

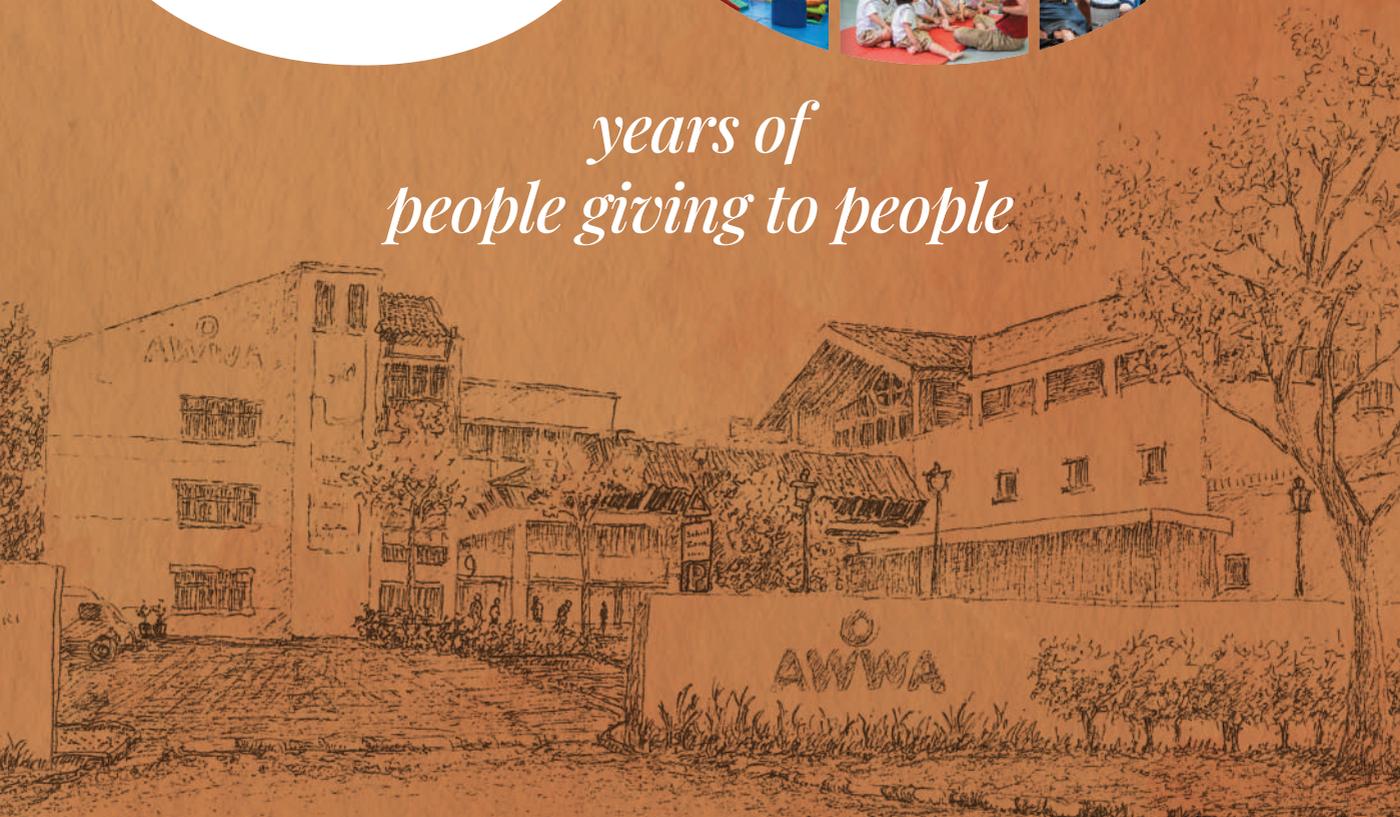
Annual Report
2020/2021



5



*years of
people giving to people*





Cover background by
Mr Tham Pui San

AWWA's journey

• • •

to empower the disadvantaged began in 1970 by the will of one woman, Mrs Shakuntala Bhatia. She rallied like-minded women in Singapore to start helping the needy, as the wives of British troops, who had been plugging this welfare gap, started leaving in the late 1960s.

In the beginning, the work consisted of general welfare services. Under the banner of the Asian Women's Welfare Association, Mrs Bhatia and her peers identified gaps in the community. In addition to helping families in need, they also delivered much-needed services to help the aged and persons with disabilities. Their goal was to empower the marginalised and socially disadvantaged, and enable them to lead dignified and independent lives.

Over the past 50 years, what started out as a group of caring volunteers coming together to support low-income families, has grown into one of the largest multiservice social service agencies in Singapore, delivering a wide range of services for children and adults with additional needs, vulnerable families and seniors.

Corporate information of the Association and AWWA

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 16 June 1970. It was established as a charity on 7 November 1984. The Association is governed by its Constitution.

On 7 January 2015, the Association incorporated a subsidiary, AWWA Ltd ("AWWA"), a company limited by guarantee in Singapore. AWWA is governed by its Constitution and is a registered charity. It has been an Institution of a Public Character (IPC) since 1 April 2015.

This Annual Report sets out the activities of the AWWA Group which consists of the Association and AWWA.

ASSOCIATION

UEN No
S70SS0021J

Date of Registration
16 June 1970

Date Established as Charity
7 November 1984

Registered Address
9 Lorong Napiri, Singapore 547531

Bankers
DBS Bank

Auditors
Baker Tilly TFW LLP

AWWA

UEN No
201500785Z

Date of Incorporation
7 January 2015

Date Approved as IPC
*1 April 2015 (last renewal approved with
validity till 30 September 2022)*

Registered Address
9 Lorong Napiri, Singapore 547531

Bankers
*DBS Bank, United Overseas Bank Ltd,
Standard Chartered Bank (S) Ltd, Bank
of China Limited Singapore Branch*

Auditors
Baker Tilly TFW LLP

Company Secretary
Oh Ai Choo (appointed 10 March 2021)

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Glossary of acronyms

ADL	Activities of daily living
AIC	Agency for Integrated Care
BCA	Building and Construction Authority
CARF	Commission on Accreditation of Rehabilitation Facilities
CCA	Co-curricular activities
CDO	Corporate Development Office
ECDA	Early Childhood Development Agency
HAPPY	Healthy Ageing Promotion Programme for You
HDB	Housing and Development Board
IEP	Individualised Education Plan
IPC	Institution of a Public Character
ITE	Institute of Technical Education
MIT	Massachusetts Institute of Technology
MOE	Ministry of Education
MOH	Ministry of Health
MSF	Ministry of Social and Family Development
NCSS	National Council of Social Service
NIE	National Institute of Education
NLB	National Library Board
NUS	National University of Singapore
PWD	Persons with disabilities
SAOT	Singapore Association of Occupational Therapists
SASW	Singapore Association of Social Workers
SIT	Singapore Institute of Technology
SMART	Singapore-MIT Alliance for Research and Technology
SPARK	Singapore Preschool Accreditation Framework



AWWA is a social service agency delivering a wide range of programmes and services. These include early intervention for preschoolers, education and integration support for children and adults with additional needs, social assistance for vulnerable families, and care services for seniors. AWWA is Singapore-based, with an IPC status.



Mission

To empower the disadvantaged to maximise their potential to lead independent and dignified lives.

Values

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

Strategic thrusts

Empowered persons with additional needs, and families and seniors with psychosocial and health needs, across the life span.

Effective organisation that delivers impactful, high quality programmes which impact sector practices.

Efficient organisation with good governance and transparency that innovates and creates sustainable solutions.

Exemplary social leaders and practising professionals who will actively advocate for clients and evolving needs in the sector.

Highlights

\$5,600,000+ raised



800+
volunteering
opportunities

1,900+

children and
youths with
additional
needs served





4,600+

intervention sessions for children and youths with disabilities in mainstream schools

184,000+

therapy hours provided by Allied Health Professional Group



730+

families served by Family Services



Health & Senior Care interaction points for clients, seniors, caregivers and members of the public



AWWA
Celebrates

50

Years of
People Giving
to People





Looking back & facing forward

Previous clients of AWWA's Community Integration Service reflect on the positive changes they have witnessed, experienced and hope to see.

AWWA made me realise that instead of choosing to dwell on my personal setback from spinal cord complications, I could decide to rise above my circumstances and not let my condition define who I was. I am now more determined than ever, to grow and develop in as many ways that I can, so that the stereotypes associated with persons with disabilities can be torn down, bit by bit.

Khairul Asraf, AWWA programme coordinator,
Community Integration Service

When I was younger, people at AWWA were the ones who championed for me and helped encourage two schools I was in to be inclusive. I learnt from this and when I was older, took the lessons to heart and embraced the fact that I could actually do so for myself. I myself am involved in inclusion and advocating for persons with disabilities and to empower every single person.

Alister Ong, AWWA client service officer, Service Quality



I learnt to appreciate the things we often take for granted on a service learning trip to the Philippines organised by AWWA. What was meant to be an effort to support our peers with disabilities turned out to be an eye-opener.

Growing up into an adult, the talks that AWWA organised on soft skills were useful for stepping into the workforce.

Here's to AWWA making society more inclusive!

Maximillian Tan, human resource executive,
Cushman & Wakefield

Participating in AWWA camps and overseas service learning trips was really enjoyable. Learning to be independent and outspoken, and having opportunities to give back were experiences that have stayed with me. Workshops and company tours that

gave me a glimpse into employment prepared me for the career I have today. Continue the good work, AWWA!

Amanda Mok, AWWA procurement executive

While AWWA's facilities have improved over the years, the organisation has stayed true to its mission and likewise, I have sought to consistently better my abilities with fortitude. With the help of my mentors, I obtained a film scholarship and learnt to advocate on accessibility issues at school.

Hoping AWWA continues to inspire more to pursue their dreams no matter what the obstacles or challenges.

Tan Kai Soon, AWWA IT executive

(From left to right: Asraf, Alister, Maximillian, Amanda and Kai Soon)



Priceless

While AWWA receives government funding for many of its programmes and services, additional funds are needed to deliver crucial value-added programmes and services that make a difference in the lives of our clients.

In addition, funds are required to support overhead expenses to ensure continued delivery of services.

We are grateful to our corporate and individual donors for their belief in our mission and their continued support throughout the years.

You can find out more about our fundraising efforts on page 70 and view the details on our donors on page 80.

50 and counting

AWWA Celebrates 50, our first virtual anniversary event was held on 4 December 2020 to commemorate the joyous birthday occasion alongside the people who made this possible.



Our community partners, donors, volunteers, clients and staff joined in the fun and were entertained by Mediacorp DJ Vernetta Lopez and AWWA's very own Alister Ong.

An enjoyable evening of laughter and fun-filled interactive games was capped by a riveting performance from AWWA early intervention teacher Ms Melissa Sidek and the vocal talents of the popular singer-songwriter duo Jack & Rai.

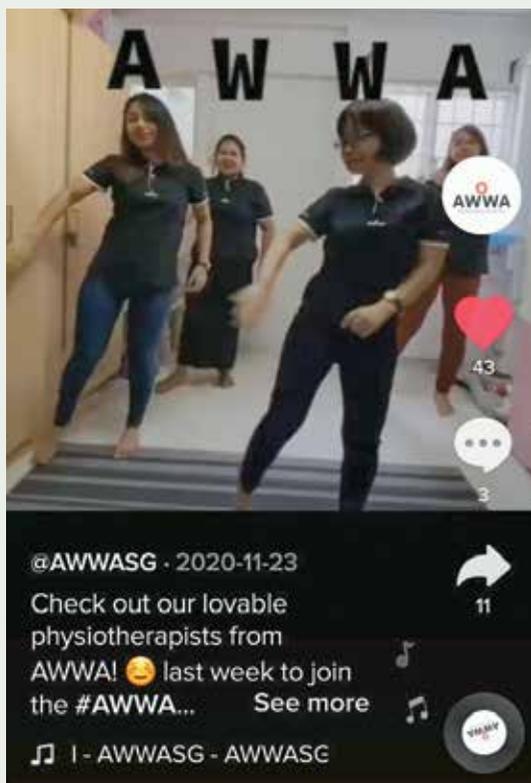
Thank you all for the unforgettable birthday treat.

#AWWA50TikTok

Our first-ever TikTok Challenge was held in the weeks leading to our virtual celebrations and members of the public were also encouraged to participate to win attractive prizes.

The winners were determined by the number of votes cast, with therapists from AWWA School clinching the top prize of VivoCity vouchers worth a total of \$250.

Our appreciation goes out to all who took part.



Goodie!

We also distributed 4,000 AWWA50 goodie bags to all of our volunteers, clients and staff to commemorate the birthday occasion.

We would like to thank our generous sponsors including HP Singapore, and the Cosmetic, Toiletry and Fragrance Association for being partners in the spirit of giving for a happy 50.





Bringing the world home

AWWA Inclusion Experts Series (AIES)

As Covid-19 pushed us to rethink how we could continue creating impact in the new normal, AWWA's Inclusion Experts Series has emerged stronger, in virtual mode.

AIES started in 2018, with the intent of sharing our inclusion advocacy efforts on a larger scale.

We brought experts in inclusive education to Singapore to share their insights with local professionals, so that our local practitioners could be inspired by what was possible, while also acquiring new knowledge and skillsets to more mindfully work towards inclusion in their various settings.

The first three sessions, in 2018 and 2019, were held in person, each attracting an audience of around 500 professionals from mainstream, integrated, inclusive and special educational settings.

Held virtually, our fourth AIES session on 3 October 2020 was focused on "An Environment to Encourage Engagement in Early Education" and drew close to 800 participants.

