and the Risk Management Committee assist the Board with this responsibility. The Finance Director, who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The external auditors, in the course of their annual statutory audit, review and test the operating effectiveness of internal controls to enable them to arrive at their audit opinion. In addition, AWWA engages internal auditors to audit the organisation's operations and procedures. Management considers the recommendations made by external and internal auditors and implements changes as appropriate. Implementation of recommendations by the external and internal auditors are reviewed and monitored by the Audit and Finance Committees. The Board receives monthly financial reports and detailed quarterly accounts of the financial position of the organisation. These are first reviewed by the Finance Committee to identify unusual items and transactions as well as for deviations from the annual Budget of both income and expenditure. Financial risks such as 'failure of annual budgets not being in alignment with strategic plan', 'policy on reserves are adequate to meet planned objectives' and 'cash flow difficulties or impact due to delay in receipt of funds' come under the purview of the Risk Management Committee.

The Board's responsibility includes monitoring of funds received as donations or from funding agencies to ensure that they are used for the specific purpose they are intended. The Board's policy is to have reserves to meet the expenses of non-funded programmes as well as those in deficit. Funding for programmes are annually reviewed by the Board to ensure long-term sustainability of AWWA's programmes. Funds in excess of immediate needs are invested as fixed deposits with approved banks in Singapore or in Singapore dollar bonds of good credit standing, a list of which is pre-approved by the Board.

The annual budget is prepared by the Finance Department with inputs from the service/programme Directors and is reviewed by the Finance Committee before submission to the Board for approval. The annual budget is reviewed and updated where necessary at mid-year. As part of internal controls, all purchases in excess of \$3,000 require three quotations to be obtained before approval of purchase. It is also the policy of AWWA not to extend loans to staff, members of the Board, Board of Management and Board committees and external parties.

The Constitution of AWWA permits donations to be made to other organisations whose objects are similar to that of AWWA. During the financial year under review, no donation was made.

HUMAN RESOURCES MANAGEMENT

As at 30 June 2018, AWWA has 658 employees. Under the guidance of the Human Resources Committee, the Human Resources department ensures that it has policies and procedures that continue to attract people who have the abilities, experience and attributes to help empower AWWA's clients with independence and dignity.

AWWA has a performance appraisal system where staff set and assess their own annual goals, with the guidance of their managers. These goals are aligned to department goals that support AWWA's strategic objectives, reviewed at mid-year to make relevant changes and help staff achieve success.

AWWA is committed to 'People giving to People' and as part of this commitment, staff are encouraged to volunteer in local and overseas organisations. These contributions are also recognised in staff appraisals.

AWWA ensures that all staff are compensated fairly and that good performers are recognised specifically for their talent and added contributions. The remuneration strategy for the organisation is approved by the Board on the advice of the Human Resources Committee. Compensation for key management staff (ie. the Senior Management team) is set by the CEO in consultation with the HR department while the CEO's compensation is set by the Board. Several non-monetary awards are also developed by the HR department to strengthen bonds and reinforce the entire AWWA family (volunteers and clients are included in some of these events).

AWWA is committed to staff training and development. Staff are required to complete mandatory training hours to ensure that their skills are honed. Overseas training is also provided for leaders and specialists.

VOLUNTEER MANAGEMENT

Volunteers, either individuals or corporates, are needed to fulfil programme requirements for AWWA services. Annually, AWWA engages with an average of over 12,000 volunteers in over 30 activities across all services.

75% of AWWA's volunteers are from corporates that we engage with. The Volunteer Management (VM) team manages volunteer enquiries and matches programme/ client requirements with volunteers' requirements. New volunteers go through the due process which includes compliance to Singapore Personal Data Protection Act 2012 (the PDPA) and Pledge of Confidentiality. In addition, face-to-face interviews and background checks are conducted for persons who sign up individually to volunteer at AWWA. This is regardless of the number of times they volunteer.

Pre-event briefings are conducted for all volunteers by the VM team: the first session, prior to the volunteering event, covers an overview of AWWA, Code of Conduct, Rights of Volunteers, Expectations of AWWA of its volunteers, Safety and Emergency Procedures, information about the service they will be volunteering at, and management of the clients they will be interacting with. A Volunteer's Handbook is available to volunteers. On-site briefings are also conducted on the day of the volunteering event, with reference to the activity and clients the volunteers will be interacting with. Post-event briefing follows every event, and volunteers are also requested to fill in Feedback forms.

On the job training is conducted for regular volunteers and a refresher done once a year. From time to time, AWWA also conducts training sessions, especially for regular volunteers. The objective is to equip them to be more effective volunteers, and to encourage them to continue to stay engaged in volunteerism and continue to give back to the community.

CONFLICT OF INTEREST POLICY

AWWA has a Conflict of Interest Policy and operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The Policy is read and acknowledged by each member of the Board, the Board of Management of the Association, the Board committees and employees, upon appointment and annually thereafter during the term of office. In the event a conflict of interest situation arises, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter.

In order to avoid any conflict of interest or any conflict in roles, employees of AWWA Ltd. are not allowed to be members of the Board of AWWA Ltd., Board of Management of the Association and Board committees. In addition, members of the Board of AWWA Ltd., the Board of Management of the Association and Board committees are not paid for their services.

PERSONAL DATA PROTECTION ACT POLICY

AWWA has implemented processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, AWWA obtains consent for the collection, use, disclosure and processing of personal data. Consent given may be withdrawn by notification to the Data Protection Officer in AWWA. Data is also used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of the personal data.

WHISTLE-BLOWING POLICY

AWWA is committed to high standards of corporate governance and compliance with all laws, regulatory requirements and internal policies. AWWA does not condone any malpractice, impropriety or statutory non-compliance by employees in the course of their work.

In line with this commitment, the Whistle-blowing Policy aims to encourage staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of AWWA to raise concerns or to report malpractices or misconducts, and to offer assurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. AWWA's Whistle-blowing Policy is available on our website for reference. During the financial year, there were no complaints or concerns reported by staff or external parties.

RESERVES POLICY

The Group's accumulated reserves are made up of unrestricted and restricted funds. The Board reviews its policy on accumulated reserves annually to ensure long term sustainability of the Group's activities. The Board's current policy is for the Group's unrestricted designated funds to be at least up to three months of the operational expenditure incurred by each of its programmes. Reserves of unrestricted non-designated funds should be 12 months of operational expenditure incurred by the central headquarters administration departments. This should enable programmes with unanticipated reduction or disruption in funding to continue running smoothly until new funding is available.

CODE OF CONDUCT

AWWA has in place an Ethical Code of Conduct which all employees, volunteers and interns pledged to uphold throughout their employment or engagement with the Company.

The Code of Conduct is aligned to our core values: Care and Concern, Integrity, Commitment, Responsibility and Teamwork.

CULTURAL COMPETENCY AND DIVERSITY

At AWWA, we are committed to building an inclusive approach with respect to our hiring policies, clinical practices and service approaches. We aim to demonstrate an appreciation of, and respect for, the differences in cultural beliefs, religious values, abilities and practices of the people with whom we work with.

ANNUAL GENERAL MEETING

The Annual General Meeting is held in September each year and within six months after the end of the financial year, which ends on 31 March. All necessary documents such as Annual Returns and audited financial statements are filed with ACRA and the Commissioner of Charities as well as disclosed on the Charity Portal within six months of the financial year end.

FUNDRAISING ACTIVITIES

While AWWA receives government funding for many of its programmes, additional funds are needed to deliver important and value-added programmes that make a difference to the lives of our clients. In addition, there are overhead expenses that we need to raise funds to support. We are grateful to our corporate and individual donors who believe in our Mission and continue to support us.

In FY 2017/18, AWWA raised \$3.4 million through various initiatives. The Fundraising Committee works together with the Community Partnership team to achieve this. AWWA ensures that funds received are properly documented and received, and that donor confidentiality is respected. AWWA currently does not use commercial fundraisers.

AWWA held its annual musical fundraiser “The Sound of Music” at the Mastercard Theatres on 19 November 2017. The event raised \$525,143. This was achieved through the generous and continued support of our donors.

SOUND OF MUSIC

Amount Raised*	Fundraising costs	Efficiency Ratio
\$525,143	\$93,342	17.8%

* The amount raised included a grant of \$50,000 from Tote Board that was received after the financial year.

Since 2012, Singapore Exchange (SGX) has adopted AWWA as a beneficiary of their corporate social responsibility programme, SGX Bull Charge. In addition to collaborating and partnering in SGX Bull Charge events, SGX staff volunteer on a regular basis across AWWA services.

HIGHLIGHTS OF THE YEAR

2017/2018

AWWA serves the needs of over 10,000 clients across Singapore by delivering structured programmes and services in four pillars, ensuring that we stay focused on the communities of people whom we are committed to helping.

We are ALWWAYS here for people with disabilities, families and seniors in need, and people who share our passion and commitment to build a more inclusive, caring and resilient society.

AWWA Family Service Centre helped close to

4,000

clients through its Information and Referral, casework and counselling and youth programmes to empower each person with the strength and skills to cope with their difficulties.

AWWA Health and Senior Care enabled about

1,478
SENIORS

through **7 programmes and services** to age in their homes with dignity and care.

AWWA Early Intervention opened **2 new centres** at Fernvale and Kim Keat with expansion of the Hougang centre that served about

658

children with special needs.

AWWA Integrated Resource Network has conducted outreach to about

1,055

PARTICIPANTS AND CAREGIVERS

to increase public awareness of active ageing, preventive care on physical and mental health.

7

graduating students were selected for **Work Exposure and Work Experience programme**, the vocational programme that will prepare them for open employment after school.

AWWA Personal Care Service (Seniors) provided an average of

2,000
SERVICES

such as basic health and nursing care, meal preparation, personal hygiene, medication reminder in a month to enable seniors to continue living in the community despite their chronic medical condition.

25
YOUTHS

participated in the **Youth Overseas Service Learning trip** to Surabaya, Indonesia to help build homes for the local families.

