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People Giving To
PEOPLE

ANNUAL REPORT
2021/2022

THE AWWA STORY

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.

Today, AWWA is 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 AWWA

AWWA Ltd ("AWWA") was incorporated on 7 January 2015 as a company limited by guarantee in Singapore to take over the operation of all charitable services and activities previously managed by the Asian Women's Welfare Association (the "Association"). The Association was the sole member of AWWA.

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.

On 29 March 2022, the Association's members passed a resolution to dissolve the Association, which was approved by the Registrar of Societies and the Commissioner for Charities. The remaining funds in the Association was donated to AWWA.

This Annual Report sets out the activities of AWWA, excluding that of the Association.

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

Chen Meiyun Agnes (appointed on 28 March 2022)
Oh Ai Choo (resigned on 28 March 2022)

CONTENTS

07	About Us
10	Highlights
12	Year in Review
18	Inclusion Without Borders
20	Q&A: Chairman and CEO's Message
24	Service Continuum
46	Corporate Structure and Organisation Structure
48	Board Directors of AWWA
54	Board Committees of AWWA
58	CEO and Leads
60	Corporate Governance
68	Fundraising
69	Volunteering
70	Sector Impact
72	Statement of Financial Activities
73	Balance Sheets
74	Statement of Cash Flows
75	Code of Governance Evaluation Checklist
78	Our Amazing Donors
79	Directory

Glossary of Acronyms

ADL	Activities of daily living
AIC	Agency for Integrated Care
AIES	AWWA Inclusion Experts Series
CARF	Commission on Accreditation of Rehabilitation Facilities
CWI	Continuous work improvement
DIRA	Dementia Interactive Robo-Advisor
DS	Development Support
ECDA	Early Children Development Agency
EIPIC	Early Intervention Programme for Infants & Children
HDB	Housing and Development Board
IEP	Individualised Education Plan
IPC	Institution of a Public Character
IPCP	Interprofessional Collaborative Practice
LS	Learning Support
MOE	Ministry of Education
MOH	Ministry of Health
MSF	Ministry of Social and Family Development
NCSS	National Council of Social Service
PWD	Persons with disabilities
SPARK	Singapore Preschool Accreditation Framework
VR	Virtual reality

WHO WE ARE

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.

PEOPLE GIVING TO



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



800+

Volunteering Opportunities



2,300+

Children and youths with additional needs served



350+

Students with physical disabilities supported for integration into mainstream schools



180,000+

Therapy hours provided by Allied Health Professional Group



760+

Families served by Family Services



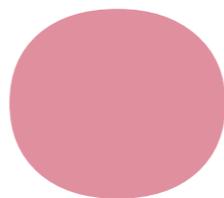
6,000+

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





YEAR IN



renew



A New Lease of Life

With the support of CapitaLand Hope Foundation, the refurbished Ang Mo Kio Community Garden, located at Block 123, Ang Mo Kio Ave 6 was unveiled by AWWA on 6 April 2022. The garden, which was launched by Mr Yip Hon Weng, Member of Parliament for Yio Chu Kang Single Member Constituency and Adviser to Yio Chu Kang Grassroots Organisation, aims to provide senior residents a place for social and physical activities to keep them active and engaged.

The garden, with inclusivity in mind, includes wheelchair-accessible infrastructure so that persons with disabilities (PWDs) can enjoy the place with their loved ones. In addition, the garden also features a greenhouse – maintained by AWWA Senior Community Home – that provides gardening opportunities for seniors and for persons with dementia to recall memories of their past as they interact with sensory-stimulating (e.g. smell, touch) plants such as herbs, spices and vegetables.

Thank you to our partners including Ang Mo Kio Town Council, Yio Chu Kang Grassroots Organisation and the National Council of Social Service for supporting our cause!



“Community gardens are important especially for our seniors. It provides a platform for residents to bond with the wider community. For our seniors, having such a facility in the neighbourhood allows them to use their hands for gardening, and to engage their neighbours and friends. This community garden would not be possible if not for the efforts of our donors and other community partners such as CapitaLand Hope Foundation, Ang Mo Kio Town Council, Housing Development Board, NParks, Health Promotion Board, and our grassroots leaders. Big thanks to AWWA, who have been serving our seniors and the less privileged in our Yio Chu Kang community for the last 56 years.”