The event featured Dr R.A. ("Robin") McWilliam, Professor of Early Childhood Special Education at the University of Alabama, and Ms Cami Stevenson, an administrator in the Multnomah Early Childhood Programme in Portland, Oregon.

The "Inclusive Classroom Profile" (ICP) was the theme of our fifth session on 21 November 2020, featuring Dr Elena Soukakou from the School of Education at the University of Roehampton, and Dr Lim Chih Ing from the Child Development Institute at the University of North Carolina at Chapel Hill.

Over 650 participants tuned in to discuss the benefits of high-quality inclusion in early childhood.

They also familiarised themselves with the ICP, a classroom observation tool designed to assess and support different areas of inclusive practices.

On 6 March 2021, we held our sixth session on "Making Inclusive Education Happen: Turning Beliefs into Action" which drew more than 600 participants.

This featured Dr Ilene Schwartz, Director of the Haring Centre for Inclusive Education at the University of Washington.

We are in the midst of planning more virtual sessions, as AWWA continues on its journey to inspire and share resources on inclusive education.

We hope to encourage more local educators and support professionals to join us on this journey, of seeking to practise more inclusively, whichever setting they may be in.

27 Nov 2018 (Seminar) | Turnout: 535

Engaging Neurodiverse Learners

Ms Kim Barthel

Guest of Honour & Guest Panellists

Assoc Prof Muhammad Faishal Ibrahim, Senior Parliamentary Secretary for Education, and Social and Family Development (2018)

Dr Joanna Tay-Lim, NIE

Ms Serene Peh, BCA

6 Apr 2019 (Seminar) | Turnout: 459

Supporting Learning through the Ages

Dr Amelia Roberts

Guest of Honour & Guest Panellists

Mr Eugene Leong, CEO, ECDA

Assoc Prof Wong Meng Ee, NIE

20 Nov 2019 (Seminar) | Turnout: 507

Inclusive Values in Education

Ms Serena Hemmings

Guest of Honour & Guest Panellist

Ms Rahayu Mahzam, Member of Parliament (2019)

3 Oct 2020 (Webinar) | Turnout: 791

An Environment to Encourage Engagement in Early Education

Dr Robin McWilliam, Ms Cami Stevenson

21 Nov 2020 (Webinar) | Turnout: 656

Inclusive Classroom Profile

Dr Elena Soukakou, Dr Lim Chih Ing

6 Mar 2021 (Webinar) | Turnout: 623

Making Inclusive Education Happen: Turning Beliefs into Action

Dr Ilene Schwartz



Q&A: President,



Chung Wei Han

President, Asian Women's Welfare Association
Chairman, AWWA Ltd

Thirty different programmes and services.
Over 760 staff. Thousands of lives impacted.
50 years and going strong.

How has AWWA grown into a multiservice organisation that balances a continuous drive to improve operational efficiencies, with delivery of person-centric holistic and heartfelt care to each and every client and advocacy to meet the social service gaps? And what does AWWA see on the horizon?

President of Asian Women's Welfare Association and Chairman of AWWA Ltd, Ms Chung Wei Han, and Mr J R Karthikeyan (Karthik), Chief Executive Officer, AWWA Ltd, share their thoughts on how half a century's commitment to empower others has led AWWA to where it is today, and how AWWA is planning ahead to meet the changing needs of a fast-evolving world.

Which of the many milestones are you particularly proud of?

Wei Han: The past 50 years have set the foundations for our reach, partnership and advocacy in the wider community. True to our ethos of people giving to people, we have gone where the need is greatest.

To choose one or two milestones to highlight is a difficult choice only because of the hard work and contributions of staff, volunteers and donors over this span. The five-decade milestone itself is momentous, humbling and inspirational.

As we stand on the cusp of expanding our work and expertise, let me first look back to our very beginning—the Family Service Centre at Towner Road which has been going strong since AWWA's start in 1970.

The comprehensive range of help the centre offers is a microcosm of what AWWA aspires to—meeting people where they are, across life stages, and to support, enrich and see to fruition the goals they set for themselves.

CEO's message

Karthik: Let me echo Wei Han's sentiments by highlighting our Community Integration Service (CIS), which was a path-breaking service when it started in 1991.

Originally named TEACH ME, which stands for Therapy and Educational Assistance for Children in Mainstream Education, this service has over the last three decades helped improve the well-being, educational outcomes and holistic development of about 300 children and youths with physical disabilities each year in mainstream schools and institutes of higher learning.

Our dedicated team of therapists, psychologists, educational guidance officers and social workers work with each child, in partnership with their families, teachers and peers, to tackle their day-to-day and immediate integration challenges, no matter how big or small.

Over time, we have been able to set them on the path to achieve their long-term ambitions and goals, including planning for post-school employment.

On page 12 and 13 we feature stories of some of our CIS alumni who have come back to start their careers at AWWA.

Wei Han: And more recently, Kindie Garden—which was launched in 2016 with the support of our long-standing partner Lien Foundation—has been pioneering a path for inclusion in a preschool setting as Singapore's first inclusive preschool.



**J R Karthikeyan
(Karthik)**

Chief Executive Officer, AWWA Ltd

Kindie Garden strives to embrace diversity in both philosophy and practice, adopting a whole-school inclusion approach to welcome all children, regardless of their developmental needs, race, religion, knowledge of English or socioeconomic status.

At Kindie Garden, we have been watching both typically developing children and those with additional needs learn and play together for over five years now.

These children inspire us adults at AWWA to keep striving for a world where diversity is embraced from a young age, and every child receives the support they need to maximise their potential.

In meeting the moment, what lessons has AWWA drawn from responding to Covid-19?

Wei Han: We will continue to do our best in meeting the challenges of these unprecedented times. The threat to our health, livelihoods and long-term plans is ongoing and AWWA will not take for granted the continual need to mitigate the impact of this pandemic.

In line with national advisories and with government support, we have adjusted our services and while most of these have resumed in a safe way, we are mindful that we must maintain our focus on being client-centric while keeping our organisation nimble.

As Covid-19 impacts everyone, we believe no one should be left behind to fend for themselves.

Karthik: Indeed, the Covid-19 Circuit Breaker guidelines prompted us to review our operations so that we could keep supporting our clients in one way or another. The fact that we already had digital platforms in place really helped to soften the impact.

Our teams quickly compiled and shared best practice guidelines on telepractice, and creative ways to use apps and gadgets to maintain the personal touch as far as possible.

We are also very grateful to Boston Consulting Group (BCG) for readily stepping forward to work with AWWA on a pro bono basis, to review our longer-term technology strategy in light of Covid-19.

They were generous enough to share their expertise and provide a thorough and in-depth

consultation. We look forward to continued partnership with BCG as we seek to implement the prioritised recommendations for 2021-2022.

For AWWA, this exemplified the way in which the private sector can support the non-profit sector, especially in times of crisis, to ensure that our communities are supported to remain strong and resilient.

How far has AWWA come in promoting independence, integration and inclusion?

Karthik: AWWA's focus is on maximising participation for each of our clients, whether this takes the form of independence skills, integration into a mainstream setting, or as an aspirational target, full inclusion in all aspects of their lives.

Beyond striving to make a difference to each client, we have also been working with the government to share our expertise on inclusion matters.

For example, we were part of the Early Childhood Development Agency's Inclusive Preschool Workgroup and contributed to their recommendations released earlier this year on strengthening support for inclusion in Singapore's preschool sector.

We hope to continue sharing our expertise and resources to encourage more inclusion in educational settings, especially during the preschool years.

Wei Han: We have also continued to hold our AWWA Inclusion Experts Series, which has been bringing overseas experts in the field of inclusive education to share their insights with Singapore professionals and educators from preschool, mainstream and special educational settings.

Due to Covid-19, we have held the last three sessions virtually, and continued to draw large

audiences of 600–800 participants per session, attesting to the usefulness and relevance of this platform.

We also continue to experiment with new ways of furthering the goal of an inclusive society, the latest being our Care Beyond Walls pilot with Lien Foundation's support, which aims to try out alternative ways of supporting persons with dementia so that they can continue to participate in society based on their strengths and interests.

AWWA's strategic thrusts are captured in "empower, effective, efficient and exemplary." What upcoming projects exemplify these four words?

Wei Han: To further our goal of empowering clients, a second AWWA School is being constructed, located in Bedok, and slated to open next year.

This will provide more places for children with Autism Spectrum Disorder with intellectual impairment to access support and education tailored to their needs.

Also in the pipeline is an Adult Disability Home and Day Activity Centre to meet the need for accommodation and appropriate care for adults with physical and multiple disabilities respectively.

Karthik: In terms of effectiveness, we have been supporting our programmes and services to better understand and implement programme and impact evaluation, so they can harness the insights to improve outcomes for their clients.

We set up a Corporate Development Office (CDO) last year to centralise efforts and provide resources and guidance internally. We hope to see this translating into more research and impact reports in the coming years.

On the efficiency front, we are looking forward to our continued collaboration with BCG to improve our data and analytics capabilities over the next year.

We will also be implementing a system to better track the quality of service delivered by our programmes and professionals.

Wei Han: As we look to the next 50 years, we also aim to keep cultivating exemplary leadership, both internally for the organisation and externally for the sector.

Our Allied Health Professional Group (AHPG) has continued to provide clinical resources and leadership for many of our programmes at AWWA, especially during the Circuit Breaker period when AWWA had to pivot towards using telepractice to deliver most of its interventions.

AHPG has also worked with CDO and our talented and committed professionals across the organisation to build up our internal resources in assistive technology, clinical research and inclusive practices.

Looking ahead, we are looking at launching an online resource centre to share inclusion-related resources more widely.

As you can see from these examples, AWWA's future success will hinge on our ability to connect and collaborate, both internally and externally, as well as to better harness research, data and digitalisation to join the dots for our organisation and the sector.

We hope we can continue to identify emerging needs, advocate for a more inclusive society, and serve the evolving landscape of social services.



Service continuum



24

Allied Health
Professional Group

25

Disability
& inclusion

32

Family
services

34

Health &
senior care

AHPG | Allied Health Professional Group

Year started: 2015

Manpower hub for building capacity and capabilities of our Allied Health Professionals to serve across a range of intervention services for infants to the elderly.

Aims

- Hosting all of AWWA's Allied Health Professionals, including Physiotherapists, Occupational Therapists, Speech and Language Therapists, music therapists and Psychologists, under one umbrella.
- Build capacity and capabilities of our Allied Health Professionals, so that they can provide a comprehensive range of professional intervention services, both internally to meet AWWA programme objectives, and externally for other organisations in the social service, healthcare and education sectors, as well as sector leadership.

Programme

- Transdisciplinary approach for working with clients across multiple services.
- Applying expertise and experience from an array of specialisations that allows transdisciplinary teams to provide services in an integrated and holistic manner.
- Intervention plans and goals are deemed a shared team responsibility and are monitored by all members.
- Different skillsets are combined to achieve a better understanding of varying practices.
- Collaboration for enhanced and more meaningful client outcomes.

How we empower

Continued professional development for clinical competencies is maintained through macro and micro teaching.

Senior professionals are given the opportunity to share their expertise across disciplines at workshops and talks.

Clinical research and impact evaluation thrusts are added to this development framework.

MOH Therapy Hub served 30 external agencies for community hospitals, centre-based services, nursing homes and home therapy.

MSF Therapy Hub served 14 external agencies for residential homes, early intervention, adult disability homes, day activity centres and special education.

Total of 162 Allied Health Professionals supported 69 internal and external programmes across intermediate and long-term care and disability sectors.



Funded by
MOH
MSF



Key statistics

184,975

Total therapy hours
for FY20/21

44,812

MOH Therapy
Hub hours

140,163

MSF Therapy
Hub hours

EIC | Early Intervention Continuum

Year started: 2004 (as Early Years Programme)

Intervention for children aged 0-6 years with moderate to severe disabilities in specialised or integrated settings.

Aims

- Offer children with developmental needs and their families timely access to a continuum of effective, child-centric and family-centred early intervention services.
- Provide seamless services in a natural learning environment working in tandem with medical and educational systems to empower families and maximise the potential of each child.

Programme

EIPIC (Early Intervention Programme for Infants & Children)

EIPIC @Centre

- For children with moderate to severe developmental needs.
- Individual learning and developmental goals embedded across classroom activities and daily centre and home routines for active participation and play.

EIPIC @Home

- For children who are too medically frail to attend centre programme or face high-risk family factors.
- Caregivers are required to accompany children during intervention.

EIPIC High Needs

- For children aged 0-6 with high support needs, Autism Spectrum Disorder, or disabilities and severe co-morbidities.
- Additional and intensive support at centre or home, with caregiver engagement.
- Goal of introducing social interaction in a group setting for centre programme within six months if child is ready.

EIPIC Under-2s (First Leap)

- Centre programme for children below two where accompanying caregivers are required.
- Caregiver training provided for effective intervention for home routines.
- Individual goals embedded across classroom and daily activities for more sustainable outcomes.
- Building parenting confidence and involvement in all-round intervention.
- Children will transit to EIPIC @Centre at age two.



Funded by

**MSF
NCSS**



Key statistics

1,165

Children for FY20/21

97.8%

Improved based on IEP

87%

*Graduated
from DS-Plus*

77%

*Transited to
recommended post-
EIPIC programme*

Caregiver survey:

95%

*Felt EIPIC improved
caregiving ability*

Development Support Plus (DS-Plus)

- For children who made sufficient progress in EIPIC @Centre to transit to receive intervention in a mainstream preschool.
- Focuses on children's timely transit and integration together with building mainstream preschools' capability and resources for supporting varying developmental needs.
- Families are encouraged to use effective day-to-day intervention, and understand and advocate for their children's needs.