AWWA School
marked its

39th

School Anniversary with a new Singapore Book of Records for the Largest Playhouse made from over 1,000 recycled plastic bottles.

We are
proud of our

15

seniors from AWWA Senior Activity Centre who completed the 4km Community Chest Heartstrings walk!

MORE THAN
520

educators and participants from mainstream schools, special needs and disability sectors attended the workshop on Self-Regulation: Managing Undesired Behaviour and Learning Difficulties and Decoding Autism: A Primer by international trainer and Occupational Therapist, Kim Barthel. Organised by AWWA Resource and Training Centre for the first time, this workshop served to educate the participants on other forms of intervention in autism and challenging behaviour.

AWWA Caregiver Service (Disability) has helped around

367 **FAMILIES**

of persons with disabilities through information and referral service, caregiver respite, case management and counselling, education and skills training and caregiver's care network.

RAISED OVER

\$400,000

to support the 20 services and programmes across AWWA through our annual fundraising event, *The Sound of Music*, a Tony and Academy Award winning musical.

3 students from
AWWA School bagged

**1 Gold,
1 Silver &
1 Bronze**

at the **Haw Par National Youth Para Swimming Championships 2017**
and 1 student attained a Silver at the SPH Foundation National Inclusive Swimming Championships.

AWWA Family Service Centre
reached out to about

5,000
RESIDENTS

in 14 HDB blocks and another 490 residents who had attended Strengthening Families Carnival 2017 to share the importance of detecting and preventing family violence. The Carnival was organised by AWWA FSC with the Ministry of Social and Family Development and the Central Family Violence Work Group.

AWWA Integrated Home and Day Care (IHDC) conducted

5

OUTREACH EXERCISES

with acute and community hospitals and partnered with 2 social service organisations to provide meals to clients.

AWWA Community Integration Service raised awareness of Developmental Coordination Disorder, an impairment that affects fine and/or gross motor coordination, in

its 1st campaign

titled *The Movement*.

Raised

\$3.4
million
in donations.

AWWA Health and Senior Care recognised

50

senior volunteers for their efforts in helping fellow seniors at its Senior Volunteer Appreciation Day! These volunteers are also clients of **AWWA Senior Community Home, Rehab and Day Care Centre and Senior Activity Centre.**

12,065
VOLUNTEERS

58,745
HOURS VOLUNTEERED

\$573,810
SAVED

1,720
ACTIVITIES HOSTED BY VOLUNTEERS

AWWA School started its interim school, **AWWA@Fernvale**, in preparation for the second AWWA School with initial intake of

10
STUDENTS

with Autism Spectrum Disorder in July 2017 and 21 students in January 2018.

AWWA Community Integration Service celebrated the strength and resilience of

23

CHILDREN AND YOUTHS

with disabilities in mainstream education with its awards ceremony **"AWWA Recognises Dedicated Souls" (AWWARDS)** formerly known as AWWA Special Awards started in 2000.

AWWA Rehab and Day Care Centre reduced the turnaround time for admission in its Referral Management Process to just

8
days

(from 20 days) for Day Rehab services and 8 days (from 24.5 days) for Day Care services.

AWWA Allied Health Professionals Group has a 44% increase in the number of therapy hours to

115,268

(from 80,202) by about 90 therapists to build the capacity and capability of the Intermediate and Long-term Care sector and disability sectors.

AWWA Allied Health Professionals Group has a

44%

increase in the number of therapy hours to 115,268 (from 80,202) by about 90 therapists to build the capacity and capability of the Intermediate and Long-term Care sector and disability sectors.

AWWA Allied Health Professionals Group provided allied health professional services to

16

social service organisations in the Intermediate and Long-term Care sector and

9

social service organisations in the disability sector.

AWWA Senior Activity Centre held 13 regular programmes and

192

ad-hoc activities that promoted social participation and improved health of the seniors.

In January 2018, **AWWA Family Services** started its Transitional Shelter programme in January 2018 that provides temporary accommodation and social work intervention to address complex housing and social needs of displaced families facing financial difficulties. **The programme has helped about**

17 families as of April 2018.

1

EMBRACING
DISABILITIES

KEEPING
THE
DREAM
ALIVE



Family portrait – Hrishikesh (behind row, left) with his parents and elder sisters.

“I can see myself attaining greater heights and now I feel that my spirit will never falter,”

Hrishikesh

Sriram Hrishikesh is diagnosed with Developmental Coordination Disorder (DCD) – a motor skills disorder that involves difficulties in performing age-appropriate self-care and academic tasks. For years, he faced challenges interacting with his peers.

Today, Hrishikesh has learnt and grown to understand and communicate with his peers better and is able to forge meaningful friendships. The 17-year-old is currently attending pre-university education and has been doing well in school. He is passionate about philosophy, history and politics, and aspires to teach and share his knowledge with the world, to be an impactful politician, as well as to conduct academic research and contribute to society.

“I can see myself attaining greater heights and now I feel that my spirit will never falter,” said the sensible young man undefeated by DCD. Hrishikesh is able to keep his dream alive with the support of his family and AWWA.

His mother, Madam Amirtha, has always believed in him and worked closely with the psychologist and other professionals from AWWA to help him gain confidence in himself and his abilities. She continues attending informative sessions to better understand DCD and how she can better support Hrishikesh.

Madam Amirtha feels that greater awareness should be raised amongst the general public about the condition, and more importantly, she believes in the benefits of early intervention, encouraging other parents to be open about seeking assistance for their children as early as possible.

PROGRAMMES & SERVICES

AWWA School

AWWA School has designed two main programmes for students (aged 7-18) to provide quality special needs education and support services for the academic and non-academic development of students.

These programmes are:

- a) Project Challenge caters to students with Autism Spectrum Disorder or other behavioural concerns to help them develop socially appropriate behaviours and enhance their learning process.
- b) Special Education programme is dedicated to students with multiple disabilities to equip them with important life skills and techniques to attain independence and self-reliance.



Community Integration Service (CIS)

CIS works with mainstream schools to integrate children and youths with physical disabilities and low-vision into the community and to enhance their quality of life. Through a transdisciplinary team of therapists from the various disciplines - psychologists, social workers and counsellors, CIS supports schools in addressing their students' educational and physical needs so as to increase their participation in the community, at home and in school.

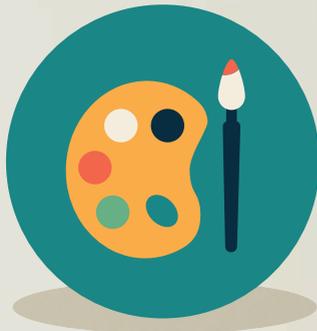
Development Support and Learning Support Programme (DS-LS)

DS-LS helps children aged 4 to 6 with mild to moderate developmental delays attending mainstream preschools to overcome their challenges. Learning Support Educators, clinical professionals and therapists work in tandem with parents to optimise learning opportunities. Key areas of development include Learning and Literacy, Attention and Behaviour, Fine Motor Skills and Handwriting, Gross Motor Skills, Speech and Language Development and Social-emotional skills.



Early Intervention Centre (EIC)

EIC provides holistic support for children from birth to 6 years old with developmental needs through tailored and individualised learning plans and goals. The support includes therapy, counselling and other aspects of intervention aimed at addressing their learning and developmental challenges for a smoother transition to special or mainstream schools.



Special Student Care Centre (SSCC)

SSCC is an after-school care for students (aged 7 to 18) with Autism Spectrum Disorder, or multiple disabilities. This centre keeps students engaged with an array of enriching activities that complement their education, enhance socialisation, and build up their independence and self-reliance.

Personal Care Service (Disability) – PCS (D)

PCS (D) provides home-based services for clients (aged 16-55) with multiple disabilities. These include home-based therapy, housekeeping and personal hygiene to provide daily essential care. It also provides positive behavioural support to enhance their quality of life and respite care for caregivers.



2

**STRENGTHENING FAMILIES &
EMPOWERING CAREGIVERS**

**BUILDING A
BETTER LIFE
TOGETHER**



Family portrait – Ms Fazlena Binte Samshuddin (fourth from left) and her children.

Despite their challenges, the family has grown closer and the children appreciate their mother trying her best to build a better life for them.

The life of **Ms Fazlena Binte Samshuddin**, a homemaker with seven children, was turned upside down in late 2015 after the divorce with her husband. She was suddenly faced with the prospects of bringing up the children alone.

It was mentally, psychologically and physically challenging for Ms Fazlena who not only had to help her children cope with the divorce but also find a job that would pay her enough to house the family and support herself and all seven children.

She approached AWWA Family Service Centre (FSC) for help.

AWWA FSC assisted the family by providing food rations and helping them apply for financial assistance. The Centre also encouraged Ms Fazlena and her

family to participate in activities such as family camps and outings to help in their social and mental well-being.

More importantly, the Centre provided counselling so that Ms Fazlena and her children could have the necessary emotional support and learn healthy coping skills to handle issues as a family.

Over time, mother and children grew closer together in spite of Ms Fazlena's busy work schedule. A hardworking mother – she works from Mondays to Fridays and on alternate Saturdays as well. Sunday is the only day left for her to spend time with her children, going out together to window shop or having a meal together.

Today, Ms Fazlena has a stable job and the family is now working towards getting a Build-To-Order flat in the near future. Despite their challenges, the family has grown closer and the children appreciate their mother trying her best to build a better life for them.

PROGRAMMES & SERVICES

Family Service Centre (FSC)



FSC reaches out to families-in-need to provide them with the help and training they require to cope with their challenges and grow in resilience. Through the spirit of giving and receiving, AWWA hopes that they are inspired to support other families through difficult times.



Caring for Caregivers

Caregivers are engaged through various initiatives designed to help them shoulder their caregiving duties with greater optimism and confidence. At AWWA, we deliver holistic care to our clients by embedding our caregiver services such as respite care and self-care within the services to help caregivers to cope with their caregiving duties.