MR J R KARTHIKEYAN (KARTHIK)
Chief Executive Officer, AWWA Ltd

MR YIP HON WENG

Member of Parliament for Yio Chu Kang Single Member Constituency and Adviser to Yio Chu Kang Grassroots Organisation

“We are thankful for the support from CapitaLand Hope Foundation and other donors to enable this project to come to fruition. Shared spaces that are designed to be inclusive like this community garden is important for our seniors and persons

“Through CapitaLand Hope Foundation, we have been caring for seniors while they age in place in their community and improving their quality of life. We champion initiatives that promote inclusivity and active ageing as it is important to keep the seniors engaged. The refurbished community garden supported under CapitaLand Silver Empowerment Fund provides seniors with a place to socialise and stay active while connecting with nature. We would like to thank our staff volunteers for contributing their time to spruce up the garden.”

MR TAN SENG CHAI

Executive Director of CapitaLand Hope Foundation, Chief Corporate and People Officer of CapitaLand Investment



Celebrating Inclusion

AWWA Community Integration Service (CIS) hosted its bi-annual CIS Awards on 20 November 2021, which was graced by Guest-of-Honour Ms Sun Xueling, Minister of State for Social and Family Development, and Education.

A total of 30 awards were given to exemplary clients who have excelled academically despite physical challenges and CIS Alumni who consistently go the extra mile to promote inclusive values within the community. The award ceremony, which was held virtually, also paid tribute to the support system of the clients, as awards were extended to friends,



caregivers and teachers who have shown compassion and commitment in empowering PWDs to maximise their potential to lead independent and dignified lives.

A big thank you to our inclusion champions!

Honouring our Healthcare Heroes

Themed “Honouring Our Healthcare Heroes, Emerging Stronger”, the Singapore Health Quality Service Awards 2022 saw nine AWWA staff recognised in the Individual Gold and Silver (Community Sector) categories, for their indomitable spirit and

perseverance despite the challenges they face, and their outstanding contributions to healthcare.

Our heartiest congratulations to our healthcare heroes!



One-Stop Centre

With a wealth of experience and resources on inclusion collated over the years, AWWA launched Include.sg, a dedicated inclusion resource portal, focused on strengthening inclusion in educational settings. The portal will include information on inclusive education, AWWA’s experiences and materials, self-assessment toolkits and even learnings from international practices.

AWWA is committed to make the portal a one-stop centre for anyone interested in taking the first step towards understanding inclusion and how to build inclusion around them.

Join us in our mission to promote and create more inclusive environments in communities across Singapore!



Perfect 10

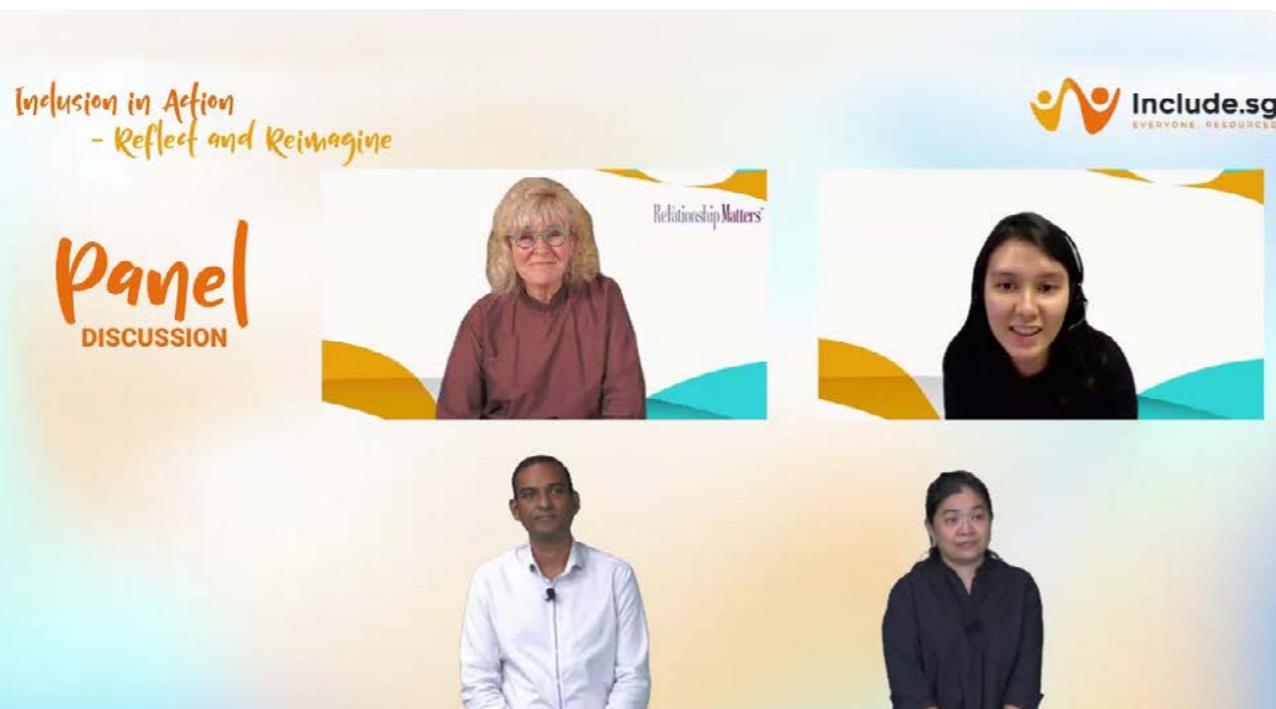
The AWWA Inclusion Experts Series (AIES) was started in 2018, with the intent of sharing our inclusion advocacy efforts on a larger scale. Four years on, and we are still going strong, as we mark our 10th installment of the series to celebrate how far we have come in building more inclusive classrooms.