Methodology

- Assessment and screening on suitability of child for intervention.
- Engaging caregivers on understanding assessment process and recommendation for intervention.
- Partnering and offering information to preschools to support developmental needs and maximise participation of children receiving intervention.
- Co-facilitating classroom activities with preschool teachers to implement strategies that better cater to both children receiving intervention and entire class.
- Effective intervention at home with caregiver engagement.
- Half-yearly parent-team conferences for updates and progress reviews.
- Reviewing next-school placements with psychological assessments, and workshops for caregivers and children on preparing for primary school education.

How we empower

Providing a comprehensive range of services within a single continuum.

Holistic and structured preschool engagement.

Offering specialised low vision, splint, feeding and hydrotherapy intervention services.

Social and emotional support for caregivers: orientation programme, parent support groups, family outings, Kopi Chat, Drop In Connect, Canteen project and Sib stations.

Number of families and preschools being helped by DS-Plus has tripled since implementation in all centres from FY19/20 after pilot phase.

Complimentary school readiness assessment for graduating children.

Involvement in national initiatives: Social Service SkillsFuture Tripartite Taskforce, MOH Curriculum Review Working Committee.

Organising committee for Early Intervention Conference 2021.

DS-LS | Development Support & Learning Support

Year started: 2012 (as Development Support Programme)

Providing intervention for preschoolers with or at risk of mild developmental delays within their preschool settings.

Aims

- Support children with mild developmental needs by focusing on their immediate environment to help them overcome their challenges holistically with parents, teachers and classmates.
- Offer therapy and learning support to help children generalise skills acquired during intervention for classroom application.
- DS provides children with focused, short-term specialised and individualised intervention (15 weekly sessions).
- LS focuses on building language, literacy, and fine motor and social skills (6 or 10 weekly sessions).

Programme

DS intervention

- Occupational, Speech and Language Therapy.
- Learning support, Educational Therapy.
- Psychologist intervention.
- Teacher, caregiver training.

LS

- Preschool outreach to existing and new centres.
- Briefing and training principals and teachers.
- Screening for children referred by preschools.
- Language, literacy, handwriting, social skills support.

How we empower

Equipping preschool staff to better understand child development and partnering caregivers for holistic intervention in the natural school setting.

DS interventionists coach teachers and caregivers to implement effective strategies that facilitate a child's learning and also provide theoretical and hands-on group training.

LS educators play an instrumental role in training preschool staff to identify developmental needs early for timely support.

Total of 79 preschools reached and engaged in screening and early identification.

Total of 964 teachers, parents and caregivers supported.



Funded by
ECDA
NCSS



Key statistics

406

Children for FY20/21

457

DS packages

48

LS packages

Caregiver survey:

97%

Satisfied

Kindle Garden

Year started: 2016

Singapore's first inclusive preschool for children aged 18 months to 6 years.

Aims

- Providing an accessible curriculum for both typically developing children and children with additional needs, encouraging them to embrace diversity and develop mutual respect and understanding.

Programme

- Little Explorers: 18-36 months (toddlers).
- Little Investigators: 4-6 years (kindergarteners).
- Accessible for all children including those with additional needs (e.g. Global Developmental Delay, Cerebral Palsy, Down Syndrome, hearing or visual impairment).
- 30% of places are reserved for children with additional needs.

How we empower

Volunteer and partner engagement: giving tokens of appreciation for staff at Enabling Village, texture making art activity and special planting exploration.

Accreditation

SPARK certification: 2018-2024.



Funded by
ECDA



Key statistics

63

Preschoolers
for FY20/21

Caregiver survey:

93%

Satisfied

AWWA School

Year started: 1979 (as Handicapped Children's Playgroup)

Special education for children aged 7-18 with multiple disabilities or autism.

Aims

- To maximise the potential for independence and improve quality of life of students with special needs.

Programme

- Structured academic, non-academic and CCA curriculum.
- Collaboration with community stakeholders for varied and richer learning (development, generalisation, adaptation).
- School-to-Work Transition Programme supports students and their families for positive employment outcomes post-graduation.

How we empower

Striving in the firm belief that every child has the potential to learn and excel, focusing on abilities not disabilities.

Satellite Partnership with Bowen Secondary School since 2012 develops interpersonal values for all through joint recesses, morning workouts, CCA and National Day observance ceremonies.

Resource & Training Centre toy and book library offers over 4,000 resource materials on special needs learning and about 1,000 modified toys.

Awards

Lee Kuan Yew Exemplary Student Award 2020: Daniel Bin Mohd Rizal.



Funded by

**MOE
NCSS**



Key statistics

322

Students for FY20/21

91%

of students met

75%

of IEP goals

SSCC | Special Student Care Centre

Year started: 2006 (as SMILES)

After-school care centre for students aged 7-18 with additional needs.

Aims

- Provide physical care and opportunities for social interaction in a safe environment for students with additional needs.
- Enrich quality of life through enrichment activities, life-skills training and outdoor activities.
- Offer caregivers respite and chance to return to the workforce.

Programme

- Cat and dog, art therapy.
- House craft, art and crafts.
- Modified sports, music and movement.
- Adaptive daily living skills.
- Social story, outdoor activities.

(Modified according to Covid-19 advisories.)

How we empower

Varied volunteer partnerships (virtual): Zumba, lantern making, storytelling, art and crafts, dance, games, fan decorating, scrapbook making.

Celebrations with volunteers (virtual): National Day, Mid-Autumn Festival, Halloween, Chinese New Year.

Participated in Community Chest Heartstrings Walk 2021.

Accreditation

CARF accreditation for child and youth day care: 2020-2023 (first accreditation: 2017-2020).

Singapore's only CARF-accredited special student care centre.



Funded by
MSF



Key statistics

49

Students for FY20/21

Caregiver survey:

98%

Agreed students' basic needs met

93%

Felt they had time for work, other activities

CIS | Community Integration Service

Year started: 1991 (as TEACH ME, Therapy & Educational Assistance for Children in Mainstream Education)

Breaking barriers to integration for the young with physical disabilities aged 7 and above in mainstream education.

Aims

- Support the integration of children and youths with physical disabilities and low vision into their schools and community to reach their fullest potential.
- Empower clients with skills for holistic development and promote supportive environments in collaboration with families, educators and community partners.

Programme

School integration (in partnership with MOE)

- Consultation and case conferences with school personnel to identify and address students' integration needs.
- Assessment, recommendations and training for school personnel and students on assistive technology.
- Facilitating access accommodation for school and national examinations.
- School transition support for children moving into a new educational setting.
- Increasing awareness in schools on disability issues.

Community integration

- Physiotherapy, Occupational, and Speech and Language Therapy.
- Psychological intervention.
- Functional numeracy, literacy, independent living skills training.
- Career guidance, counselling.
- Sport and enrichment.
- Caregiver training and support.

How we empower

Integration efforts are rendered in the natural environments of clients and families offering a unique model of collaboration at home, school and community.

Transdisciplinary team comprises therapists, educational guidance officers, psychologists, social workers and programme coordinators who provide a range of services that support clients' integration.

Contribution to development of MOE teachers from outreach, advocacy and training efforts recognised at Academy of Singapore Teachers (AST) Academy Awards 2020.

Total of 820 school visits and 3,815 home intervention/telepractice sessions.

Total of 273 caregiver support sessions.

Awards and accreditation

MOE AST Academy Awards 2020: Partner of AST Award.

CARF accreditation for psychosocial rehabilitation (children and adolescents): 2021-2023.



Funded by

MOE
MSF
NCSS



Key statistics

336

Students for FY20/21

336

Caregivers supported

Caregiver survey:

89%

Satisfied

FSC | Family Service Centre

Year started: 1970 (as Family Welfare Service)

Community-based service that provides help and support to individuals and families in need.

Aims

- Serve vulnerable and low-income individuals and families to help them achieve independence, stability and resilience.

Programme

- Information and referrals link families to appropriate help agencies and resources in the community.
- Casework and counselling involve individual and family consultations with social service professionals on personal, social and emotional challenges.
- Group work brings together individuals with similar challenges, needs and concerns to leverage overall dynamics for enhancing social functioning and coping better with challenges.
- Community programmes: Playpoint reaches out to children living in HDB rental apartments. AWWA Ambassadors give back to community as ex-client volunteers.

How we empower

Holistic approach helps all members of a family, supporting individual needs and comprehensively helping unit to function better within the community.

Used expressive arts therapy to engage families, offering an alternative mode of engagement other than talk therapy to allow clients to reach their inner world and find voice to their stories.

AWWA Ambassadors taught seniors to use video conferencing platforms to connect with family and friends.

Prevalent issues addressed for FY20/21 were homelessness, mental health concerns, family conflicts and family violence.

Total of 648 cases, 234 new. 338 enquiries for information and referrals.



Funded by

MSF

NCSS

Tote Board



Key statistics

648

*Families served
for FY20/21*

Client survey:

97.6%

Satisfied

91%

*Understood
challenges better*

85%

*Felt life improved with
FSC support*

Transitional Shelter

Year started: 2018

Temporary accommodation for homeless individuals and families.

Aims

- Offer temporary housing to homeless families or individuals who have exhausted all other means of securing accommodation.
- Provide social work intervention to address complex housing and social needs of residents to achieve long-term housing options.

Programme

- Casework and counselling: social workers work closely with families, especially during initial months after admission to strengthen family stability. Supporting families to secure long-term housing, improve employability and financial health, and keep children and youths meaningfully engaged in school.
- Group work and other activities: facilitating the building of social capital for families by regularly bringing families together to build community support. Introducing community partners to support families with skills and knowledge in areas such as budgeting, debt management and parenting.
- Post-discharge support (six months): creating transition plans and linking families to nearby Family Service Centres or other agencies for adjustment and stability.

How we empower

AWWA is one of three voluntary welfare organisations to be appointed as service provider for a transitional shelter.

New holistic approach improves on previous focus on housing with social work intervention and support from ex-clients to move residents forward.

Provide much-needed urgent child care for residents who are often single parents and have little family support.

Active donor and volunteer support: food contributions, grocery vouchers, art therapy, yoga sessions, cleaning and painting works (according to Covid-19 advisories).



Funded by
MSF
Tote Board



Key statistics

84

*Families served
for FY20/21*

74%

*Moved out within
nine months*

83%

Employed during stay

96%

*of eligible
dependents regularly
attended school*

Client survey:

97%

Satisfied

98%

*Understood
challenges better*

97%

*Felt life improved with
given support*

AWWA Village: Community of Care @Ang Mo Kio

Year started: 2020

Three-year pilot project to improve health and well-being of seniors using coordinated care.

Aims

- Offer focused intervention to targeted seniors with care issues such as non-compliance with medication, absence for medical appointments, repeated hospitalisation and living with poor social support.
- To equip seniors with relevant resources to continue to age independently and gracefully.

Programme

- Understanding ground needs of seniors in the community through door-to-door visitation.
- Establishing a network of service providers and developing structured protocols for seamless care transitions.
- Upcoming centre will provide a communal gathering point and engage seniors in the neighbourhood. Clients who registered were referred to HAPPY Exercise.

How we empower

Seniors are proactively reached, profiled for their care needs and are connected with different services based on their individualised health and social needs.

Upcoming facility will offer a high-tech community gym and resource centre with end-to-end solutions for helping persons with dementia.

Communal shared space will encourage social participation of seniors and advocate for future senior volunteers.

22 seniors participated in HAPPY Exercise. 12 caregivers supported.



Funded by

AIC



Key statistics

577

Residents reached

145

Seniors profiled for care needs

SCH | Senior Community Home

Year started: 1976 (as Ang Mo Kio Community Home)

Accommodation for elderly aged 60 and above who are on Public Assistance Scheme, or have no family or means of financial support for housing.

Aims

- Provide supportive environment for seniors who wish to live independently for as long as possible in their community.
- Meet physical, psychological and emotional needs of seniors without alternative housing to facilitate their integration and prevent premature admission into a nursing home.
- Offer services and care that are person-centred (high-touch), community-integrated (high volunteer/partner involvement) and team-based (multidisciplinary).
- Empower residents to care for their own flats and daily living needs.

Programme

- Regular health supervision, screening.
- Physical and mental exercises and activities.
- Guidance and counselling on challenges of ageing.
- Complementary Physiotherapy, Occupational and Speech Therapy, and TCM intervention.
- Recreational activities and community projects including urban hydroponic farming.
- 24-hour nursing assistance.

How we empower

Community home is housed within a block of HDB rental flats, enabling elderly residents to remain integrated with the larger community in which they live.

Independence: seniors take care of own daily living needs, choose to participate in activities based on interests, contribute to smooth running of home and help one another with mobility, cognitive issues.

Safety and empowerment: medical escort and assistance with fire evacuation, gardening and events.

Dedicated group of volunteers including doctors, TCM physicians and urban farming specialists.

Total of 782 activities organised with 148 active participants.



Funded by

**MSF
NCSS**



Key statistics

148

Residents for FY20/21

Service survey:

100%

Satisfied

HPCS | Home Personal Care Service

Year started: 2014 (as Personal Care Service, Disability)

Serving adult PWD aged 16 and above, and elderly who are frail and home-bound, who have little or no caregiver support.

Aims

- To support elderly persons and adult PWD, and their caregivers for independent living and prolonging their ability to stay integrated within the community.
- Provide quality care within clients' homes, assistance and companionship to help age in place.
- Offer island-wide coverage for services.