Transitional Shelter Programme (TSP)

TS provides temporary accommodation and social work intervention to address complex housing and social needs of homeless families. In addition to helping families achieve stable housing, the programme also focuses on children and youth development through group work interventions.

3

ENABLING
AGEING-IN-PLACE

HEARTY,
HAPPY
AND
HEALTHY
AT 92!



Mr Wong preparing his meal at home.

The secret to Mr Wong's happiness is positive thinking. He advises against dwelling on negative thoughts, anxieties and worries.

Former restaurant chef, **Mr Wong Wing Cheong**, makes his daily trips to AWWA Senior Activity Centre (SAC) with his wife to participate in the activities such as morning walks and stretching exercises.

Mr Wong, who used to suffer from diabetes, has since overcome diabetes after he started exercising. SAC also provides a platform for Mr Wong to interact with other seniors, which he enjoys and finds it beneficial for seniors' well-being.

Today, at the ripe of age of 92, Mr Wong is a testament that ageing well is not an impossible feat. Robust, enthusiastic and mentally alert, the friendly and

cheerful senior enjoys deep-sea fishing and mahjong games with his friends.

He reads the newspapers and watches the news daily to keep his mind active and up-to-date with current affairs. He continues to hone his culinary skills with healthy, low-salt and low-fat cooking for his family. More recently, Mr Wong won a cooking competition organized by SAC!

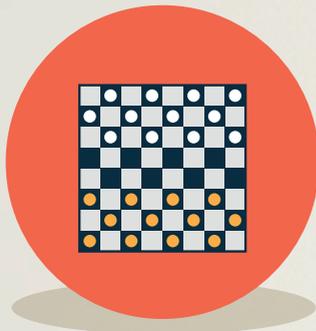
The secret to Mr Wong's happiness is positive thinking. He advises against dwelling on negative thoughts, anxieties and worries. He attributes his good health to mainly being open-minded, letting go of things that trouble and being less stressed. For him, successful ageing is possible with a healthy diet and an open mind, while maintaining good levels of interaction, physical and mental activities.

This is golden advice for those who aspires to age well.

PROGRAMMES & SERVICES

Senior Community Home (SCH)

SCH provides a warm home for low-income seniors aged 60 and above who are not eligible for public housing and without family support. With access to healthcare services and regular social activities, seniors are encouraged to lead their active and independent lives.



Senior Activity Centre (SAC)

SAC is a drop-in centre for low-income seniors living in selected rental flats in the vicinity. The centre organises recreational activities that promote social interaction and participation, and enhances the quality of life of the seniors through greater engagement, support and companionship.

Rehab and Day Care Centre (RDCC)

RDCC offers structured and holistic rehabilitation programmes to support seniors who face physical challenges in carrying out their Activities of Daily Living. These programmes include physio, occupational therapy and speech therapy to improve their physical abilities as best as possible. This centre also offers day care services such as recreational and mental stimulation activities, and caregivers training.





Personal Care Service (Seniors) – PCS(S)

PCS (S) works with AWWA SAC in delivering coordinated care and personal care services to seniors with little or no caregiver support who would otherwise be admitted to hospitals or nursing homes. It reinforces the integration between medical and social care providers so as to facilitate hospital discharge planning, allowing a smoother transition of the clients back into the community.

Dementia Day Care Centre (DDCC)

DDCC has a multi-disciplinary team of therapists, social workers and nurses to support persons with dementia in managing behaviours of concern, engaging them through meaningful activities and providing caregivers with much-needed support and respite.



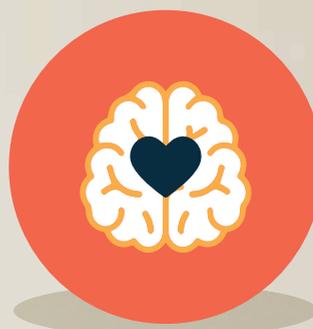
Integrated Home and Day Care (IHDC)

IHDC is a pilot programme comprising centre-based activities and home-based care that enables seniors with multiple health and social needs to continue living in the community and at home with their loved ones. As a one-stop provider of multiple services including personal care, meals delivery and medical escort, IHDC delivers seamless care to seniors, monitoring and tailoring the care plan based on their changing needs.



Integrated Resource and Network (IRENE)

IRENE promotes mental wellness to seniors aged 50 and above, living in purchased flats in Ang Mo Kio vicinity who are at risk of social isolation and loneliness. Through centre-based activities, the programme aims to keep the seniors physically and cognitively active and create opportunities for seniors to socialise with one another.



4

ADVOCATING AN
INCLUSIVE SOCIETY

LITTLE STEPS
TO BIG
MOMENTS



Megan learning to walk with a *Kaye Walker* at Kindle Garden.

The lovable 3 year-old **Meagan Heok** enjoys running around and playing with her friends at Kindle Garden, the unique inclusive preschool where young children with special needs play, learn and interact alongside typically-developing children.

This is a remarkable transformation for this little girl who used to be thin and frail with low appetite.

Meagan was diagnosed by medical professionals to have developmental delays due to a missing cluster of genes. According to her mum, Phenice Choo, this meant that Meagan's development in all aspect will be slow. For instance, comparing to children of the same age, Meagan was not able to walk or express herself.

Looking at Meagan now, she is no different from other children!

Meagan was also diagnosed with multiple medical conditions affecting her eyes, hearing and heart. Due to collapsed retinas and underdevelopment in her right eye, her vision was affected, resulting in almost zero vision in Meagan's right eye. At six months old, she underwent an eye surgery to restore some vision which although is far from perfect, helps Meagan to carry out basic tasks. At one and a half years old, Meagan underwent another major operation to surgically close off an artery in her heart which had caused her to be frequently tired and easily breathless. After the operation, Meagan recovered quickly, became stronger and energetic, and her appetite improved.

When Meagan enrolled into Kindle Garden, the therapist introduced a walking aid, *Kaye Walker*, for children with mobility challenges.

Using the *Kaye Walker*, young Meagan learned to stand, walk and even run! Today, she enjoys her daily lessons at Kindle Garden which provides a non-discriminatory environment for children to embrace diversity and develop mutual respect from an early age. Looking at Meagan now, she is no different from other children!

PROGRAMMES & SERVICES

Resource and Training Centre (RTC)

RTC is a book and toy library for parents, caregivers, professionals and educators to gain greater awareness and understanding of persons with special needs. It gives them access to valuable resources at affordable cost to support their loved ones on their journey to live fulfilling lives.

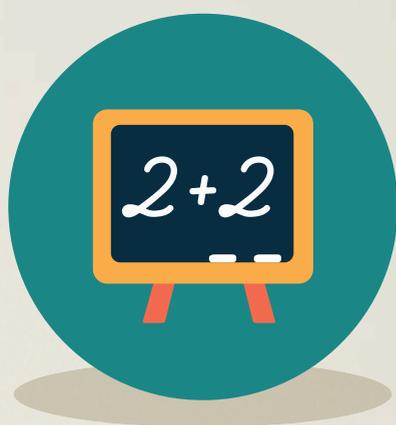


Community Partnerships and Relations (CPR)

CPR works with individuals and corporate partners who wish to engage in meaningful giving by contributing their time, talent or donation. Their generous support helps to enhance the quality of lives of the clients AWWA serves.

Allied Health Professional Group (AHPG)

AHPG serves as an internal and external therapy hub in building capability and capacity among allied health professionals such as occupational therapists, physiotherapists, speech and language therapists, music therapists and psychologists. This group also provides a comprehensive range of professional and qualitative therapy to other Voluntary Welfare Organisations and social service providers.



Kindle Garden (KG)

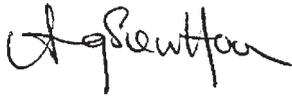
KG is an inclusive preschool that serves both typically-developing children and children with special needs between 18 months and 6 years old. KG is unique in that it provides a non-discriminatory environment for children to learn, play and interact. This encourages children to embrace diversity and develop mutual respect from an early age.

FINANCIAL STATEMENTS

STATEMENT BY BOARD OF MANAGEMENT

On behalf of the Board of Management, we do hereby state that in our opinion, the consolidated financial statements of Asian Women's Welfare Association (the "Association") and its subsidiary (the "Group") and the statement of financial activities and balance sheet of the Association as set out on pages 71 to 102 are drawn up in accordance with the Societies Act, Chapter 311, the Charities Act, Chapter 37 and other relevant regulations and Singapore Charities Accounting Standard so as to present fairly, in all material respects the financial position of the Group and Association as at 31 March 2018, and of the financial performance of the Group and Association and consolidated cash flows of the Group for the financial year then ended.