The 10th AIES session, themed “Inclusion in Action: Reflect and Reimagine,” saw the return of award-winning occupational therapist Kim Barthel as

the keynote speaker, with Guest-of-Honour Ms Sun Xueling, Minister of State for Social and Family Development, and Education. AWWA’s Chief Executive Officer, Mr J R Karthikeyan (Karthik) and Ms Lim Lee Ting, Vice Principal of Little Mighty Me Preschool also joined the session, touching on the topic “Engaging Diverse Participation in Schools.”

Thank you to those who joined the session!





INCLUSION WITHOUT BORDERS

AWWA Inclusion Experts Series (AIES)

AWWA has been on a mission of inclusion since our inception in 1970. Along with empowering our clients to participate meaningfully in their communities, equally important is empowering others in the community to understand our clients and learn to include them. Hence, beyond our services and programmes like Kindle Garden Preschool, and Community Integration Service, AWWA has also been regularly hosting AWWA Inclusion Expert Series (AIES) sessions.

Started in 2018 with the intent of sharing our inclusion advocacy efforts on a larger scale, the AIES brought experts in inclusive education to Singapore to share their insights with local professionals. Through this platform, our local professionals could be inspired by what was possible, while also acquiring new knowledge and skillsets to mindfully work towards inclusion in their classrooms.

Leveraging on the success of the past six sessions, the seventh AIES webinar held on 19 June 2021 focused on how educators and professionals could explore ways to use the creative arts for working towards inclusion. Titled "Playing, creating, learning together: Arts-based pathways towards inclusion", the webinar saw the participation of almost 800 participants. The session featured Dr Amanda Niland, lecturer in Early Childhood and Program Director, who has had a long career in the field of Early Childhood Education in Australia.

"Inclusion: Building a compassionate culture" was the theme of our eighth session on 4 September 2021, featuring Dr Kate Brierton, an experienced Chartered Clinical Psychologist based in Cambridge, United Kingdom. The webinar was held in conjunction with Teacher's Day, and was specially dedicated to our educators. Expanding from the usual topics pertinent to the early childhood sector, Dr Brierton is an expert on subjects relevant to students of the upper age groups. Almost 500 participants tuned in to discuss the benefits of building a positive class culture and learning the skills of self-compassion for educators.

The AIES team capped off 2021 with our ninth session, titled "Inclusion without Borders". For the first time, the AIES webinar featured a local keynote speaker, AWWA's very own Miss Beverley Tan, Preschool Teacher from Kindle Garden Preschool. Joining her for the webinar was keynote speaker, Ms Hannah Watts, Director of Plumtree Preschool, Australia. The

two speakers shared how the support for inclusion is fostered through layers of the ecosystem involving the children, school, families and the community. The session drew more than 400 participants.



On 19 March 2022, AWWA celebrated the 10th AIES with our Guest-of-Honour Ms Sun Xueling, Minister of State for Social and Family Development, and Education, and international and local panelists. Over 1,000 attendees from preschools, mainstream schools, early intervention centres, special schools, allied health professionals, social service agency partners and ministries participated in the event.

Themed "Inclusion in Action: Reflect and Reimagine", the session featured Kim Barthel from Canada, the very first AIES speaker, who was back to join us at the 10th session. Local panelists, Mr J R Karthikeyan (Karthik), Chief Executive Officer, AWWA, and Ms Lim Lee Ting, Vice Principal of Little Mighty Me Preschool touched on the topic of "Engaging Diverse Participation in Schools" during the session. The event also saw the premiere of the "Inclusion in Action" video, featuring stories of different individuals and their journey of inclusion. To mark this significant milestone, we also encouraged members of the public to share their own stories of inclusion in action. You may read a few of the heartfelt entries over at include.sg, Community Stories.