Programme

- Mind stimulation activities.
- Personal hygiene support (showering, bed bath).
- Physical maintenance exercises as prescribed by therapist.
- Companionship and recreational activities.
- Light grocery shopping, housekeeping.

How we empower

Serving clients with little or no caregiver support who are not attending a school, day activity centre, day rehabilitation centre, or day care centre, and are mostly home-bound.

Only service that caters to both the elderly and adult PWD. Service coverage is island-wide.



**Funded by
MOH**



Key statistics

120

Clients for FY20/21

Service survey:

97.3%

Satisfied

Caregiver survey:

98%

Satisfied

PCS(S) | Personal Care Service (Seniors)

Year started: 2014 (as Care Closer to Home)

Holistic, client-centric and close-to-home care for seniors to age gracefully in the community.

Aims

- Cater to seniors living in rental flats at Blk 123, 125 Ang Mo Kio Ave 6.
- Leverage existing community services for home- and centre-based interventions.
- Reduce incidences of unplanned readmission.
- Facilitate smooth transition back into community post-hospitalisation.
- Delay institutionalisation through delivery of personal care services and care coordination.

Programme

- Assistance with ADL.
- Personal hygiene support, purchasing meals and groceries.
- Supporting ambulation and transfers.
- Basic nursing and health services.
- Mind stimulation activities, simple maintenance exercises.
- Case coordination, medical escort.

How we empower

Providing comprehensive and accessible care for seniors living in close proximity.

469 seniors reached and 443 have enrolled since inception.

Served 112 seniors and delivered 1,865 services on average per month.



Funded by
MOH



Key statistics

342

Clients for FY20/21

Service survey:

94%

Satisfied

DDCC | Dementia Day Care Centre

Year started: 2015 (Ang Mo Kio), 2018 (Yishun)

Maintenance day care services for persons with mild to severe dementia.

Aims

- Use person-centred care approach to offer individualised and holistic care to address mild to severe dementia.
- Slow down the deterioration of clients' physical and mental functions to delay the need for institutionalisation.
- Seek to provide respite for caregivers of elderly persons diagnosed with dementia.

Programme

- Occupational Therapy and music therapy, social and recreational activities.
- Centre-based nursing, case management, caregiver support.
- Starting Care Beyond Walls (CBW) project.

How we empower

Person-centred care approach focuses on interpersonal relationships and preparing customised activities based on clients' interests and life experiences, and caregiver interviews.

With CBW, starting the journey to explore and deepen person-centred care through piloting service quality improvements, extended hours, weekend client-family recreation, co-developing activities, client volunteering, professional consultations and referrals, and offering public space for community use.

Circuit Breaker initiatives included an online caregiver workshop, contacting clients and caregivers at least once a week and providing client centre memo for safe distancing ambassadors in the event of non-mask adherence.

DDCC Yishun was selected and functioned as a designated day care centre from 8-26 June 2020 for vulnerable seniors extending to external service providers as part of Covid-19 Circuit Breaker.



Funded by

MOH



Key statistics

208

Clients for FY20/21

2,617

Participants for activities

**DDCC Ang Mo Kio
caregiver survey:**

100%

Satisfied

**DDCC Yishun
caregiver survey:**

98%

Satisfied

RDCC | Rehab & Day Care Centre

Year started: 1998 (as READYCARE centre)

Supports persons with physical disabilities and seniors with dysfunctions and post-hospitalisation rehabilitation.

Aims

- Maximise potential of seniors with structured rehabilitation supported by a multidisciplinary team.
- Engage seniors through social and recreational activities.
- Support caregivers using assessments, training and referral services.

Programme

- Physiotherapy, Occupational and Speech Therapy.
- Maintenance day care, group and individual exercises and games, social and recreational activities.
- Case management, caregiver support, transport service.

How we empower

Virtual family conference for caregivers held in May and June 2020 for updates and care planning.

Project Gym Tonic uses high-tech equipment and IT systems for strength training, efficient intervention and documentation to improve, maintain and delay the deterioration of functional ability of seniors.

Ongoing collaboration with National Neuroscience Institute to provide cognitive training for post-stroke clients.

Pre-enrolment Go Respite pilot project supports caregivers to plan in advance for respite care.

Signed LOA with National University of Singapore to make RDCC a SMART centre by converting manual exercise devices into smart ones.

Signed LOA with Tan Tock Seng Hospital to be part of cluster lead for One Rehab projects (Hip Fracture Bundle Plus, Total Knee Replacement).



**Funded by
MOH**



Key statistics

479

Clients for FY20/21

400

Caregivers supported

Service survey:

100%

Satisfied

Caregiver survey:

100%

Satisfied

IHDC | Integrated Home & Day Care

Year started: 2016

Comprehensive home- and centre-based care for seniors.

Aims

- To delay the institutionalisation of seniors in nursing homes.
- Support ageing at home for seniors to continue pursuing activities that they enjoy, allowing them to maintain their independence and autonomy within their communities.

Programme

- Case management, care coordination.
- Day care services: social activities, maintenance rehabilitation.
- Home care and support: medical and personal care, nursing, meal delivery, medical escort.
- Dementia care: cognitive exercises, maintenance activities.
- Caregiver training and support.
- After-hours helpline.

How we empower

One-stop service for clients with multiple care needs and their caregivers with flexibility of selecting or combining centre- or home-based care.

Seamless transition to more home-based support in event of clients' condition deteriorating.

Attends to and manages clients' nursing needs and acute or chronic medical conditions.



Funded by
AIC



Key statistics

46
Clients for FY20/21

46
Caregivers supported

SAC | Senior Activity Centre

Year started: 1997

Drop-in centre for low-income seniors to be meaningfully engaged through social and recreational activities, and community programmes.

Aims

- Support low-income seniors in remaining integrated in society, improve their quality of life and prevent social isolation.

Programme

- Active ageing: exercise, brain-stimulating activities, health and safety talks, digital literacy workshops.
- Volunteer-led recreational activities and outings, birthday and festive celebrations.
- Meal provision and food distribution.
- Handicraft interest group.
- Outreach, case management, information and referral.
- Home visits and monitoring for frail seniors.

How we empower

Focusing on enabling seniors to be active and contribute with leadership roles in hosting games, sanitising equipment and serving meals.

Seniors volunteered in the community and supported the preparation of desserts for clients of DDCC.

Handicraft interest group gives seniors opportunities for craftwork and to showcase their talents and efforts in charity sales.

Digital literacy workshops increased seniors' social connectivity.



Funded by
MOH



Key statistics

236

Clients for FY20/21

Service survey:

93%

Satisfied

CREST | Community Resource Engagement & Support Team

Year started: 2019

Mental health outreach and safety network for adults aged 40 and above in Woodlands and Sembawang. Incorporated pilot project Silver Station from 1 October 2020.

Aims

- To reach out to at-risk or affected residents and their caregivers on the early recognition of signs and symptoms of dementia, depression and other mental health conditions.
- Provide information and linkages to appropriate mental health care and social support networks.

Programme

- Public awareness events to inform and educate.
- Mental health screening for early detection of signs and symptoms of mental health conditions.
- Information, emotional support, service linkage and follow-up with seniors and caregivers.
- Networking, engagement and coordinating mental health education for community partners.

How we empower

Striving to build a dementia-friendly neighbourhood with on-the-ground initiatives that engage community partners and form a support network.

Total of 17 outreach events organised (12 online).

1,289 people reached with information on dementia and mental health, 285 home visits made.

10 volunteers trained and inducted as Dementia Champions, involved in home visits for sensory therapy or befriending.



Funded by
AIC



Key statistics

215
Clients for FY20/21

66
Caregivers supported

99
Callers for national care hotline

Service survey:

100%
Satisfied

Outreach talks survey:

100%
Responded useful and engaging

IRENE | Integrated Resource Network (CREST @Yio Chu Kang)

Year started: 2017

Promoting mental wellness among those aged 50 and above living in Yio Chu Kang constituency.

Aims

- Increase awareness about good mental well-being among seniors at risk of being socially isolated.
- Promote active ageing and social connectivity through preventive physical health and cognitive stimulation activities.
- Reach out to older persons at risk of or diagnosed with mental health conditions through early detection of signs and symptoms, and provide follow-up support.

Programme

- Outreach activities for seniors and caregivers to promote awareness on importance of good mental well-being.
- Screening to support early detection of signs and symptoms of mental health conditions.
- Information and emotional support to seniors and caregivers with linkages to appropriate community resources.
- Active ageing: physical exercise, brain-stimulating activities, social connectivity, dietary advice.
- Ocarina workshops, berry tart making, yoga sessions, upcycling workshops, digital literacy classes.
- Weekly preventive programmes: Walkie Talkie Club, Age Well Everyday, HAPPY Exercise.

How we empower

Striving to maintain status of household name in Yio Chu Kang with our active network of seniors and volunteers.

IRENE continues to provide mental health and wellness programmes to engage seniors, converting to CREST @Yio Chu Kang in FY20/21 has enabled additional casework follow-up to strengthen support to seniors and their caregivers.

Total of 38 unique preventive health activities conducted (15 online).

Total of 9 outreach events (8 online), 408 people given health information, 61 home visits made.



Funded by

AIC



Key statistics

320

Clients for FY20/21

21

Caregivers supported

90

Callers for national care hotline

Service survey:

97%

Satisfied

Outreach talks survey:

100%

Found useful and engaging

AWWA's journey

- Asian Women's Welfare Association (Association) founded
- Family Welfare Service started to help vulnerable families, now called Family Service Centre

Ang Mo Kio Community Home established to shelter disadvantaged elderly, now known as Senior Community Home

Handicapped Children's Playgroup formed for kids with multiple disabilities and autism, renamed AWWA School

AWWA began operating out of first permanent premises at 9 Norris Road

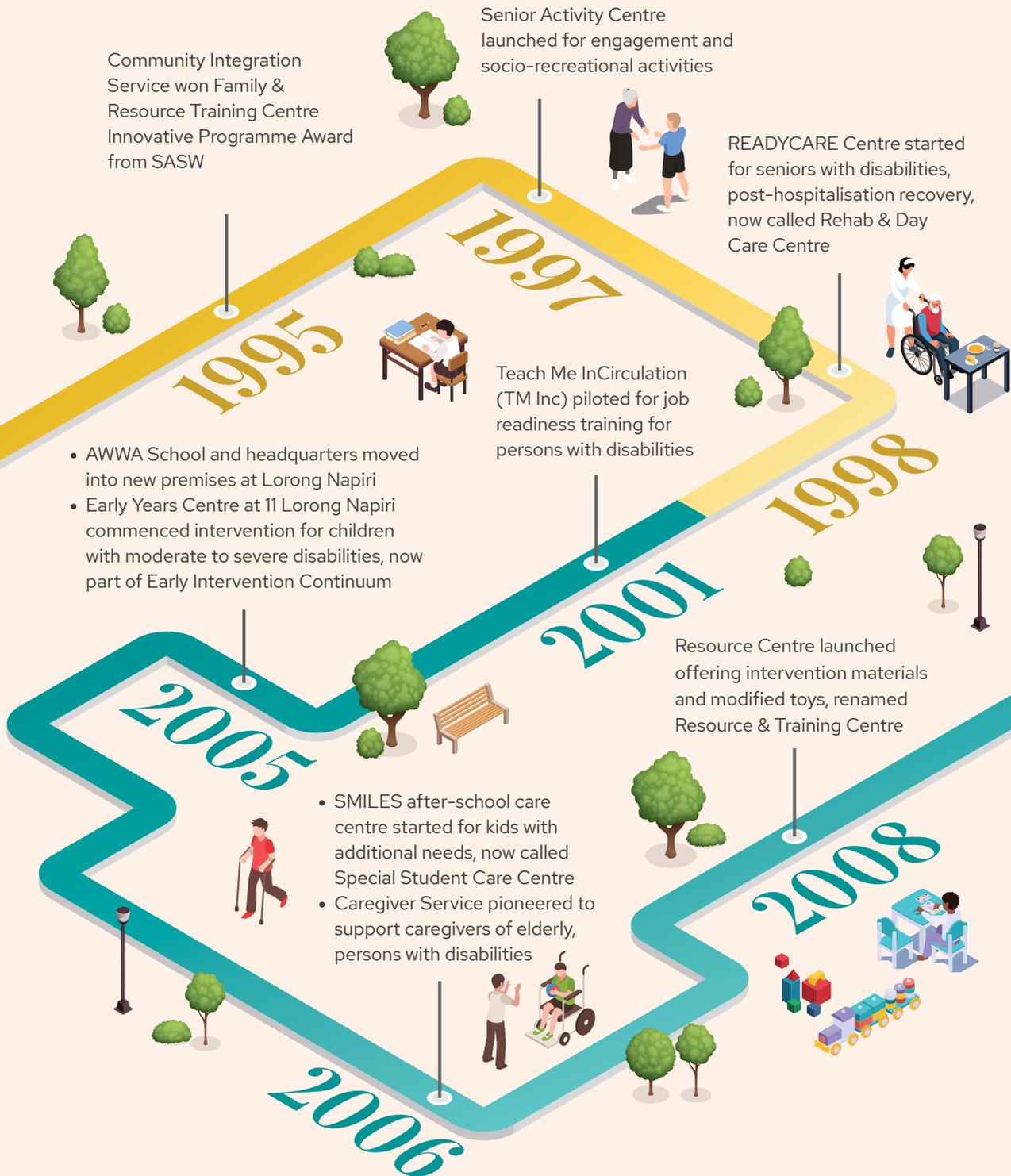
Association registered as charity

TEACH ME (Therapy & Educational Assistance for Children in Mainstream Education) pioneered, renamed Community Integration Service