On behalf of the Board of Management



Ang Siew Hoon
President



Ng Chin Yu
Honorary Treasurer

27 July 2018

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASIAN WOMEN'S WELFARE ASSOCIATION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of Asian Women's Welfare Association (the "Association") and its subsidiary (the "Group") as set out on pages 71 to 102, which comprise the balance sheets of the Group and the Association as at 31 March 2018, and the statements of financial activities of the Group and the Association and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act, Chapter 311 (the "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Singapore Charities Accounting Standard so as to present fairly, in all material respects, the financial position of the Group and the Association as at 31 March 2018 and of the financial performance of the Group and the Association and consolidated cash flows of the Group for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Management is responsible for the other information. The other information comprises the Statement by Board of Management as set out on page 67 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASIAN WOMEN'S WELFARE ASSOCIATION (CONT'D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Responsibilities of the Management and Those Charged with Governance for the Financial Statements

The Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Charities Act and Regulations and Singapore Charities Accounting Standard, and for such internal control as the Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASIAN WOMEN'S WELFARE ASSOCIATION (CONT'D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Association have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year, the Association has not complied with the requirements of Regulation 7 (Fund-raising expenses) of the Charities (Fund-Raising Appeals for Local and Foreign Charitable Purposes) Regulations 2012.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

27 July 2018

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

	Note	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group					
Income					
Income from generated funds:					
Voluntary income	3	2,124,174	769,053	2,893,227	2,475,879
Activities for generating funds	4	475,143	–	475,143	543,835
Investment income	5	486,074	–	486,074	516,854
Income from charitable activities	6	45,725,962	4,223,164	49,949,126	38,389,271
Total income		48,811,353	4,992,217	53,803,570	41,925,839
Expenditure					
Cost of generating funds:					
Cost of generating voluntary income	7	213,562	–	213,562	209,076
Fundraising costs	8	93,342	–	93,342	98,921
Investment management costs	9	47,110	–	47,110	47,110
Charitable activities	10	40,966,821	4,315,216	45,282,037	41,247,499
Governance costs	11	129,106	–	129,106	129,572
Other expenditure	16	14,258	–	14,258	23,929
Total expenditure		41,464,199	4,315,216	45,779,415	41,756,107
Net income		7,347,154	677,001	8,024,155	169,732
Gross transfer between funds	21,22	24,691	(24,691)	–	–
Net movements in funds		7,371,845	652,310	8,024,155	169,732
Total funds brought forward		26,713,810	5,994,019	32,707,829	32,538,097
Total funds carried forward		34,085,655	6,646,329	40,731,984	32,707,829

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL ACTIVITIES (ASSOCIATION)

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

		Unrestricted funds	
		2018	2017
	Note	\$	\$
Association			
Income			
Income from generated funds:			
Investment income	5	240,116	240,121
Income from charitable activities	6	480	345
		<hr/>	<hr/>
Total income		240,596	240,466
Expenditure			
Cost of generating funds:			
Investment management costs	9	47,110	47,110
Charitable activities	10	200,734	188,879
Governance costs	11	3,854	5,350
		<hr/>	<hr/>
Total expenditure		251,698	241,339
Net expenditure		(11,102)	(873)
Total funds brought forward		<hr/> 2,005,931	<hr/> 2,006,804
Total funds carried forward		<hr/> 1,994,829	<hr/> 2,005,931

The accompanying notes form an integral part of these financial statements.

BALANCE SHEETS

AT 31 MARCH 2018

	Note	Group		Association	
		2018 \$	2017 \$	2018 \$	2017 \$
Non-current assets					
Property, plant and equipment	14	2,946,635	4,597,160	–	–
Investment properties	15	1,789,246	1,801,756	1,789,246	1,801,756
Investments in financial assets	16	2,020,945	1,511,710	–	–
		6,756,826	7,910,626	1,789,246	1,801,756
Current assets					
Investments in financial assets	16	1,002,575	500,725	–	–
Receivables	17	7,630,580	5,045,311	35,140	40,000
Cash and cash equivalents	18	31,273,505	24,075,796	420,957	273,966
		39,906,660	29,621,832	456,097	313,966
Total assets		46,663,486	37,532,458	2,245,343	2,115,722
Current liabilities					
Payables	19	5,432,845	4,495,206	250,514	109,791
Provision for gratuity	20	498,657	329,423	–	–
Total liabilities		5,931,502	4,824,629	250,514	109,791
Net assets		40,731,984	32,707,829	1,994,829	2,005,931
Funds					
<u>Unrestricted funds</u>					
Unrestricted non-designated funds	21a	2,931,453	694,808	16,334	(14,146)
Unrestricted designated funds	21b	31,154,202	26,019,002	1,978,495	2,020,077
Total unrestricted funds		34,085,655	26,713,810	1,994,829	2,005,931
<u>Restricted funds</u>					
Restricted income funds					
- Funds represented by cash	22	4,324,304	2,268,943	–	–
- Funds represented by property, plant and equipment	22	2,322,025	3,725,076	–	–
		6,646,329	5,994,019	–	–
Total funds		40,731,984	32,707,829	1,994,829	2,005,931

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

	Group	
	2018	2017
	\$	\$
Cash flows from operating activities		
Net income	8,024,155	169,732
Adjustments for:		
Depreciation of property, plant and equipment	2,058,180	4,288,045
Depreciation of investment properties	12,510	12,510
Gain on disposal of property, plant and equipment	(1,000)	–
Property, plant and equipment written off	24,050	9,829
Interest income	(245,603)	(276,319)
Amortisation of premium and premium written off on redemption of bonds	14,258	23,929
Operating cash flows before movements in working capital	9,886,550	4,227,726
Receivables	(2,585,269)	(808,755)
Payables and deferred income	937,639	(976,991)
Provision for gratuity	169,234	40,522
Net cash generated from operating activities	8,408,154	2,482,502
Cash flows from investing activities		
Interest received	245,603	276,319
Restricted cash - bank balance for provision for gratuity	(69,437)	(40,522)
Restricted cash - fixed deposit	–	168,714
Purchases of property, plant and equipment	(431,705)	(821,972)
Investments in bonds	(2,028,900)	–
Proceeds from redemption of bonds	1,003,557	1,500,000
Proceeds from disposal of property, plant and equipment	1,000	–
Net cash (used in)/generated from investing activities	(1,279,882)	1,082,539
Net increase in cash and cash equivalents	7,128,272	3,565,041
Cash and cash equivalents at beginning of the financial year	23,577,659	20,012,618
Cash and cash equivalents at end of the financial year	30,705,931	23,577,659
Restricted cash - provision for gratuity	398,860	329,423
- fixed deposit	168,714	168,714
Cash and cash equivalents at end of financial year as presented on the balance sheet (Note 18)	31,273,505	24,075,796

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

The Asian Women's Welfare Association (Charities Registration No. 00379 and Societies Registration No. 115/70) (the "Association") is registered and domiciled in Singapore and was established as a society under Societies Act on 16 June 1970. The Association was established as a charity on 7 November 1984. The address of the Association's principal place of operations is 9 Lorong Napiri, Singapore 547531.

The Association is a member of the National Council of Social Service ("NCSS") Central Fund.

The principal objective of AWWA Group which is made up of the Association and its subsidiary is to empower the disadvantaged to maximise their potential to lead dignified and independent lives. The Association leases out its investment properties to generate rental income.

The Group's principal activities are to pioneer, develop and operate a range of services for the disadvantaged from infancy to old age to enable them to maximise their potential and lead dignified and independent lives. The Group's financial statements include the programmes: Allied Health Professional Group, Outsource Service, Family Service Centre, Community Integration Service, Personal Care Service (Disability), Personal Care Service Plus (Disability), Special Student Care Centre, Early Intervention Centre - Hougang, Early Intervention Centre - Kim Keat, Early Intervention Centre - Fernvale, Kindle Garden Preschool, Preschool Support Service - DSP, Senior Community Home, Senior Activity Centre, Rehab and Day Care Centre, Dementia Day Care Centre, Personal Care Service (Senior), AWWA School, Resource and Training Centre, Caregiver Service, Centre Based Nursing and Integrated Home & Day Care, Dementia Day Care Centre (Yishun) and Transitional Shelter Programme.

2. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of preparation

The financial statements, expressed in Singapore dollar (\$), which is the functional currency of the Group and the Association, have been prepared in accordance with the Societies Act, the Charities Act, Chapter 37 and other regulations ("Charities Act and Regulations") and Singapore Charities Accounting Standard ("CAS"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with CAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on the Management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. There were no significant judgements and estimates made during the financial year except as disclosed in Note 2(t).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

b) Revenue recognition

Income is recognised in the statement of financial activities to the extent that the Group becomes entitled to the income, when it is probable that the income will be received; and when the amount of the income can be measured with sufficient reliability.

Voluntary income

Donations

Donations are recognised on receipt. However, donations received and subject to donor-imposed pre-conditions are deferred as liabilities until the Group is able to meet the terms of the donations.

Donations in kind

Donations in kind that can be estimated with sufficient reliability are accounted for at a reasonable estimate of the price that the Group would have to pay in the open market for an equivalent item or at the amount actually realised.

Activities for generating funds

Income from fund raising events are recognised when received. If income is received for a specific fund-raising or charity event and the event has not occurred, the income received will be deferred as a liability until the event has been conducted.

Investment income

Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Rental income

Rental income is recognised over the term of the lease.

Income from charitable activities

Subventions and grants

Subventions and grants from government and other organisations are recognised as income only when there is sufficient evidence that the Group has complied with the conditions attached to them and there is reasonable certainty that they will be received. These subventions and grants are recognised on an accrual basis. Additionally, subventions and grants recognised in the statement of financial activities are calculated based on the funding principles set by the individual organisations. Adjustments to the subventions and grants which are made on finalisation by the relevant organisations are recognised in the statement of financial activities in the financial year in which they are finalised. Subventions and grants with specific conditions are recognised either when they have been conformed to, or when there is sufficient evidence that they will be met. In instances where there is uncertainty about the ability of the Group to meet the conditions set by grantors, the recognitions of the grants as income is deferred until conditions imposed at the time of the grants can be complied with.

Programme and school fees

Programme and school fees are recognised when services are rendered.

Transport fees

Transport fees are recognised when services are rendered.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

c) **Expenditure**

Cost of generating funds

The cost of generating funds are those costs attributable to generating income for the Group, other than those costs incurred in undertaking charitable activities in furtherance of the Group's objects.

Charitable activities

Expenditure on charitable activities comprises all costs incurred in undertaking work to meet the charitable objects of the Group. Such costs include the direct costs of the charitable activities of the Group together with those support costs incurred that enable these activities to be undertaken.

Governance costs

Governance costs include the costs of governance arrangement, which relate to the general running of the Group as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Governance costs will normally include both direct costs such as internal and external audit, legal advice for the Group and costs associated with constitutional and statutory requirements, and related support costs which where material, would comprise apportionment of shared and indirect costs involved in supporting the governance activities.