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.

7th Session | 19 Jun 2021

Playing, creating, learning together: Arts-based pathways towards inclusion

Dr Amanda Niland, Australia

Attendees: 764

8th Session | 04 Sep 2021

Inclusion: Building a compassionate culture

Dr Kate Brierton, UK

Attendees: 473

9th Session | 04 Dec 2021

Inclusion without Borders

Ms Hannah Watts, Plumtree Preschool, Australia

Ms Beverley Tan, Kindle Garden Preschool, Singapore

Attendees: 405

10th Session | 19 Mar 2022

Inclusion in Action: Reflect and Reimagine

Ms Kim Barthel, Canada

Mr J R Karthikeyan (Karthik), AWWA, Singapore

Ms Lim Lee Ting, Little Mighty Me Preschool, Singapore

Guest-of-Honour:

Ms Sun Xueling, Minister of State for Social and Family Development, and Education

Attendees: 1,002



What does "inclusion" mean to you? To these individuals, it can be something as simple as speaking to the child at their eye level, or differentiating from an A4-sized to A3-sized paper.

Scan QR code to watch the Inclusion in Action video, which premiered at the 10th AIES!



Q&A: CHAIRMAN AND

CEO'S MESSAGE



Ms Chung Wei Han
Chairman, AWWA Ltd

Change is the only constant in life, as the saying goes, and AWWA believes in continuous innovation and work improvement, in service of its clients.

Chairman of AWWA Ltd, Ms Chung Wei Han, and Chief Executive Officer of AWWA Ltd, Mr J R Karthikeyan (Karthik), share their thoughts on AWWA's progress over the past year, and how it has worked to maintain a culture of learning and innovation in AWWA.

What are the notable updates from AWWA in the past year?

Wei Han: Despite the continued unpredictability caused by the Covid-19 pandemic, we found ways to resume celebrating the hard work and successes of our clients and staff, such as at the AWWA Family Services Annual Gathering 2022. As for our AWWA family, we are proud to see nine of our staff recognised for their outstanding quality care and excellent service to clients in the Singapore Health Quality Service Awards 2022.

We also expanded on our work and capacity through the opening of new centres and services. I am excited to share that AWWA School @ Bedok began operating in January 2022. At full capacity, the school will have 300 children on the autism spectrum, who will benefit from its robust curriculum and programmes.

We also opened our second Transitional Shelter in Jalan Tenteram in January 2022. This shelter aims to provide temporary accommodation to displaced families who have exhausted other means of accommodation. It also provides social work intervention to address complex housing and social needs of admitted families to achieve long-term housing options.

Later this year, we look forward to serving persons with disabilities through AWWA's first Adult Disability Home (AWWA Home) and Day Activity Centre. The home will serve adults aged 18 to 55 years old, with mild to severe physical and multiple disabilities, who have no caregivers or next of kin, or whose caregivers are unable to care for them. Through this facility, we hope to be able to provide holistic care to over 300 clients.

I was proud to see how our staff rose to the challenges throughout the year as they were faced with the continuing uncertainty and fluidity of pandemic measures, even as they worked to launch these new facilities

and initiatives, while ensuring the quality of our client interventions was maintained. Having witnessed the resilience of this organisation, I have no doubt that we will continue to innovate to empower our clients to lead better lives.

Karthik: I, too, was encouraged by the tenacity of our practicing professionals and administrative staff in adapting to the changes of the past year. We maintained our focus on delivering holistic, person-centric interventions to our clients, transiting seamlessly between physical and virtual service delivery as best as we could, to serve our clients.

We marked the Community Integration Service (CIS) programme's 30th Anniversary last year through a virtual celebration, where we celebrated our clients' efforts to integrate and excel in mainstream education. We also acknowledged the valuable contributions of others in their ecosystem, such as family members, caregivers, friends, teachers, schools and community partners. We were heartened that so many were able to join us at the virtual celebration.

We also marked new milestones in the digital space through the launch of an online inclusion resource portal, www.include.sg, and held the 10th edition of the AWWA Inclusion Expert Series (AIES) webinar.

The digital medium has allowed us to reach much beyond the clients and caregivers we serve in our programmes, allowing us to bring our message of inclusion to educators, support professionals and schools nationwide. We thus hope to empower not only our clients, but also those in their communities to gradually learn to better understand and include our clients and those like them.

Through include.sg, which hosts learnings and resources from local and international experts on inclusive education, we hope our local educators can be inspired by what is possible to mindfully work towards more inclusion in their classrooms.