AWWA School received United Nations Community Excellence Award



through the years



- AWWA conferred inaugural President's Award for Volunteerism & Philanthropy (Non-profit)
- Rehab & Day Care Centre accredited by MOH
- AWWA appointed to trio of agencies to pilot Development Support Programme for children with mild developmental needs, now called Development Support & Learning Support



EXCElerate services launched for young adults to enhance psychosocial and emotional development



2012

- Personal Care Service (Disability/Disability Plus) entered adult disability sector, Personal Care Service (Disability) developed into Home Personal Care Service
- Care Closer to Home piloted to provide community-based assistance for seniors, now known as Personal Care Service (Seniors)

2010



2014

- AWWA Ltd (AWWA) incorporated as subsidiary by Association to be company limited by guarantee, registered charity and IPC
- Dementia Day Care Centre in Ang Mo Kio launched for clients with mild to severe dementia
- Allied Health Professional Group established as manpower hub for internal programmes and external agencies
- Me Too! Club initiative piloted by Personal Care Service (Disability Plus) to enhance recreation for persons with disabilities

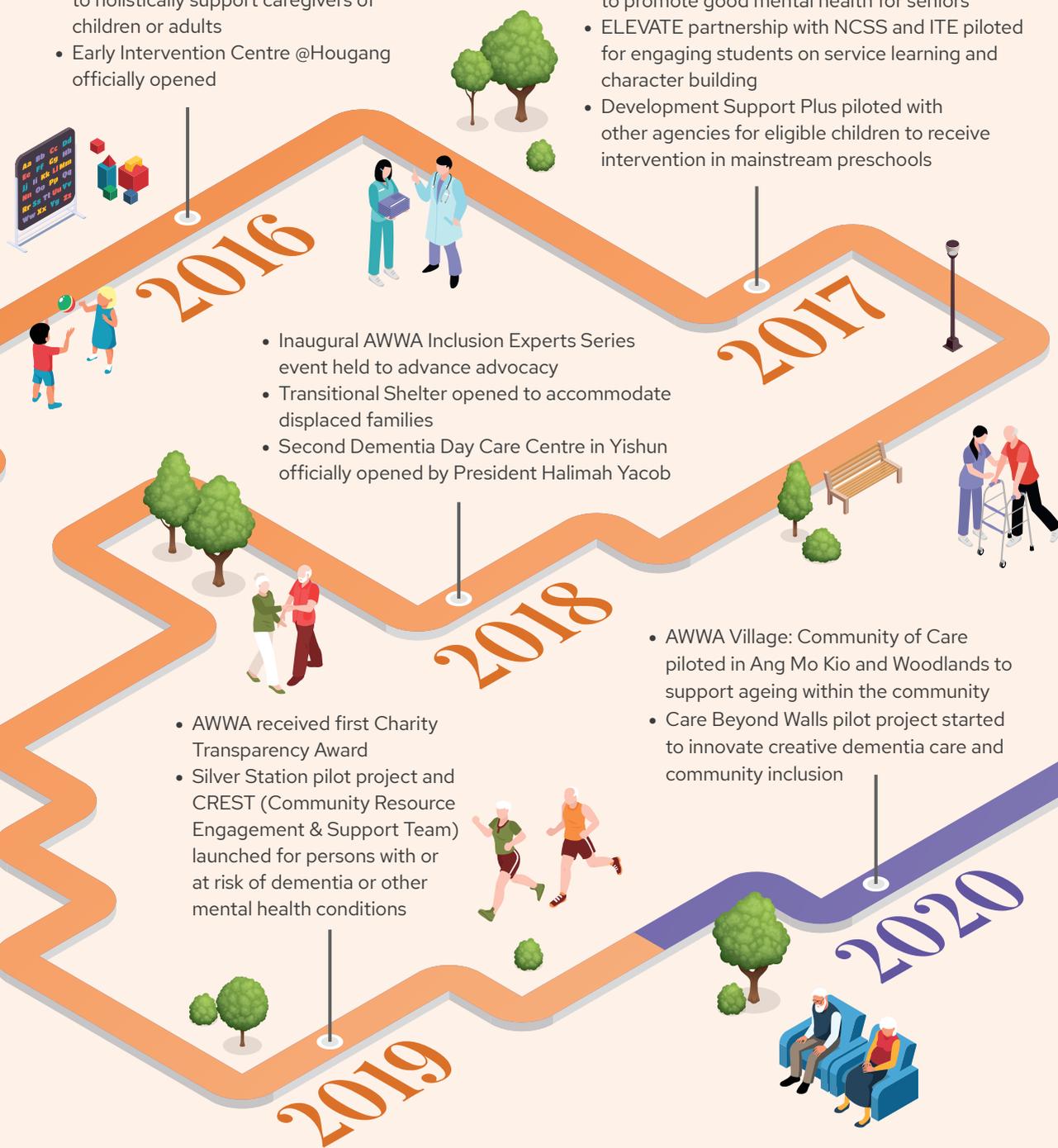


2015



- Integrated Home & Day Care Centre launched to support ageing at home
- Kindle Garden started as first Singapore preschool to reserve places for children with additional needs
- Caregiver Service (Disability) piloted to holistically support caregivers of children or adults
- Early Intervention Centre @Hougang officially opened

- Early Intervention Centre @Kim Keat launched
- Early Intervention Centre @Fernvale officially opened as AWWA's third and largest centre
- Special Student Care Centre first in Singapore to be accredited by CARF
- IRENE (Integrated Resource Network) launched to promote good mental health for seniors
- ELEVATE partnership with NCSS and ITE piloted for engaging students on service learning and character building
- Development Support Plus piloted with other agencies for eligible children to receive intervention in mainstream preschools

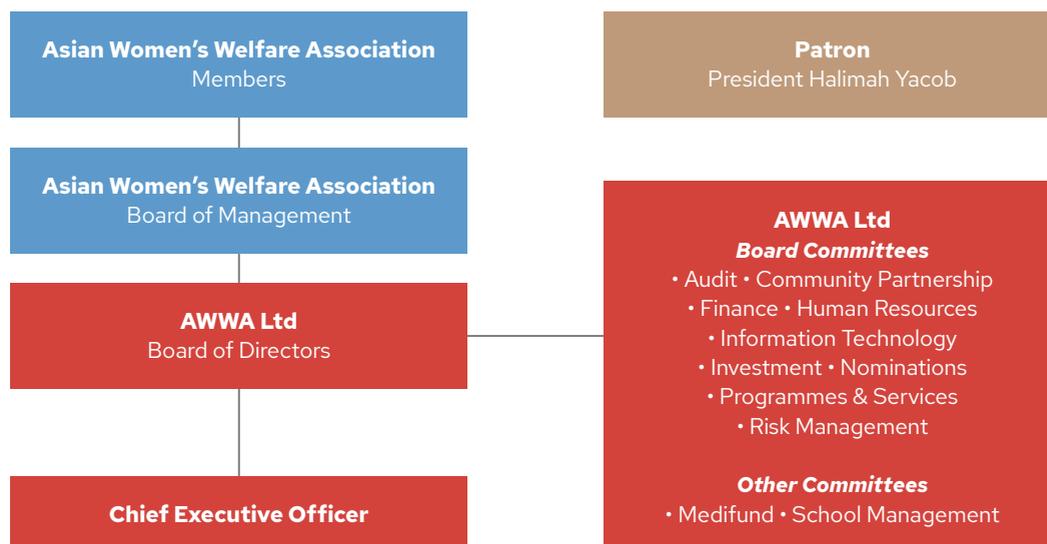


- Inaugural AWWA Inclusion Experts Series event held to advance advocacy
- Transitional Shelter opened to accommodate displaced families
- Second Dementia Day Care Centre in Yishun officially opened by President Halimah Yacob

- AWWA received first Charity Transparency Award
- Silver Station pilot project and CREST (Community Resource Engagement & Support Team) launched for persons with or at risk of dementia or other mental health conditions

- AWWA Village: Community of Care piloted in Ang Mo Kio and Woodlands to support ageing within the community
- Care Beyond Walls pilot project started to innovate creative dementia care and community inclusion

Corporate structure



Board of management of the Association

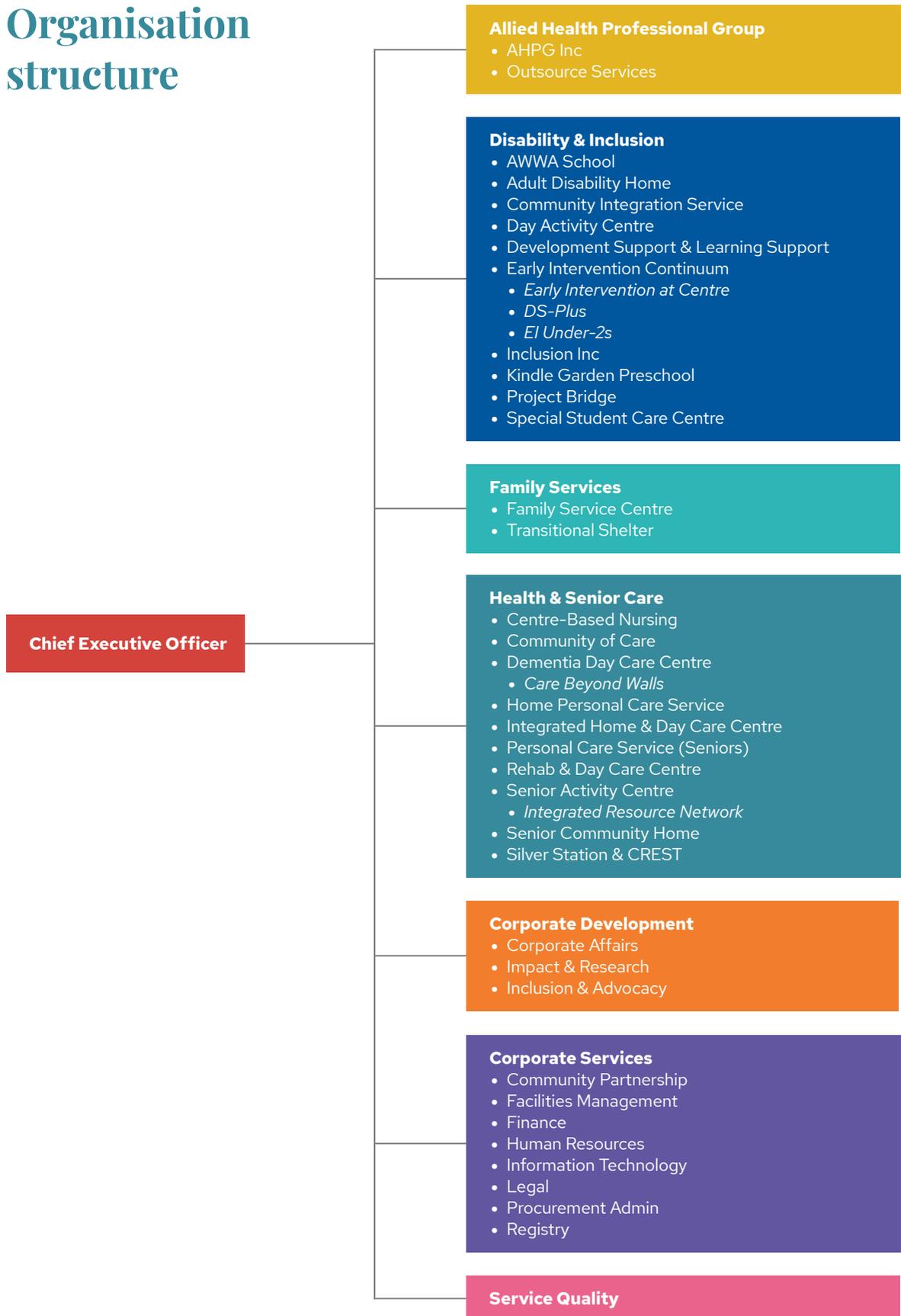
Name	Current Designation	Year of First Appointment to the Board	Board of Management Meeting Attendance*
Ms Chung Wei Han	President	2011	4/4
Mrs Rosana Quek	Honorary Secretary	2011	4/4
Ms Ng Chin Yu	Honorary Treasurer	2015	4/4
Ms Ayadurai Jeyamalar	Member	2012	3/4
Mr Natarajan Subramaniam	Member	2009	4/4
Ms Beatrice Chen (Resigned 26/11/2020)	Member	2013	3/3

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the Association member resigned from the Board of Management 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 on the Board of AWWA ("AWWA Board" or "Board") should be taken into account when considering the number of years a director has served in AWWA. As at 30 July 2021, Natarajan Subramaniam has served on the AWWA Board for more than 10 consecutive years.

The Nominations Committee has reviewed and concluded that AWWA will continue to benefit from Natarajan Subramaniam continuing as a director of the AWWA Board. His knowledge of AWWA's history, developments and operations will continue to provide the Board with valuable insights and direction. The AWWA Board has accepted the recommendation of the Nominations Committee.