Support costs

Support costs are those, whilst necessary to deliver an activity, do not produce or constitute the output of the charitable activities of the Group. These costs are incurred in supporting the income generation activities of the Group. Support costs comprise manpower and staff related costs of Finance, Human Resource, Community Partnership, IT/Facilities/Admin, Quality Service, Strategic Planning and Research and Chief Executive Officer's office. Support costs are apportioned to the relevant activity cost category they support based on the basis as disclosed in Note 12.

d) **Defined contribution plans**

Payments to defined contribution plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund ("CPF") are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution plan.

e) **Taxation**

The Association and its subsidiary are registered charities under the Charities Act and are exempted from income tax under the Income Tax Act.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

f) **Property, plant and equipment**

Property, plant and equipment are carried at cost less accumulated depreciation.

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following basis:

	Years
Leasehold building	remaining lease period
Leasehold improvements	5
Office and other equipment	5
Furniture and fittings	5
Computers	3
Motor vehicles	10

The depreciation period is reviewed and adjusted as appropriate at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise. No depreciation is provided on construction in progress until the construction is completed. Assets transferred by the Association are depreciated over their remaining estimated useful lives.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of financial activities.

Fully depreciated assets still in use are retained in the financial statements.

g) **Investment properties**

Investment properties, comprising freehold properties, are held on a long-term basis for its investment potential and rental income. Investment properties are stated at cost, less accumulated depreciation and any impairment in value.

Depreciation is provided in equal instalments using the straight-line method over the estimated useful life of the depreciable asset. Freehold land is not depreciated and freehold buildings are depreciated over 50 years.

The estimated useful lives and depreciation method of the investment properties are reviewed and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise.

Gain or loss arising on disposal of the investment properties is determined as the difference between the sale proceeds and the carrying amount of the assets and is recognised in the statement of financial activities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

h) **Impairment of investment property**

Investment property is assessed for indications of impairment at each balance sheet date or whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If any such indication exists, the recoverable amount of the investment property shall be estimated. Whenever the carrying amount of the investment property exceeds its recoverable amount, an impairment loss is recognised in the statement of financial activities.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. The reversal is recognised in the statement of financial activities. However, the increased carrying amount of an asset due to a reversal of an impairment loss is recognised to the extent it does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised for that investment property in prior years.

i) **Investments in financial assets**

The Group's investments in financial assets, which comprise investments in bonds are initially measured at transaction price excluding transaction costs. The investment is subsequently measured at amortised cost using the effective interest method less any accumulated impairment losses. Transaction costs are recognised as expenditure immediately in the statement of financial activities.

At each balance sheet date, if there is objective evidence of impairment, the carrying amount of the asset is reduced by an allowance for impairment and the impairment loss is recognised in the statement of financial activities.

This allowance, calculated as the difference between the asset's carrying amount and the undiscounted future cash flows that the Group expects to receive from the financial assets is recognised in the statement of financial activities in the period in which the impairment occurs. Impairment loss is reversed through the statement of financial activities if the impairment loss decrease can be related objectively to an event occurring after the impairment loss was recognised. The reversal of impairment loss shall not result in the carrying value of the investment exceeding transaction price.

j) **Receivables**

Receivables, excluding prepayments, are measured at initial recognition at transaction price, excluding transaction costs, if any. Transaction costs shall be recognised as expenditure in the statement of financial activities. Prepayments shall be initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, trade and other receivables, excluding prepayments, shall be measured at cost less any accumulated impairment losses. Prepayments shall be measured at the amount paid less the economic resources received or consumed during the financial period.

At each balance sheet date, where there is objective evidence that a receivable is impaired, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial activities. The allowance recognised is measured as the difference between the asset's carrying amount and the undiscounted future cash flows that the Group expects to receive from the receivables. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited in the statement of financial activities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

k) **Payables**

Payables are initially measured at transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs shall be recognised as expenditure in the statement of financial activities as incurred. Accruals shall be recognised at the best estimate of the amount payable.

l) **Operating leases**

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to the statement of financial activities on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

m) **Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the balance sheet date, taking into account the risks and uncertainties surrounding the obligation.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

n) **Unrestricted funds**

Unrestricted funds are classified into two categories:

Unrestricted non-designated funds

These represent funds received by the Group that are expendable for any activity within the Group at the discretion of the Board of Management in furtherance of the Group's charitable objectives.

Unrestricted designated funds

These represent funds that have been received by the Group specifically for one of its many programmes, or have been ear-marked for a specific programme or a specific purpose within a programme by the Association's Board of Management. If part of the unrestricted designated fund of a programme is set aside for a particular purpose by the Board of Management, it may be designated as a separate fund within the programme but the designation has an administrative purpose only, and does not restrict the Board of Management from transferring or re-designating the fund for another purpose within the same programme. Funds that have been transferred from unrestricted non-designated funds by the Board of Management and designated for a specific purpose or programme, may at its discretion be transferred back to the non-designated unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

n) **Unrestricted funds (cont'd)**

Unrestricted designated funds (cont'd)

Funds which are received by the Group specifically for a programme are strictly classified and retained with the programme and is not available for use by any of the other programmes of the Group. If, however, in rare instances where a transfer of funds between programmes is required, a request will be put up for approval to the relevant funding government agencies or organisations and the transfer effected only after receipt of such approval.

o) **Restricted income funds**

Restricted income funds are funds subject to specific trusts, which may be declared by the donors or with their authority such as in the literature of a public appeal or created through legal process, but still within the wider objects of the Group.

p) **Funds**

Unless specifically indicated, fund balances are not represented by any specific assets or liabilities but are represented by all assets of the Group.

q) **Deferred Capital grant for AWWA Centre For Care Education and Social Service ("ACCESS") Building**

Government grants for the ACCESS Building and other capital expenditure are taken to the Deferred Capital grant account, which are part of the Group's restricted income funds. The annual depreciation of the related property, plant and equipment funded by the grants is calculated over the useful lives of the property, plant and equipment and charged to Deferred Capital grant account.

r) **Deferred Capital Asset donations for ACCESS Building**

Donations for the ACCESS Building and other capital expenditure are taken to the Deferred Capital Asset donations account for ACCESS Building which is part of the Group's restricted income funds. Donations are transferred to Deferred Capital fund account when the donations are utilised to purchase property, plant and equipment. Specific expenditure incurred for the maintenance and upgrading of the ACCESS Building are taken to the Deferred Capital Asset donations account.

s) **Deferred Capital fund**

Deferred Capital fund comprises capital grants to fund property, plant and equipment purchased, and transfers made from Deferred Capital Asset donations for ACCESS Building fund, Designated funds and Restricted funds. Transfers are made to the Deferred Capital fund when amounts are utilised for purchase of property, plant and equipment using funds which are specifically donated or received for the purchase of property, plant and equipment. The depreciation of the assets purchased with the related donation and grants are taken to the Deferred Capital fund over the useful lives of the related assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

t) **Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Depreciation of property, plant and equipment

Management periodically reviews the estimated useful lives and residual values of property, plant and equipment during the financial year for reasonableness. The carrying amounts of the Group's property, plant and equipment and details of a change in estimate during the financial year are disclosed in Note 14. The Group's property, plant and equipment are currently depreciated on a straight-line basis, over the estimated useful lives of between 3 to 10 years [Note 2(f)].

The factors considered in assessing the reasonableness of the useful lives include changes in operations and activities of the Group; changes in the Singapore Land Authority's land lease terms for the building and its operations; the assets' expected level of usage and technological developments. These could impact the economic useful lives and the residual values of the assets. Therefore future depreciation charges may change if the estimates are revised.

3. VOLUNTARY INCOME

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Donations	2,124,174	769,053	2,893,227	2,475,879

During the financial year, the Subsidiary issued tax deductible receipts for donations totalling \$1,618,343 (2017: \$1,315,728).

4. ACTIVITIES FOR GENERATING FUNDS

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Income from fundraising events	475,143	-	475,143	543,835
Fundraising costs (Note 8)	(93,342)	-	(93,342)	(98,921)
	381,801	-	381,801	444,914

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

5. INVESTMENT INCOME

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Bank interest income	121,326	–	121,326	139,827
Interest income - Bonds	124,277	–	124,277	136,492
Rental income	240,471	–	240,471	240,535
	486,074	–	486,074	516,854
Association				
Bank interest income	116	–	116	121
Rental income	240,000	–	240,000	240,000
	240,116	–	240,116	240,121

6. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Programme and school fees	3,995,635	(29,053)	3,966,582	2,872,871
Therapist income	1,063,874	–	1,063,874	1,196,395
Transport fees	366,238	–	366,238	339,115
Subventions and grants	37,875,454	4,241,923	42,117,377	31,643,071
Subsidy for rental expenses	722,096	–	722,096	722,096
Other grants and incentives	562,783	–	562,783	424,059
Wage credit/Special employment credit	975,622	–	975,622	1,072,478
Miscellaneous income	164,260	10,294	174,554	119,186
	45,725,962	4,223,164	49,949,126	38,389,271
	2018	2017		
	\$	\$		
Unrestricted funds comprise:				
- Non-designated	2,717,844	1,569,133		
- Designated	43,008,118	34,879,379		
	45,725,962	36,448,512		

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

6. INCOME FROM CHARITABLE ACTIVITIES (CONT'D)

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Association				
Programme fee	480	-	480	345
	2018 \$	2017 \$		
Unrestricted funds comprise:				
- Non-designated funds	480	345		
- Designated funds	-	-		
	480	345		

7. COST OF GENERATING VOLUNTARY INCOME

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Allocated manpower costs (Note 12)	213,562	-	213,562	209,076

8. FUNDRAISING COSTS

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Expenditure for fundraising events	60,324	-	60,324	56,109
Allocated manpower costs (Note 12)	33,018	-	33,018	42,812
	93,342	-	93,342	98,921

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

9. INVESTMENT MANAGEMENT COSTS

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group and Association				
Depreciation of investment properties (Note 15)	12,510	–	12,510	12,510
Property tax	34,600	–	34,600	34,600
	47,110	–	47,110	47,110

10. CHARITABLE ACTIVITIES

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Manpower and staff related costs	34,917,770	1,598,064	36,515,834	30,985,393
Depreciation of property, plant and equipment (Note 14)	295,335	1,762,845	2,058,180	4,288,045
Property, plant and equipment written off	24,050	–	24,050	9,829
Gain on disposal of property, plant and equipment	(1,000)	–	(1,000)	–
Programme activities	1,740,010	729,818	2,469,828	2,352,999
Repairs, maintenance and utilities	2,518,984	11,040	2,530,024	2,020,556
Replacement/Purchase of equipment	189,420	136,951	326,371	514,051
Supplies and materials	721,879	74,658	796,537	659,621
Others	560,373	1,840	562,213	417,005
	40,966,821	4,315,216	45,282,037	41,247,499

2018 \$	2017 \$
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Unrestricted funds comprise:

- Non-designated	2,335,179	2,239,808
- Designated	38,631,642	32,579,847
	40,966,821	34,819,655

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

10. CHARITABLE ACTIVITIES (CONT'D)

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Association				
Manpower and staff related costs	–	–	–	209
Programme activities	181,060	–	181,060	3,430
Repairs, maintenance and utilities	19,560	–	19,560	4,280
Others	114	–	114	180,960
	200,734	–	200,734	188,879
	2018	2017		
	\$	\$		
Unrestricted funds comprise:				
- Non-designated	–	4,299		
- Designated	200,734	184,580		
	200,734	188,879		

11. GOVERNANCE COSTS

	Unrestricted funds \$	Restricted income funds \$	Total 2018 \$	Total 2017 \$
Group				
Auditor's remuneration	104,639	–	104,639	85,341
Board meeting expenses and training	7,967	–	7,967	9,262
Internal audit fees	16,500	–	16,500	34,969
	129,106	–	129,106	129,572
Association				
Auditor's remuneration	3,854	–	3,854	5,350

The governance costs include costs of preparation and examination of statutory accounts, the cost of holding Board of Management meetings and cost of governance arrangement which relate to the general running of the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

12. SUPPORT COSTS

	Cost of generating voluntary activities \$	Fundraising activities \$	Charitable activities \$	Total costs \$
Group				
2018				
Manpower costs	<u>213,562</u>	<u>33,018</u>	<u>3,470,989</u>	<u>3,717,569</u>
2017				
Manpower costs	<u>209,076</u>	<u>42,812</u>	<u>3,022,046</u>	<u>3,273,934</u>

The allocation of support costs is based on the ratio of income of the respective category of activity over total income of the Subsidiary excluding investment income. Support costs comprise manpower and staff related costs of Finance, Human Resource, Community Partnership, IT/Facilities/Admin, Quality Service, Strategic Planning and Research and Chief Executive Officer's office.

13. EMPLOYEE BENEFITS

	Group	
	2018 \$	2017 \$
Short-term employee benefits	32,539,424	27,449,720
Contributions to defined contribution plan	<u>4,222,990</u>	<u>3,787,561</u>
	<u>36,762,414</u>	<u>31,237,281</u>

Short-term employee benefits include staff salaries, bonuses, welfare and training expenses.

Included in the above are remuneration paid to key management personnel as follows:

	Group	
	2018 \$	2017 \$
Short-term employee benefits	1,097,254	1,129,930
Contributions to defined contribution plan	<u>110,734</u>	<u>110,513</u>
	<u>1,207,988</u>	<u>1,240,443</u>

None of the members of the Board of Management and their close family members have received any remuneration, benefits, allowances or any other manner of compensation from the Association.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

14. PROPERTY, PLANT AND EQUIPMENT

Group 2018 Cost	Leasehold building \$	Leasehold improvements \$	Office and other equipment \$	Furniture and fittings \$	Computers \$	Motor vehicles \$	Total \$
At 1.4.2017	13,908,294	5,462,277	1,428,309	519,664	838,781	829,319	22,986,644
Additions	–	130,494	86,418	72,457	142,336	–	431,705
Written off/Disposal	–	(86,277)	(10,122)	–	(12,929)	(207,300)	(316,628)
At 31.3.2018	13,908,294	5,506,494	1,504,605	592,121	968,188	622,019	23,101,721
Accumulated depreciation							
At 1.4.2017	13,153,445	2,649,364	1,087,271	329,338	503,848	666,218	18,389,484
Depreciation	754,849	923,870	122,490	75,245	159,160	22,566	2,058,180
Written off/Disposal	–	(62,227)	(10,122)	–	(12,929)	(207,300)	(292,578)
At 31.3.2018	13,908,294	3,511,007	1,199,639	404,583	650,079	481,484	20,155,086
Net carrying value							
At 31.3.2018	–	1,995,487	304,966	187,538	318,109	140,535	2,946,635

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	Leasehold building	Leasehold improvements	Office and other equipment	Furniture and fittings	Computers	Motor vehicles	Construction in progress	Total
2017	\$	\$	\$	\$	\$	\$	\$	\$
Cost								
At 1.4.2016	13,908,294	4,765,139	1,438,648	472,961	491,841	826,174	365,523	22,268,580
Additions	-	352,053	39,134	70,190	356,600	3,995	-	821,972
Written off	-	(20,438)	(49,473)	(23,487)	(9,660)	(850)	-	(103,908)
Reclassification	-	365,523	-	-	-	-	(365,523)	-
At 31.3.2017	13,908,294	5,462,277	1,428,309	519,664	838,781	829,319	-	22,986,644
Accumulated depreciation								
At 1.4.2016	10,134,036	1,720,241	1,012,877	295,225	395,371	637,768	-	14,195,518
Depreciation	3,019,409	949,561	114,449	57,600	118,137	28,889	-	4,288,045
Written off	-	(20,438)	(40,055)	(23,487)	(9,660)	(439)	-	(94,079)
At 31.3.2017	13,153,445	2,649,364	1,087,271	329,338	503,848	666,218	-	18,389,484
Net carrying value								
At 31.3.2017	754,849	2,812,913	341,038	190,326	334,933	163,101	-	4,597,160

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Depreciation is charged as follows:

	Group	
	2018	2017
	\$	\$
Unrestricted funds	295,335	336,822
Deferred Capital grant for ACCESS Building	446,656	1,805,938
Deferred Capital funds	1,316,189	2,145,285
Restricted income funds	1,762,845	3,951,223
	2,058,180	4,288,045

15. INVESTMENT PROPERTIES

	Group and Association \$
2018	
Cost	
At 1 April 2016, 31 March 2017 and 31 March 2018	2,152,011
Accumulated depreciation	
At 1 April 2016	337,745
Depreciation	12,510
At 31 March 2017	350,255
Depreciation	12,510
At 31 March 2018	362,765
Net carrying value	
At 31 March 2018	1,789,246
At 31 March 2017	1,801,756

The net carrying value of freehold land and buildings as at the balance sheet date are as follows:

	Group and Association	
	2018	2017
	\$	\$
Freehold land	1,526,556	1,526,556
Buildings	262,690	275,200
	1,789,246	1,801,756

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

15. INVESTMENT PROPERTIES (CONT'D)

For the purpose of calculating depreciation of freehold buildings, the costs attributed to freehold land and buildings as at the balance sheet date are as follows:

	Group and Association	
	2018	2017
	\$	\$
Freehold land	1,526,556	1,526,556
Buildings	625,455	625,455
	<u>2,152,011</u>	<u>2,152,011</u>

The fair values of the investment properties as at 31 March 2018 amounted to \$12,000,000 (2017: \$12,000,000). The fair values of the investment properties were determined by reference to a valuation performed by an independent valuer on 31 March 2018 (2017: 31 March 2017). The valuer adopted the market data approach in their valuation and this approach is based primarily on a comparison of the investment properties with other similar properties which have been sold recently, plus current asking prices and offers, thereby establishing a measure of market reaction to the subject properties. In the process of comparison, adjustments are made to account for differences in the properties. The investment properties are located in Singapore.

16. INVESTMENTS IN FINANCIAL ASSETS

	Group	
	2018	2017
	\$	\$
<i>Bonds</i>		
Balance at beginning of financial year	2,012,435	3,536,364
Additional investments	2,028,900	–
Less: Redemption	(1,003,557)	(1,500,000)
Amortisation of premium and premium written off upon redemption of bonds	(14,258)	(23,929)
Balance at end of financial year	<u>3,023,520</u>	<u>2,012,435</u>
<i>Representing:</i>		
Non-current asset	2,020,945	1,511,710
Current asset	1,002,575	500,725
	<u>3,023,520</u>	<u>2,012,435</u>

The investments in financial assets represent investment in bonds issued in Singapore which earn fixed interest ranging from 2.92% to 4.75% (2017: 2.54% to 4.75%) per annum and maturing from September 2018 to February 2022 (2017: December 2017 to October 2019).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

17. RECEIVABLES

	Group		Association	
	2018	2017	2018	2017
	\$	\$	\$	\$
Interest receivable	71,833	58,316	–	–
Prepayments	185,020	180,119	–	–
Deposits	160,342	66,574	–	–
Grant receivables	6,511,256	4,159,914	–	–
Sundry receivables	702,129	580,388	35,140	40,000
	7,630,580	5,045,311	35,140	40,000

18. CASH AND CASH EQUIVALENTS

	Group		Association	
	2018	2017	2018	2017
	\$	\$	\$	\$
Bank and cash balances	20,353,793	14,525,947	420,957	273,966
Bank balance for provision for gratuity (Note 20)	398,860	329,423	–	–
Fixed deposits	10,520,852	9,220,426	–	–
	31,273,505	24,075,796	420,957	273,966

Fixed deposits bear interest at interest rates ranging from 0.25% to 1.48% (2017: 0.25% to 1.88%) per annum at the balance sheet date and mature within 2 to 11 months after the balance sheet date (2017: 3 to 18 months). Included in fixed deposits are restricted amounts of \$168,714 (2017: \$168,714) which is pledged to a bank as security for the land lease, and bank balance of \$398,860 (2017: \$329,423) which is set aside for provision for gratuity for foreign staff.