Organisation structure



Board directors of AWWA



Ms Chung Wei Han

Chairman & Ex Officio
for all Board Committees



Mrs Rosana Quek

Vice Chairman & Chairperson
of School Management
Committee & Programmes and
Services Committee



Mr Chan Wai Leong

Board Director & Chairperson
of Nominations Committee



Ms Beatrice Chen

Board Director & Chairperson
of Community Partnership
Committee



**Ms Ayadurai
Jeyamalar**

Board Director & Chairperson
of Human Resource Committee



Ms Ng Chin Yu

Board Director & Chairperson
of Finance Committee

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detailed profiles



**Mr Natarajan
Subramaniam**

Board Director & Chairperson
of Risk Management
Committee



Ms Eleanor Lee

Board Director & Chairperson
of Audit Committee



Ms Loy Wee Khim

Board Director & Chairperson
of Investment Committee
and Treasurer of School
Management Committee



Mr James Woo

Board Director & Chairperson
of Information Technology
Committee



**Mr Chng
Lay Chew**

Board Director



Ms Lim Sok Hia

Board Director



**Ms Varsha
Bipinchandra**

Board Director

Board directors of AWWA

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Ms Chung Wei Han	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • More than 20 years in Corporate Finance, M & A, Commercial Law • Worked in KhattarWong, Clifford Chance, Baker and Mckenzie, B&Q PLC • 1 August 2020 to present: Board Director, National Council of Social Service • LLB (Hons), National University of Singapore
	Chairman*	14/9/2019		
Mrs Rosana Quek	Board Director	11/2/2015	6/6	<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 February 2017 to present: Member, St Luke's Hospital Investment Committee • 26 January 2017 to present: Non-Executive Board Director, Vanguard Health Fund Ltd • 1 July 2016 to present: Chairperson, Vanguard Healthcare Medifund Committee • April 2009 to present: Member, Financial Investment Panel, Methodist Church in Singapore • 1 December 2019 to present: Board Director, St Luke's Hospital • 1 February 2020 to present: Treasurer, St Luke's Hospital • BSc (First Class Hons) in Economics, London School of Economics • MSc in Management Science, Imperial College, London
	Vice Chairman	14/9/2019		
	Chairperson of School Management Committee	13/3/2017		
	Chairperson of Programmes and Services Committee	15/9/2019		
Mr Chan Wai Leong	Board Director	11/2/2015	5/6	<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 MEng, Cornell University
	Chairperson of Nominations Committee	29/5/2015		

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Ms Beatrice Chen	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> Community volunteer Media and Marketing Communications (broadcast) Business Support roles Worked in MediaCorp and Russell Reynolds Associates 1 July 2019 to present: Board Director, Assisi Hospice BA, University of British Columbia
	Chairperson of Community Partnership	15/9/2019		
Ms Ayadurai Jeyamalar	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> 10 years in Public Sector: Ministry of Finance, Public Services Division, Civil Service College 20 years in Private Sector: DBS, UBS, SGX and SingPost 15 years of consulting experience BA, National University of Singapore MSc, Organisation Development, University of Sheffield
	Chairperson of Human Resources Committee	29/5/2015		
Ms Ng Chin Yu	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> 15 years in Accounting and 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, Cranfield School of Management
	Chairperson of Finance Committee	27/7/2017		
Mr Natarajan Subramaniam	Board Director	24/4/2015	6/6	<ul style="list-style-type: none"> Fellow of the Institute of Chartered Accountants in England and Wales and Institute of Singapore Chartered Accountants 26 years with Ernst & Young from 1967 Thakral Corporation Ltd – Board Member (from 1995), Chairman (from 2012) BA, University of Malaya
	Chairperson of Risk Management Committee	27/5/2016		

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Ms Eleanor Lee	Board Director	18/9/2017	6/6	<ul style="list-style-type: none"> • Partner, Ernst & Young LLP • More than 25 years' experience • Government and Public Sector Assurance Leader for Ernst & Young Singapore and Asean • Quality Enablement Leader (QEL) for Ernst & Young Singapore • Chairman of Singapore Annual Report Awards' panel of judges • Board Director of Singapore International Chamber of Commerce • Fellow of the Institute of Singapore Chartered Accountants • BAcc (Hons), National University of Singapore
	Chairperson of Audit Committee	18/9/2017		
Ms Loy Wee Khim	Board Director	20/9/2017	6/6	<ul style="list-style-type: none"> • 30 years in Risk Management and Controls • Team Leader in Credit Control and Risk Analysis Departments in HSBC and Bank of China • BAcc, National University of Singapore
	Chairperson of Investment Committee	20/9/2017		
	Treasurer of School Management Committee	1/4/2020		
Mr James Woo	Board Director	1/1/2019	4/6	<ul style="list-style-type: none"> • Vice President, Digital Delivery Business Unit, NEC APAC • CIO for 25 years in various organisations such as Farrer Park Hospital, MOH Holdings, National Healthcare Group, StarHub and Indovision • 2017 to May 2019: Member of SGTECH TeSA Sector Committee for Healthcare • BA, Mathematics, Concordia College, New York
	Chairperson of Information Technology Committee	1/1/2019		

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Mr Chng Lay Chew	Board Director	18/9/2020	3/3	<ul style="list-style-type: none"> • More than 35 years of international experience in the financial industry • Worked in JP Morgan, DBS Bank and Singapore Exchange • Board experience in listed and private companies • Board Member and Chairman, Audit and Risk Committee, IREIT Global Group Pte Ltd • Board Member, NUHS Fund Ltd • Advocate for development of the accounting profession in Singapore. Past Board member of the Singapore Accounting Commission and past President of CPA Australia Singapore Division • Fellow of Chartered Accountants Australia and New Zealand and Institute of Singapore Chartered Accountants • Member, Appointments Council, CPA Australia • BCom, Victoria University of Wellington, New Zealand
Ms Lim Sok Hia	Board Director	18/9/2020	3/3	<ul style="list-style-type: none"> • 40 years' experience in the financial industry at DBS and HSBC managing Credit, Risk, Compliance and Governance • Member, Vanguard Healthcare Medifund Committee • BAcc (Hons), National University of Singapore
Ms Varsha Bipinchandra	Board Director	18/9/2020	3/3	<ul style="list-style-type: none"> • More than 30 years experience in Finance, Risk and Governance in local and global MNCs • Chartered Financial Analyst • BAcc (Hons), National University of Singapore

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

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

Janice Ang and Claire Lim ended their term of appointment as AWWA Board Director on 19 September 2020.

Board committees

Audit		Committee Meeting Attendance*
Ms Eleanor Lee	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Ms Patricia McKean	Member	3/3
Professor Ma Kheng Min	Member (Appointed 5/6/2020)	2/3
Ms Varsha Bipinchandra	Member (Appointed 30/7/2020)	2/2
Ms Chung Wei Han	Ex Officio	2/3

Community Partnership		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson	4/4
Ms Kemmy Koh	Vice Chairperson	4/4
Mr Puneet Singh	Member	2/4
Mrs Maureen Chan	Member	3/4
Mrs Elizabeth Choy	Member	4/4
Ms Clara Yue	Member	4/4
Ms Shan Tjio	Member	4/4
Ms Diana Neo	Member	2/4
Ms Woo Sin Yue	Member	4/4
Ms Chung Wei Han	Ex Officio	4/4

Finance		Committee Meeting Attendance*
Ms Ng Chin Yu	Chairperson	3/3
Ms Lim Sok Hia	Member (Appointed 29/5/2020)	3/3
Ms Loy Wee Khim	Member	3/3
Ms Sheila Ng	Member	3/3
Ms Tio Guat Kuan	Member	3/3
Mr Charles Yap	Member	1/3
Ms Clara Yue	Member (Resigned 23/9/2020)	3/3
Ms Chung Wei Han	Ex Officio	3/3

Human Resources		Committee Meeting Attendance*
Ms Ayadurai Jeyamalar	Chairperson	3/3
Mr Jayakody Vengadaselam	Member	3/3
Ms Angie Tan	Member	2/3
Ms Leona Tan	Member (Appointed 7/1/2021)	1/1
Mr Paul O'Malley	Member (Resigned 12/1/2021)	2/2
Ms Chung Wei Han	Ex Officio	3/3

Information Technology		Committee Meeting Attendance*
Mr James Woo	Chairperson	2/3
Mr Stan Lin	Member	1/3
Mr Joseph Choo	Member	3/3
Mr Vincent Lee	Member	3/3
Mr Chan Wai Leong	Member	3/3
Mr Ho Khai Leng	Member	3/3
Ms Chung Wei Han	Ex Officio	3/3

Investment		Committee Meeting Attendance*
Ms Loy Wee Khim	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Mrs Rosana Quek	Member	3/3
Ms Chung Wei Han	Ex Officio	1/3

Nominations		Committee Meeting Attendance*
Mr Chan Wai Leong	Chairperson	3/3
Ms Saleemah Ismail	Member	3/3
Mr Yoon Wai Nam	Member	3/3
Mr Syed Ali Abbas	Member	3/3
Ms Janice Ang	Member (Resigned 9/10/2020)	1/2
Ms Chung Wei Han	Ex Officio	1/3

Programmes and Services		Committee Meeting Attendance*
Mrs Rosanna Quek	Chairperson	5/5
Ms Ayadurai Jeyamalar	Member	5/5
Ms Ng Chin Yu	Member	5/5
Mr Natarajan Subramanian	Member	5/5
Dr Chen Shiling	Member	4/5
Ms Lim Sok Hia	Member	5/5
Professor Ma Kheng Min	Member	5/5
Dr Eunice Tan	Member (Appointed 29/6/2020)	3/3
Ms Genevieve Tan McCully	Member (Resigned 18/5/2021)	4/5
Ms Chung Wei Han	Ex Officio	5/5

Risk Management		Committee Meeting Attendance*
Mr Natarajan Subramanian	Chairperson	3/3
Mr Gilbert Ponniah	Member	1/3
Ms Wong Toon Kok	Member	3/3
Mrs Rosana Quek	Member	3/3
Ms Kay Pang Ker-Wei	Member	3/3
Ms Varsha Bipinchandra	Member (Appointed 29/5/2020)	3/3
Ms Chung Wei Han	Ex Officio	3/3

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the Board committee members were appointed or resigned during the financial year, the number of meetings scheduled may vary.

Other Committees

Medifund		Committee Meeting Attendance*
Ms Tio Guat Kuan	Chairperson	2/2
Ms Low Wai Peng	Member	2/2
Ms Koh Hui Ngo	Member	2/2

School Management		Committee Meeting Attendance*
Mrs Rosana Quek	Chairperson	6/6
Dr Eunice Tan	School Supervisor (Appointed 1/9/2020)	6/6
Ms Loy Wee Khim	Honorary Treasurer (Appointed 1/4/2020)	6/6
Mrs Ruby Seah	Secretary / School Principal	6/6
Ms Clara Yue	Member	6/6
Mr J R Karthikeyan	Member	6/6
Ms Morene Sim	Member, National Council of Social Service	5/6
Ms Veronica Ho	Member, Ministry of Education Representative (Appointed 8/12/2020)	2/2
Mr Leow Wen Pin	School Supervisor (Resigned 1/9/2020) Member (Appointed 1/9/2020, Resigned 31/3/2021)	2/2 3/4
Ms Janice Beh	Member, Ministry of Education Representative (Resigned 8/12/2020)	4/4

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the committee members were appointed or resigned during the financial year, the number of meetings scheduled may vary.

CEO & leads



**Mr J R Karthikeyan
(Karthik)**
CEO & Ex Officio of
Board and Board
Committees



Mrs Selina Foong
Chief Operating
Officer



Mr Edwin Yim
Director
Early Intervention



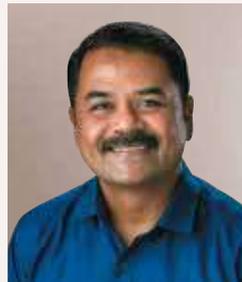
Ms Ng Lee Lee
Acting Deputy Director
Adult Disability
& Inclusion



Ms Huixia See Toh
Assistant Director
Family Services



Ms Michelle Yeo
Head
Human Resources



Mr Sairam Azad
Acting Director
Health & Senior Care



Mrs Ruby Seah
Principal
AWWA School



Ms Pooja Bhandari
Deputy Director
Corporate
Development



Ms Joyce Lum
Deputy Director
Allied Health
Professional Group &
Corporate Services



Scan QR code for
detailed profiles

Total Annual Remuneration for Top 3 Senior Executives

Remuneration Bands	No of Executives
S\$100,000 - S\$199,999	1
S\$200,000 - S\$299,999	1
S\$300,000 - S\$399,999	1

Board Meeting Attendance of CEO

Name	Designation	Date of Appointment	Board Meeting Attendance	Qualification and Experience
Mr J R Karthikeyan	Chief Executive Officer*	1/1/2019	6/6	<ul style="list-style-type: none"> Experienced clinician with over 20 years of comprehensive experience managing cross functional teams in multiple countries Social Service Fellow Council member of Allied Health Professions Council BOT, Annamalai University MFSc, University of Madras Alumni, Harvard Business School General Management Programme

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

Appointments

Appointment	Name	
Chief Operating Officer	Mrs Selina Foong	Appointed (1/1/2021)
Head, Human Resources	Ms Michelle Yeo	Appointed (1/1/2021)
Acting Director, Health & Senior Care	Mr Sairam Azad	Appointed (1/7/2021)
Acting Deputy Director, Adult Disability & Inclusion	Ms Ng Lee Lee	Appointed (1/7/2021)
Deputy Director, Allied Health Professional Group (Operations) & Youth Disability	Mr Manoj Pathnapuram	Resigned (31/3/2021)

Corporate governance

COMPOSITION OF THE BOARD

The Association is managed by a Board of Management comprising five members elected for two-year terms at the annual general meetings. All five members are Directors of the AWWA Board but do not comprise more than half of the total number of directors on that Board.