19. PAYABLES

	Group		Association	
	2018	2017	2018	2017
	\$	\$	\$	\$
Accrued operating expenses	1,868,256	2,298,413	–	–
Amount due to subsidiary (a)	–	–	204,460	64,583
Refundable deposits	301,230	270,523	–	45,000
Sundry creditors	909,306	1,012,479	46,054	208
Grants received in excess of entitlement (b)	162,611	59,297	–	–
Deferred income (c)	2,191,442	854,494	–	–
	5,432,845	4,495,206	250,514	109,791

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

19. PAYABLES (CONT'D)

- (a) The amount due to subsidiary is non-trade, interest-free and repayable on demand.
- (b) At the balance sheet date, Management reviews the government grants and funding received by the Group during the financial year and accounts for any underfunding and/or overfunding of grants. Management computes and estimates these underfunding and/or overfunding amounts with reference to the funding agreements for the respective programmes and grants. The final underfunding amounts receivable (Note 17) and/or overfunding amounts payable are evaluated and finalised by the respective Government agencies subsequent to the balance sheet date. Adjustments to the underfunding and overfunding accruals arising from finalisation by the Government Agencies are credited/charged to the statement of financial activities in the financial year in which the evaluation is completed.
- (c) At the balance sheet date, included in \$2,191,442 (2017: \$854,494) are funds totalling \$873,026 (2017: \$ Nil) which have been deferred as approval for the activities to be funded have yet to be received at the balance sheet date. Additionally, funding of \$307,833 (2017: \$307,833) was received in advance specifically for the operations of the Kindle Garden Preschool programme and \$973,236 (2017: \$496,869) was for AWWA School and others of \$37,347 (2017: \$49,792) was programme fees received in advance.

20. PROVISION FOR GRATUITY

The provision for gratuity was created in January 1999 by the Association in connection with the gratuity payment scheme implemented by the Association for the benefit of its foreign staff. This provision and the gratuity payment scheme were transferred to its Subsidiary and will be continued by the Subsidiary with the transfer to employers from the Association to the Subsidiary. The contributions will be paid to the respective staff upon completion of the duration of their employment contracts. The provision for gratuity is calculated on a monthly basis with reference to the foreign staff's monthly salary multiplied by the comparable Singapore Central Provident Fund rates that is paid for local staff.

The movements during the financial year are as follows:

	Group	
	2018	2017
	\$	\$
Balance at the beginning of financial year	329,423	288,901
Provision made	445,455	289,682
Payments during the financial year	(276,221)	(249,160)
Balance at the end of financial year	<u>498,657</u>	<u>329,423</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

21. UNRESTRICTED FUNDS

(a) *Unrestricted non-designated funds*

	Balance at 1.4.2017 \$	Income \$	Expenditure \$	Net income \$	Fund transfer \$	Balance at 31.3.2018 \$
2018 Group	694,808	3,815,139	(2,508,494)	1,306,645	930,000	2,931,453
	Balance at 1.4.2016 \$	Income \$	Expenditure \$	Net income \$	Fund transfer \$	Balance at 31.3.2017 \$
2017 Group	681,694	2,463,536	(2,450,422)	13,114	–	694,808
	Balance at 1.4.2017 \$	Income \$	Expenditure \$	Net income \$	Fund transfer \$	Balance at 31.3.2018 \$
2018 Association	(14,146)	480	–	480	30,000	16,334
	Balance at 1.4.2016 \$	Income \$	Expenditure \$	Net expenditure \$	Fund transfer \$	Balance at 31.3.2017 \$
2017 Association	(4,963)	466	(9,649)	(9,183)	–	(14,146)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

21. UNRESTRICTED FUNDS (CONT'D)

(b) *Unrestricted designated funds*

Each programme of the Group maintains separate accounts for funds received and to be utilised for general activities within the programme as well as funds designated by Management of the respective programmes for specific designated use within the programme. The consolidated balances and movements in these funds are presented below:

	Balance at 1.4.2017	Income	Expenditure	Net income/ (expenditure)	Fund transfer	Balance at 31.3.2018
	\$	\$	\$	\$	\$	\$
Group						
2018						
Association	2,020,077	240,116	(71,698)	168,418	(30,000)	2,158,495
AWWA HQ	2,059,729	104,288	(337,024)	(232,736)	(900,000)	926,993
Resource and Training	377,386	400,998	(465,880)	(64,882)	–	312,504
Family Service Centre	2,034,507	2,581,111	(2,021,585)	559,526	(3,476)	2,590,557
Community Integration Service	3,498,126	2,816,260	(2,471,033)	345,227	(14,807)	3,828,546
Special Student Care Centre	829,053	874,065	(853,565)	20,500	–	849,553
AWWA School	3,985,781	10,475,163	(9,647,534)	827,629	–	4,813,410
Senior Community Home	2,165,537	1,936,267	(1,407,086)	529,181	–	2,694,718
Rehab and Day Care Centre	2,941,210	2,588,068	(1,427,592)	1,160,476	–	4,101,686
Senior Activity Centre	600,156	449,959	(342,590)	107,369	–	707,525
Dementia Day Care Centre	164,135	923,682	(659,482)	264,200	42,974	471,309
Personal Care Service (Senior)	(28,584)	294,047	(310,717)	(16,670)	–	(45,254)
Early Intervention Centre - Hougang	2,979,252	7,098,521	(6,664,982)	433,539	–	3,412,791
Caregiver Service	(85,585)	568,885	(702,918)	(134,033)	–	(219,618)
Allied Health Professional Group	1,423,301	7,807,551	(6,829,674)	977,877	–	2,401,178
Preschool Support Service - DSP	388,856	983,323	(830,685)	152,638	–	541,494
Transitional Shelter Programme	–	207,402	(193,677)	13,725	–	13,725
Personal Care Service (Disability)	(51,827)	437,810	(303,873)	133,937	–	82,110
Outsource Service	22,037	1,891,721	(1,851,680)	40,041	–	62,078
Kindle Garden Preschool	695,949	1,316,868	(1,299,501)	17,367	–	713,316
Centre Based Nursing	98,232	68,775	(1,746)	67,029	–	165,261
Personal Care Service Plus (Disability)	171,718	257,270	(169,294)	87,976	–	259,694
Early Intervention Centre - Fernvale	(155,061)	4,127,115	(3,319,317)	807,798	–	652,737
Early Intervention Centre - Kim Keat	(151,301)	1,188,972	(1,508,325)	(319,353)	–	(470,654)
Integrated Home & Day Care	36,318	383,466	(158,948)	224,518	–	260,836
Dementia Day Care Centre (Yishun)	–	3,909	(4,284)	(375)	–	(375)
	26,019,002	50,025,612	(43,854,690)	6,170,922	(905,309)	31,284,615
Inter-Programme Elimination	–	(5,029,398)	4,898,985	(130,413)	–	(130,413)
	26,019,002	44,996,214	(38,955,705)	6,040,509	(905,309)	31,154,202

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

21. UNRESTRICTED FUNDS (CONT'D)

(b) *Unrestricted designated funds (cont'd)*

	Balance at 1.4.2016 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2017 \$
Group						
2017						
Association	2,011,767	240,000	(231,690)	8,310	–	2,020,077
AWWA HQ	1,314,046	1,355,474	(609,791)	745,683	–	2,059,729
Resource and Training	483,819	288,731	(395,164)	(106,433)	–	377,386
Family Service Centre	1,816,247	2,474,113	(2,264,749)	209,364	8,896	2,034,507
Community Integration Service	3,122,239	2,849,517	(2,473,630)	375,887	–	3,498,126
Special Student Care Centre	725,455	880,810	(777,212)	103,598	–	829,053
AWWA School	3,075,324	9,739,717	(8,829,260)	910,457	–	3,985,781
Senior Community Home	1,992,199	1,636,453	(1,459,281)	177,172	(3,834)	2,165,537
Rehab and Day Care Centre	2,130,256	1,974,270	(1,226,702)	747,568	63,386	2,941,210
Senior Activity Centre	431,004	369,819	(200,667)	169,152	–	600,156
Dementia Day Care Centre	(135,153)	996,395	(614,223)	382,172	(82,884)	164,135
Personal Care Service (Senior)	(35,010)	289,696	(283,270)	6,426	–	(28,584)
Early Intervention Centre - Hougang	2,498,699	6,227,141	(5,743,088)	484,053	(3,500)	2,979,252
Caregiver Service	295,422	716,633	(1,097,640)	(381,007)	–	(85,585)
Allied Health Professional Group	942,634	6,178,904	(5,698,237)	480,667	–	1,423,301
Preschool Support Service - DSP	391,850	951,457	(956,681)	(5,224)	2,230	388,856
Preschool Support Service - ISPPA	13,750	(11,485)	(35)	(11,520)	(2,230)	–
Personal Care Service (Disability)	(13,255)	210,620	(249,192)	(38,572)	–	(51,827)
Outsource Service	122,000	1,416,776	(1,516,739)	(99,963)	–	22,037
Kindle Garden Preschool	694,968	1,042,179	(1,041,198)	981	–	695,949
Centre Based Nursing	14,406	84,041	(215)	83,826	–	98,232
Personal Care Service Plus (Disability)	106,257	253,460	(187,999)	65,461	–	171,718
Early Intervention Centre - Fernvale	–	725,457	(880,518)	(155,061)	–	(155,061)
Early Intervention Centre - Kim Keat	–	735,595	(886,896)	(151,301)	–	(151,301)
Integrated Home & Day Care	–	46,556	(10,238)	36,318	–	36,318
	21,998,924	41,672,329	(37,634,315)	4,038,014	(17,936)	26,019,002
Inter-Programme Elimination	(75,456)	(4,756,474)	4,756,474	–	75,456	–
	21,923,468	36,915,855	(32,877,841)	4,038,014	57,520	26,019,002

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

21. UNRESTRICTED FUNDS (CONT'D)

(b) *Unrestricted designated funds (cont'd)*

Included in the respective programmes' unrestricted designated funds are funds which have been designated by Management to be utilised for specific purposes within the respective programmes such as Equipment Fund, Programme Development Fund, Special Project Fund and others.

Programmes with closing balances in deficit will be funded if required through AWWA HQ. However, in some programmes with a common funder which have a deficit, the deficit will be made good by reserves held by similar programmes subject to funder's approval.

During the financial year, an amount of \$900,000 (2017: \$Nil) was re-designated from Wage Credit/ Special employment credit fund included in AWWA HQ's unrestricted designated funds to AWWA HQ's unrestricted non-designated funds.

	Balance at 1.4.2017 \$	Income \$	Expenditure \$	Net income \$	Fund transfer \$	Balance at 31.3.2018 \$
2018						
Association	2,020,077	240,116	(251,698)	(11,582)	(30,000)	1,978,495
	Balance at 1.4.2016 \$	Income \$	Expenditure \$	Net income \$	Fund transfer \$	Balance at 31.3.2017 \$
2017						
Association	2,011,767	240,000	(231,690)	8,310	–	2,020,077

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

22. RESTRICTED FUNDS - RESTRICTED INCOME FUNDS

	Balance at 1.4.2017 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2018 \$
2018 - Group						
<i>Funds represented by cash:</i>						
Client's fund	524,848	166,507	(109,428)	57,079	1,613	583,540
Community Silver Trust fund	427,277	2,114,974	(1,190,025)	924,949	(134,901)	1,217,325
Equipment fund	274,008	299,196	(48,508)	250,688	(57,163)	467,533
Pupil Welfare	366,140	10,429	(27,620)	(17,191)	–	348,949
Staff Training Vote	3,924	107,376	(111,300)	(3,924)	–	–
Deferred Capital Asset donations for ACCESS Building	275,976	–	(108,974)	(108,974)	–	167,002
Sensory Playground	6,400	1,000	–	1,000	–	7,400
Care and Share fund	104,382	1,260,000	(222,088)	1,037,912	(51,960)	1,090,334
HSC IT Project	(36)	32,100	(32,064)	36	–	–
Renovation fund	–	86,148	–	86,148	–	86,148
Others	286,024	917,994	(836,284)	81,710	(142,074)	225,660
	2,268,943	4,995,724	(2,686,291)	2,309,433	(384,485)	4,193,891
<i>Funds represented by property, plant and equipment:</i>						
Deferred Capital grants for ACCESS Building	446,656	–	(446,656)	(446,656)	–	–
Deferred Capital fund [Note 2(s)]	3,278,420	–	(1,316,189)	(1,316,189)	359,794	2,322,025
	3,725,076	–	(1,762,845)	(1,762,845)	359,794	2,322,025
Inter-Programme elimination	–	(3,507)	133,920	130,413	–	130,413
Total	5,994,019	4,992,217	(4,315,216)	677,001	(24,691)	6,646,329

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

22. RESTRICTED FUNDS - RESTRICTED INCOME FUNDS (CONT'D)

	Balance at 1.4.2016 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2017 \$
2017 - Group						
<i>Funds represented by cash:</i>						
Client's fund	608,035	150,728	(185,361)	(34,633)	(48,554)	524,848
Community Silver Trust fund	1,254,233	450,126	(1,150,966)	(700,840)	(126,116)	427,277
Equipment fund	155,674	363,748	(251,015)	112,733	5,601	274,008
Pupil Welfare	360,311	36,167	(30,338)	5,829	–	366,140
Staff Training Vote	93,896	7,834	(97,806)	(89,972)	–	3,924
Deferred Capital Asset donations for ACCESS Building	400,661	–	(124,685)	(124,685)	–	275,976
Sensory Playground	(25,000)	31,400	–	31,400	–	6,400
Care and Share fund	263,618	675,000	(312,696)	362,304	(521,540)	104,382
HSC IT Project	–	301,827	(15,016)	286,811	(286,847)	(36)
Others	243,169	325,214	(308,738)	16,476	26,379	286,024
	3,354,597	2,342,044	(2,476,621)	(134,577)	(951,077)	2,268,943
<i>Funds represented by property, plant and equipment:</i>						
Deferred Capital grants for ACCESS Building	2,252,594	–	(1,805,938)	(1,805,938)	–	446,656
Deferred Capital fund [Note 2(s)]	4,325,744	204,404	(2,145,285)	(1,940,881)	893,557	3,278,420
	6,578,338	204,404	(3,951,223)	(3,746,819)	893,557	3,725,076
Total	9,932,935	2,546,448	(6,427,844)	(3,881,396)	(57,520)	5,994,019

(a) The restricted income funds are represented by the following:

	Group	
	2018	2017
	\$	\$
Assets		
Property, plant and equipment		
- Leasehold building	–	754,849
- Leasehold improvements	1,711,636	2,291,189
- Office and other equipment	273,764	201,405
- Furniture and fittings	83,051	64,092
- Computers	175,781	319,459
- Motor vehicles	77,793	94,082
	2,322,025	3,725,076
Cash and cash equivalents	4,324,304	2,268,943
	6,646,329	5,994,019

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

22. RESTRICTED FUNDS - RESTRICTED INCOME FUNDS (CONT'D)

(b) The purposes of the major restricted income funds are set out below:

- *Clients' fund*
To provide financial assistance to clients.
- *Community Silver Trust fund*
Community Silver Trust ("CST") is a Trust managed by the Ministry of Health ("MOH") and Ministry of Social and Family Development ("MSF"). The objective of CST is to encourage donations and provide additional resources for the service providers in the intermediate and long term care sector to enhance capabilities and provide value-added services to achieve higher quality care and affordable step down care.
- *Deferred Capital grants for ACCESS Building*
The fund comprise government grants for the ACCESS Building and other related capital expenditure.
- *Deferred Capital Asset donations for ACCESS Building*
To fund the cost of capital expenditure, upgrading, repair and maintenance, including any consultancy, professional fees and staff costs for maintenance of the premise to be incurred for AWWA Centre For Care Education and Social Service ("ACCESS") Building located at Nos. 9 and 11 Lorong Napiri, Singapore.
- *Deferred Capital fund*
This fund comprise transfers made from Deferred Capital Asset donations for ACCESS Building fund, Designated funds and Restricted funds. Transfers are made to the Deferred Capital fund when amounts are utilised for purchases of property, plant and equipment using funds which are specifically donated or received for purchases of property, plant and equipment. The depreciation charge of the assets purchased with the related donation and grants are taken to the Deferred Capital fund over the useful lives of the related assets.
- *Equipment fund*
To fund renovation costs and purchase and replacement of equipment/furniture, educational hardware and software for the improvement of the programmes provided to clients and the purchase of equipment such as wheelchairs for needy clients.
- *Pupil Welfare*
To provide subsidies on school and transport fees and other financial assistance to needy students. To fund the purchase, replacement, upgrade and maintenance of the school bus.
- *Staff Training Vote*
This represents grant from MOE for staff to receive training and professional development.
- *Sensory Playground*
This represents funding received to finance the costs of a playground built for children with special needs to meet their learning and physical needs. It is a wet and dry play area suitable for children with Autism Spectrum Disorders and physical disabilities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

22. RESTRICTED FUNDS - RESTRICTED INCOME FUNDS (CONT'D)

(b) The purposes of the major restricted income funds are set out below (cont'd):

- *Care and Share fund*
This represents a dollar for a dollar matching for eligible donations raised and shall be used to develop social service related Voluntary Welfare Organisations and their programmes to better serve the beneficiaries. The grant shall be used for both capability and capacity building.
- *HSC IT Project*
This represent funding to finance the on-going cost of customer relationship management system.

23. RESERVE MANAGEMENT

The Group's accumulated reserves are made up of unrestricted and restricted funds. The Board reviews its policy on accumulated reserves annually to ensure long term sustainability of the Group's activities. The Board's current policy is for the Group's unrestricted designated funds to be at least up to three months of the operational expenditure incurred by each of its programmes. Reserves of unrestricted non-designated funds should be 12 months of operational expenditure incurred by the central headquarters administration departments. This should enable programmes with unanticipated reduction or disruption in funding to continue running smoothly until new funding is available.

24. COMMITMENTS

(a) **Capital commitments**

Capital commitments not provided for in the financial statements:

	Group	
	2018	2017
	\$	\$
Expenditure for plant and equipment, approved by Board of Management and contracted for	824,799	50,000

(b) **Lease commitments - as lessee**

At the balance sheet date, the Group has outstanding commitments under non-cancellable operating leases, which fall due as follows:

	Group	
	2018	2017
	\$	\$
Within one financial year	674,856	168,714
In the second to third financial year inclusive	843,570	-
	1,518,426	168,714

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2018

24. COMMITMENTS (CONT'D)

(b) **Lease commitments - as lessee (cont'd)**

Operating lease payments represent land lease rentals payable by the Group for its leasehold building. Leases are negotiated for a term of three years.

The land rental expenses are fully subsidised by Ministry of Education and Ministry of Social and Family Development.

(c) **Lease commitments - as lessor**

The Association leases out its investment properties to non-related parties under non-cancellable operating leases. The lease agreement has remaining lease terms of 31 (2017: 43) months at the balance sheet date.

The future minimum lease receivable under non-cancellable operating leases contracted for at the balance sheet date but not recognised as receivable, are as follows:

	Association	
	2018	2017
	\$	\$
Within one financial year	180,000	180,000
In the second to fifth financial year inclusive	292,500	472,500
	472,500	652,500

The lease includes a clause for contingent rent which is determined based on monthly rents net of operating costs collected by the lessee for the financial year up to a maximum of \$60,000 per annum. Contingent rent income recoverable for the financial year totaled \$60,000 (2017: \$60,000).

25. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Group and Association for the financial year ended 31 March 2018 were authorised for issue in accordance with a resolution of the Board of Management dated 27 July 2018.

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