Members of the AWWA Board are recruited from diverse fields for their different backgrounds and experiences. They come together as one bringing with them abilities and skillsets in areas such as finance, accounting and audit, legal, organisational development and human resource management, information technology and media and communications. This diversity helps the Board 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 member of AWWA is a Director. The CEO is an ex officio member who has the right to attend all Board and Board Committees 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'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 in FY21/22.

No Director shall serve as the Chairman of the AWWA Board 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

A board evaluation was conducted internally in December 2019 through a comprehensive survey questionnaire and post-evaluation discussions with each Director. The evaluation was completed in January 2020. There was a good diversity of opinions and overall scores showed consensus on many areas such as strategic direction, key priorities and succession.

The Board will conduct another evaluation in 2022.

DUTIES AND RESPONSIBILITIES OF THE BOARD AND BOARD COMMITTEES

The Board assumes responsibility for the stewardship of AWWA and strives to fulfil its mission.

It is responsible for setting the overall direction and strategy of AWWA 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 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 Service Leads, 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. Strategic 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, Critical Incident Management Policy and Risk Management Framework;
- d. Programmes, Services and Investments - Approval of new and cessation of existing programmes and services;
- e. Financial reporting and controls - Approval of changes in the accounting policies or practices, changes in the financial approval limits and bank signatories, 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 six times.

All new Directors and Board Committee members are given a board induction kit which contains organisational information such as Board and Committee contacts, the Constitution of the Company, Terms of Reference and Regulations of Board Committees, the Conflict of Interest Policy, Whistle-blowing Policy, Ethical Code of Conduct, amongst others. In addition, they are encouraged to attend a series of induction sessions where they are introduced to AWWA's services, the CEO and Service Leads. From time to time, Directors are encouraged to attend training conducted by external parties relevant to their role on the board.

The committees established by the Board comprise of the following-

AUDIT

Terms of Reference

The Audit Committee ("AC") assists the Board by overseeing the external audit process over the financial statements of AWWA to ensure that these are planned and executed appropriately, and audit risks and issues are appropriately dealt with.

The AC also reviews the internal audit reports over the effectiveness of, and adherence to AWWA's internal financial controls and systems.

Committee Report

During the year, the AC conducted meetings with the internal and external auditors to review the scope, results and findings of the audits. The AC also worked with the external auditors in enhancing the disclosure in the financial report.

The AC also reviewed the proposed change in costs computation and disclosure to the notes to the accounts in the financial statements. In addition, the AC also provided input on strengthening existing internal control processes.

COMMUNITY PARTNERSHIP

Terms of Reference

The Community Partnership Committee ("CPC") advises the Board on matters relating to corporate communications, volunteer management and fundraising strategies in furtherance of AWWA's mission.

Committee Report

During the year, the CPC continued to work closely with the Community Partnership and Corporate Affairs teams to review corporate communications, fundraising and volunteer management strategic plans. The Covid-19 pandemic necessitated leveraging digitisation to reach out to staff, donors, volunteers, clients, caregivers and the general public.

Internal communications were enhanced through e-newsletters featuring thought pieces by AWWA staff and virtual monthly dialogue sessions. Social media campaigns across all digital media platforms were intensified during the circuit breaker to engage our stakeholders and strengthen our brand presence. Donor and volunteer engagement continued digitally to keep our supporters updated on the progress of key AWWA projects. Volunteering sessions were pivoted to virtual sessions, and we are grateful to our many community and corporate partners who continued to engage with our clients virtually.

The Committee continued to monitor progress in meeting annual fundraising targets and ensured that AWWA's fundraising policy is in compliance with regulatory requirements. The CPC marked AWWA's 50th anniversary with its first virtual fundraiser "AWWA Celebrates 50" featuring performances from celebrity performers, staff and clients.

FINANCE

Terms of Reference

The Finance Committee ("FC") assists the Board in supervising AWWA's financial affairs and ensuring that the Board receives financial information on a regular and timely basis.

Committee Report

The FC continued to maintain an overview of financial performance through the review of monthly financial statements as well as the annual budget.

The Committee worked closely with the Programme and Services Committee ("PSC") in the review of financial projections for new programme proposals.

The FC also acted as a sounding board to the Finance department as and when required.

HUMAN RESOURCES

Terms of Reference

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.

Committee Report

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, 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

Terms of Reference

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.

Committee Report

During the year, ITC focused their attention on the rollout of IT Strategy Plan created in 2019/2020 and together with the AWWA Management and IT Team identified three Key Focus points in:

1. Security & Governance
2. Empowering & Enabling Staff
3. Empower Client

With these three Focus points, it provided ITC the visibility to guide the IT team towards the protection of IT resources and secure implementation of IT projects that would be of value to the staff on the ground and AWWA's clients.

With the engagement of Boston Consulting Group by AWWA Management, IT Technology Strategy Plan was assessed and enhanced to give it the necessary attention and robustness to strengthen the existing system and provide for a better IT roadmap which is essential in an increasingly digital society and economy.

Regular reviews on IT initiatives continued to be carried out where ITC members provided the guidance, advice and/or recommendations to overcome existing challenges, to look out for project implementation pitfalls and/or ways to mitigate project risks and delays.

INVESTMENT

Terms of Reference

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.

Committee Report

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 obtaining a reasonable risk-adjusted return, by diversifying AWWA's investments across various institutions, types of investments and investment maturities.

NOMINATIONS

Terms of Reference

The Nominations Committee ("NC") advises the Board on matters concerning the appointments of new members to the Board and the various Committees, and reviews the structure, size and composition of the Board and Committees, and evaluates the Board's performance in line with best practices once every three years.

Committee Report

During the year, the NC continued to help identify, assess and recruit six new volunteers to join the various Board Committees, with one joining the Board directly.

PROGRAMMES AND SERVICES

Terms of Reference

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.

Committee Report

During the year, the PSC reviewed new projects and pilots as well as monitored existing Services. Current work-in-progress projects include Care Beyond Walls (in partnership with Lien Foundation to explore a creative care model in Dementia Care with community engagement), Adult Disability Home and the second AWWA School at Bedok.

RISK MANAGEMENT

Terms of Reference

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.

Committee Report

During the year, the RMC continued to monitor AWWA's risk strategy and policies. It conducted regular reviews of the adequacy and effectiveness of AWWA's risk framework while monitoring the implementation of risk mitigation plans. The RMC has also established a Risk Register where all incidents are recorded and monitored for impact and resolution. The Risk Dashboard identifies major risks of AWWA which are managed by the risk owners.

Policies and Practices

RISK MANAGEMENT POLICY AND INTERNAL CONTROLS

The AWWA Board 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, the Finance Committee and the Risk Management Committee assist the Board with this responsibility. The Senior Finance Manager who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The Manual documents procedures and controls for all financial matters including key areas such as procurement, receipting, payments, delegation of authority and limits of approval. 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. AWWA also

engages internal auditors to audit the organisation's operations and procedures. Management, in consultation with the Audit Committee, considers the recommendations made by external and internal auditors to improve controls and implements changes as appropriate. Implementation of recommendations by the external auditors are reviewed and monitored by the Audit Committee and that of the internal auditors are carried out by the Risk Management Committee.

The Board receives monthly financial reports 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 and services as well as those in deficit.

Funding for programmes and services are annually reviewed by the Board to ensure long-term sustainability of AWWA's programmes and services.

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 portfolio of investment is reviewed at each meeting of the Investment Committee.

The annual budget is prepared by the Finance Department with inputs from the Service Leads and is reviewed by the Finance Committee before submission to the Board for approval. The annual budget is 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.

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 of Management's current policy is for the Group's restricted funds to be between three to six months of the operational expenditure incurred by each of its established services. There is no planned timing of use for the restricted funds.

Reserves of unrestricted funds should be between 12 to 24 months of operational expenditure incurred by the central headquarters administration departments. This should enable services with unanticipated reduction or disruption in funding to continue running smoothly until new funding is available.

HUMAN RESOURCES MANAGEMENT

As at 30 June 2021, AWWA has 764 employees. Under the guidance of the Human Resources Committee (HRC), the Human Resources (HR) 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 are recognised for delivering their work goals and required component for continuous work improvements to raise work standards and process improvement.

AWWA seeks to develop our staff through capacity and capability building to maintain our diverse skillsets and collective passion. Two staff scholarships for further education were awarded in FY20/21.

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 HRC. Compensation for key management staff (ie. the Service Leads) 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 grows itself as a teaching organisation where staff through teach back engages in learning and strengthening our institutional knowledge. With dedicated career pathways developed for both Specialist and Management tracks, it opens up clear career directions for our staff.

Adapting to the new normal way of work in the pandemic environment, with our HR processes already digitalized, it helped us to transit smoothly into work from home mode with minimal gaps providing continuous service to our staff. Building stronger staff engagement and providing mental wellness support became priority programmes to address new emerging needs.

During the year, AWWA did not employ any staff who is a close member of the family of the Chief Executive Officer or the Board members.

VOLUNTEER MANAGEMENT

Volunteers are an integral part of the AWWA family, they provide skills, expertise and time to support AWWA and our beneficiaries. AWWA has over 800 volunteering opportunities across all services. Due to the COVID-19 pandemic and fluid circuit breaker situation, we have seen a drop in volunteering opportunities in 2020.

AWWA has a diverse pool of volunteers ranging from individuals, schools, community groups and corporate partners. The Community Partnership team manages volunteers and match them to the needs of our services and beneficiaries. New volunteers go through due process which includes compliance with the 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, followed by an orientation and onboarding programme. All volunteers are provided with the AWWA Volunteer Handbook to give an overview of the volunteer policies, procedures and programmes in AWWA so that the mission and values of AWWA are shared and understood.

For FY20/21, more than 500 volunteers were enrolled in the eOrientation (online training modules) programme which provides an overview of AWWA, Code of Conduct, Rights of Volunteers, Expectations of AWWA of its volunteers, information about the service they will be volunteering at, and management of the clients they will be interacting with. An on-site orientation is also provided on the day of the volunteering activity. On-the-job training is conducted for regular volunteers. 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 volunteering 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 AWWA 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 are not allowed to be members of the AWWA Board, Board of Management of the Association and Board Committees. In addition, members of the AWWA Board, 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. The Board investigated the only complaint received during the financial year from a staff member, and the matter was satisfactorily concluded with no further action being required.

CODE OF CONDUCT

AWWA has in place an Ethical Code of Conduct which all members of the Board and Board Committees, employees, volunteers and interns pledge 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 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

In FY20/21, AWWA raised a total of **\$5,655,484** (for both tax and non-tax donations) through various initiatives, including online campaigns, thanks to the support of our donors and partners.

This has allowed AWWA to respond to the Covid-19 pandemic and to continue delivering ongoing programmes at our services to serve our clients.

AWWA ensures that funds received are properly documented and received, and that donor confidentiality is respected. AWWA currently does not use commercial fundraisers.

Amount raised

\$1,375,098

Fundraising costs

\$187,065

Fundraising efficiency ratio

13.6%

BREAKDOWN OF DONORS

77%

Corporates

23%

Individuals



BREAKDOWN OF DONATIONS

Children & Youth
Disability Services **33%**

Health & Senior
Care Services **22%**

Headquarters &
Shared Services **25%**

Adult Disability Services **15%**

Family Services **5%**



Volunteering

Our heartiest gratitude goes out to all of our volunteers who have dedicated their time to make an impact in the lives of others.

AWWA itself was started in 1970 by a visionary group of volunteers who sought to help the disadvantaged.

Today, this same mission has been continued by our selfless and dedicated volunteers, our partners across our service continuum.

801
Volunteering
activities

4,705
Total number of
hours

80%
Individuals

20%
Corporates



\$38,945

Man-hour savings

To volunteer, get in touch with us with an email to volunteer@www.awwa.org.sg or call **6511 5200**.



Sector impact

AWWA staff continually endeavour to contribute to sector-wide initiatives in social services. This is integral to AWWA's belief in forging meaningful partnerships, teamwork and collaborations.

MAKING A DIFFERENCE BEYOND AWWA

Staff Involvement and Roles

Mr J R Karthikeyan (Karthik)

Chief Executive Officer

- AIC Community Care Technology Council (Development of Industry Digital Plan), Member
- AIC Enabling Technology Advisory Group, Member
- Ang Mo Kio-Hougang Constituency Community Response Roundtable, Member
- MOH Allied Health Professions Council, Member
- MOH Allied Health Professions Council Complaints Panel, Member
- MOH Careshield Life Council, Member
- MSF Enabling Masterplan 2030 Steering Committee, Member
- MSF Enabling Masterplan Workgroup on Independent Living, Member
- MSF Enabling Masterplan Workgroup on Inclusive Preschools, Member
- MSF Resource Panel for Leadership and Development Scheme Programmes, Member
- MSF Social Service SkillsFuture Tripartite Taskforce, Member
- MSF Social Service SkillsFuture Tripartite Taskforce Therapist Sub-team, Member
- NCSS Career Development Panel, Member
- NCSS Social-Health Integration Working Group, Member
- NLB Advisory Committee for Persons with Disabilities, Member
- Special Needs Trust Company Ltd, Board member

Ms Indah Hastuty Jalani

Senior Manager, Registry

- SG Enable Review of Enabling Services Management System Workgroup, Member

Ms Alicia Lim

Assistant Clinical Head, Occupational Therapy, AHPG
Lead (Education), AHPG

- SIT Associate Lecturer (Occupational Therapy)
- SIT Clinical Education, Coordinator (Occupational Therapy)

Mr Ashokkumar Ramachandran

Therapist Head, AHPG

- SIT Clinical Education, Coordinator (Occupational Therapy)

Ms Elangovan Bhavani

Principal Occupational Therapist, AHPG

- SAOT Low Vision Special Interest Group Committee, Member

Ms Evangeline Arceo Noda Mateo

Senior Occupational Therapist, AHPG

- MOH School-based Sub-panel, Member
- SAOT Assistive Tech Special Interest Group Committee, Member

Dr Kelvin Lee

Clinical Head, Psychology, AHPG

Lead (Research and Impact), CDO

- NCSS Research Coalition, Member
- MSF Social Service SkillsFuture Tripartite Taskforce Psychology Sub-team, Member

Mr Palanivelu Pandiarajan

Therapy Head, AHPG

- NUS SMART Centre Project, Co-Principal Investigator

Mr R V Joice

Clinical Head, Physiotherapy, AHPG

Lead (Technological Advancement in Practice), CDO

- NCSS Sunray Leadership Development and Selection Panel, Member
- SIT Clinical Education, Coordinator (Physiotherapy)

Ms Siti Khalijah Bte Abdul Aziz

Principal Physiotherapist, AHPG

- MOH Physiotherapy Curriculum Review Working Committee, Member
- SIT Associate Faculty (Physiotherapy)

Ms Yap Li Wen

Principal Occupational Therapist, AHPG

- SAOT Council, Member (Promotion and Development)
- SAOT Physical Rehabilitation Special Interest Group, Lead
- SIT Associate Lecturer (Occupational Therapy)

Mr Edwin Yim

Director, Children Disability

- *Mrs Lee Choon Guan Endowed Research Fund, Member*
- *MSF Social Service SkillsFuture Tripartite Taskforce Early Intervention Sub-team, Member*

Ms Maya Thombre

Centre Manger, EIC @Kim Keat

- *MOH Physiotherapy Curriculum Review Working Committee, Member*
- *SG Enable Coalition of Partners for Caregiver Support, Member*

Ms Priyanka Awasthi

Centre Manger, EIC @Napiri

- *MOH Physiotherapy Curriculum Review Working Committee, Member*

Ms Eunice Chang

Head of Social Work, AWWA School

- *MOE Multi-agency Advisory Panel, Member*

Ms Noraisha Bte Mohammed

Transition Planning Coordinator, AWWA School

- *MOE Special Education Branch Transition Planning Community of Practice, Member*
- *MOE Special Education Branch Vocational Education Workgroup, Member*

Ms Amy Tan

Assistant Director, Children and Youth Disability Services

- *SG Enable Coalition of Partners for Caregiver Support, Member*

Ms See Lay Kim

Acting Head of Programme, Adult Disability

- *SIT Associate Faculty (Occupational Therapy)*

Ms Michele Gan

Senior Counsellor, FSC

- *MSF Central Family Violence Working Group, Member*
- *Singapore Association for Counselling Community Counsellors Sub-committee, Member*

Ms See Toh Huixia

Assistant Director, Family Services

- *National Heart Centre Medifund Committee, Member*
- *SASW Housing Support Network, Member*
- *Social Service Leaders Exchange Programme Organising Committee, Member*

Ms Sutraina Bte Saphadi

Assistant Senior Social Worker, FSC

- *MSF Central Family Violence Working Group, Member*

Ms Teoh Li Li

Senior Counsellor, FSC

- *Chinese Counselling Society (Singapore), Assistant Treasurer*

Ms Esther Tan

Social Worker, Transitional Shelter

- *SASW Housing Support Network, Member*

Ms Grace Xu

Senior Social Worker, Transitional Shelter

- *SASW Housing Support Network, Member*

Ms Siti Syuhada Bte Shahbudin

Social Worker, Transitional Shelter

- *SASW Housing Support Network, Member*

Mr Sairam Azad

Acting Director, Health and Senior Care

- *AIC Health Productivity Fund Community Care Approval Panel, Member*
- *AIC Strategic Advisory Committee for Quality Improvement, Member*
- *AIC Training Advisory Panel, Member*
- *Home Nursing Foundation Clinical and Continuing Education Committee, Member*

Mr Seetharaman Prabakaran

Acting Clinical Supervisor, HPCS

- *SAOT Assistive Tech Special Interest Group, Member*

Ms Wang Yu Hui

Senior Manager, Health and Senior Care

- *Skills Framework for Healthcare, Member*

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Consolidated Statement of Financial Activities

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	Unrestricted funds \$	Restricted funds \$	Total 2021 \$	Total 2020 \$
Group				
Income				
Income from generated funds:				
- Voluntary income	366,602	3,913,784	4,280,386	6,943,718
- Activities for generating funds	874,289	500,809	1,375,098	357,500
- Investment income	165,894	281,153	447,047	743,419
Income from charitable activities	2,920,211	70,828,060	73,748,271	60,966,354
Total income	4,326,996	75,523,806	79,850,802	69,010,991
Expenditure				
Cost of generating funds:				
- Cost of generating voluntary income	128,628	353,536	482,164	520,457
- Fundraising costs	55,759	131,306	187,065	59,264
- Investment management costs	19,810	-	19,810	150,500
Charitable activities	1,349,182	56,546,312	57,895,494	55,980,485
Governance costs	5,118	176,314	181,432	140,578
Other expenditure	-	4,473	4,473	6,343
Total expenditure	1,558,497	57,211,941	58,770,438	56,857,627
Net surplus	2,768,499	18,311,865	21,080,364	12,153,364
Fund transfer	2,009	(2,009)	-	-
Total funds brought forward	8,910,441	54,787,652	63,698,093	51,544,729
Total funds carried forward	11,680,949	73,097,508	84,778,457	63,698,093

*The financials from pages 74 to 76 are extracted from the audited financial statements for the financial year ended 31 March 2021. A copy of this set of audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on the audited financial statements.

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Balance Sheets

AS AT 31 MARCH 2021

	Group		Association	
	2021	2020	2021	2020
	\$	\$	\$	\$
Non-current assets				
Property, plant and equipment	2,477,244	2,088,386	–	–
Investments in financial assets	–	1,006,101	–	–
Investment properties	1,751,716	1,764,226	1,751,716	1,764,226
Subsidiary	–	–	–	–
	4,228,960	4,858,713	1,751,716	1,764,226
Current assets				
Investments in financial assets	1,002,302	500,674	–	–
Receivables	13,364,846	10,929,918	42,104	–
Cash and cash equivalents	78,982,008	59,432,713	436,549	370,874
	93,349,156	70,863,305	478,653	370,874
Total assets	97,578,116	75,722,018	2,230,369	2,135,100
Current liabilities				
Payables	12,305,098	11,355,689	58,022	63,986
Provision for gratuity	494,561	668,236	–	–
Total liabilities	12,799,659	12,023,925	58,022	63,986
Net assets	84,778,457	63,698,093	2,172,347	2,071,114
Funds				
Unrestricted funds	11,680,949	8,910,441	2,172,347	2,071,114
Restricted funds	73,097,508	54,787,652	–	–
Total funds	84,778,457	63,698,093	2,172,347	2,071,114

*The financials from pages 74 to 76 are extracted from the audited financial statements for the financial year ended 31 March 2021. A copy of this set of audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on the audited financial statements.

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Consolidated Statement of Cash Flows

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	2021 \$	Group 2020 \$
Cash flows from operating activities		
Net surplus	21,080,364	12,153,364
Adjustments for:		
Depreciation of property, plant and equipment	824,190	1,454,491
Depreciation of investment properties	12,510	12,510
Property, plant and equipment written off	–	43,028
Interest income	(290,773)	(503,419)
Amortisation of premium and premium written off on redemption of bonds	4,473	6,343
Operating cash flows before movements in working capital	21,630,764	13,166,317
Receivables	(2,605,591)	(3,391,511)
Payables	811,442	4,282,415
Provision for gratuity	(173,675)	118,626
Restricted cash - bank balance for provision for gratuity	43,158	38,925
Restricted cash - pledged fixed deposit	(486)	–
Restricted cash - bank balance for Medifund	(13,484)	12,323
Net cash flows generated from operating activities	19,692,128	14,227,095
Cash flows from investing activities		
Interest received	461,436	527,754
Purchases of property, plant and equipment (Note A)	(1,075,081)	(704,397)
Proceeds from redemption of bonds	500,000	500,000
Net cash flows (used in)/generated from investing activities	(113,645)	323,357
Net increase in cash and cash equivalents	19,578,483	14,550,452
Cash and cash equivalents at beginning of the financial year	58,871,381	44,320,929
Cash and cash equivalents at end of the financial year	78,449,864	58,871,381
Restricted cash - provision for gratuity	317,176	360,334
- pledged fixed deposit	169,200	168,714
- Medifund	45,768	32,284
Cash and cash equivalents at end of financial year as presented on the balance sheet	78,982,008	59,432,713
Note A: Purchases of property, plant and equipment		
Aggregate cost of property, plant and equipment	1,214,048	704,397
Less: outstanding payables at 31 March	(137,967)	–
Net cash outflow for purchases of property, plant and equipment	1,075,081	704,397

*The financials from pages 74 to 76 are extracted from the audited financial statements for the financial year ended 31 March 2021. A copy of this set of audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on the audited financial statements.

Code of Governance for Charities and IPCs – Governance Evaluation Checklist

S/N	Description	Code ID	Response Drop List
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there Board members holding staff¹ appointments? (Skip items 2 and 3 if "No")			<input type="radio"/> Yes <input checked="" type="radio"/> No
2	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	<input type="radio"/> Complied <input type="radio"/> Not Complied
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	<input type="radio"/> Complied <input type="radio"/> Not Complied
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
5	All Board members submit themselves for re-nomination and reappointment, at least once every three years.	1.1.8	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Conflict of Interest			
9	There are documented procedures for Board members and staff ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied

S/N	Description	Code ID	Response Drop List
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff ¹ .	5.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
14	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there volunteers² serving in the charity? (Skip item 16 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
16	There are volunteer management policies in place for volunteers ² .	5.7	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
22	The charity has a documented investment policy approved by the Board.	6.4.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (Skip item 23 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Did the charity receive donations in kind during the financial year? (Skip item 24 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied

S/N	Description	Code ID	Response Drop List
Disclosure and Transparency			
25	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are Board members remunerated for their Board services? (Skip items 26 and 27 if "No")			<input type="radio"/> Yes <input checked="" type="radio"/> No
26	No Board member is involved in setting his or her own remuneration. 2.2 Complied		<input type="radio"/> Complied <input type="radio"/> Not Complied
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	<input type="radio"/> Complied <input type="radio"/> Not Complied
Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
28	No staff ¹ is involved in setting his or her own remuneration.	2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
29	The charity discloses in its annual report: i. The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff ¹ , who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii. If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
30	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Public Image			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied

1. Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.
2. Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.
3. Close members of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:
 - That person's children and spouse;
 - Children of that person's spouse; and
 - Dependants of that person or that person's spouse.

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AWWA is fortunate to have donors from all walks of life who believe in our causes.

While we are unable to list everyone who has made an impact in the lives of our clients, our sincerest thanks goes out to each and every one of our donors for your continued support on our journey of empowering others.

Thank you for giving generously throughout FY20/21.

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SMRT Corporation Ltd
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Tony Tan
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Yap Chwee Mein

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Directory

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✉ contactus@awwa.org.sg
🌐 www.awwa.org.sg

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✉ ahpoutsource@awwa.org.sg

Disability and Inclusion

AWWA School

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S (547532)
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✉ school@awwa.org.sg

Community Integration Service

9 Lorong Napiri
S (547531)
☎ 6511 5210

Development Support and Learning Support Programme

9 Lorong Napiri
S (547531)
☎ 6511 5215

Early Intervention Centre (Main)

11 Lorong Napiri
S (547532)
☎ 6511 5300

Early Intervention Centre @Fernvale

47 Fernvale Link
S (797537)
☎ 6511 5621

Early Intervention Centre @Hougang

Blk 660 Hougang Ave 8
S (530660)
Blk 661 Hougang Ave 4
S (530661)
☎ 6511 7020

Early Intervention Centre @Kim Keat

Blk 195 Kim Keat Ave
S (310195)
☎ 6511 5650

Kindle Garden Preschool

20 Lengkok Bahru #02-05
S (159053)
☎ 6511 7660
✉ enquiry@kindlegarden.org.sg

Special Student Care Centre

9 Lorong Napiri
S (547531)
☎ 6511 5260

Family Services

Family Service Centre

Blk 107 Towner Road #01-356
S (321107)
☎ 6511 9456
✉ fsc@awwa.org.sg

Transitional Shelter

☎ 6511 7272
✉ ts@awwa.org.sg

Health and Senior Care

Dementia Day Care Centre @Ang Mo Kio

Blk 123 Ang Mo Kio Ave 6
#01-4035
S (560123)
☎ 6511 9479

Dementia Day Care Centre @Yishun

Blk 740 Yishun Ave 5 #01-490
S (760740)
☎ 6511 5450

Integrated Home and Day Care

Blk 6 Boon Keng Road #01-52
S (330006)
☎ 6511 5250
✉ ihdc@awwa.org.sg

Personal Care Service (Seniors)

Blk 123 Ang Mo Kio Ave 6
S (560123)
☎ 6511 9480

Rehab and Day Care Centre

Blk 126 Ang Mo Kio Ave 3
#01-1929
S (560126)
☎ 6511 6790

Senior Activity Centre

Blk 123 Ang Mo Kio Ave 6
#01-4011
S (560123)
☎ 6511 6690

Senior Community Home

Blk 123 Ang Mo Kio Ave 6
#02-4035
S (560123)
☎ 6511 6686

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