At the 10th AIES on 19 March 2022, over 1,000 professionals from the early childhood and primary school education sectors joined us as we celebrated how far we have come in building more inclusive classrooms. Themed "Inclusion in Action: Reflect and Reimagine", the session featured a panel of international and local speakers.



Mr J R Karthikeyan (Karthik)
Chief Executive Officer,
AWWA Ltd

Tell us more about the role continuous work improvement has played in AWWA's work?

Karthik: Continuous work improvement (CWI) is about everyone, everyday, asking how they can do their work better.

In 2021, we established the AWWA Centre for Transformation and Innovation (ACTION) Office, which trains and resources staff to integrate CWI into their work more smoothly. ACTION Office has held internal trainings, coached CWI champions within teams, and guided the mapping and reviews of our client life-cycles to identify and address the pain points in our processes. Through these efforts, we hope to establish a culture of collaborative CWI that allows us to serve our clients more efficiently.

This year, we will also be working with overseas consultants and other social service agencies in Singapore to improve collaborative interventions with training in Interprofessional Collaborative Practices (IPCP).

Through these initiatives, we hope to increase the knowledge and capabilities of our practising professionals, as well as enhance evidence-based practices in our service delivery model.

Wei Han: At AWWA, we recognise that this culture of teaching and learning, both from within and outside AWWA, is an integral part of CWI.

We thus further enhanced our weekly internal AWWA Broadcast, a platform for staff to come together virtually and learn from the experiences of colleagues from other services. We have started inviting external speakers who are experts in their fields, to share their insights and knowledge with AWWA staff so that we can continue to hone and sharpen our skills and knowledge for the benefit of our clients and caregivers.

And as a celebration and stock-take of the progress we have made in various areas of work, we published a mid-point report on AWWA's Strategic Thrusts, 2019-2023. These include building a culture of learning and teaching, boosting innovation and productivity, and leveraging on technology and collaboration to achieve better outcomes for our clients.

And how has AWWA gone about boosting innovation among staff?

Karthik: One of our main initiatives was the formation of five taskforces to boost cross-service and cross-disciplinary collaboration and brainstorming, and harness the energy of young and passionate staff, to drive exploration and innovation in key areas. These include assistive and adaptive technology, inclusive education, the future of early intervention, holistic care, and clinical research.

For example, our Technology Taskforce recently experimented with the use of Virtual Reality (VR) for client therapy, in collaboration with DancingMind, a digital health platform that uses VR as a form of therapy to boost the user's mood, Activities of Daily Living skills, and cognition level.

Our Inclusion Taskforce has been behind the launch of the inclusion resource portal include.sg, and are exploring other ways to bring inclusive practices alive for educators and support professionals.

Wei Han: As another example of how we have used innovation to co-create solutions to benefit our clients and caregivers, AWWA took part in the National Council of Social Service's Sector Design Challenge, where participants presented their innovative ideas to challenge current and emerging social issues.

Out of the 75 teams that joined, two teams from AWWA qualified for the finals. Eventually, one team from AWWA emerged as a winner, receiving the monetary grant to bring their idea called Dementia Interactive

Robo-Advisor (DIRA) to life. DIRA is an innovative solution for caregivers to embark on a self-help virtual experience, to access information in an organised, personalised and animated manner according to each respective dementia stage of their loved one.

How will AWWA continue to advocate for our clients?

Karthik: AWWA will continue to work to empower each client, whether through attaining independence, integrating into mainstream settings, or aspiring to full inclusion and even self-advocacy.

In doing so, we keep an eye out for the evolving needs on the ground, adapting, innovating or creating resources as required to meet these needs, and advocating for the changes we would like to see mainstreamed by the government or adopted by wider society. We will also continue to focus on improving the quality of holistic care for our clients, with positive client experience in mind. This will be achieved through strengthening and realigning our client-centric approach through key worker skills and fidelity coaching practices, building collaborative teams through IPCP and adopting an innovation mindset through CWI activities in the coming years. We have already conducted IPCP and key worker workshops for our staff this year and we look forward to conducting similar workshops for our staff to develop a client-centric mindset in AWWA.

In addition to some of the examples we have highlighted, like include.sg, AIES and our taskforces, we also have an upcoming pilot in the family services space to test out an intervention that may help to better empower our vulnerable families. We like to base our advocacy on the solid ground of data and evidence-based best practices.

Wei Han: Looking ahead, we will continue to identify emerging needs, and pilot new services and models of care. However, these pilots are often unfunded

in the initial years and it may be a long time before there is mainstream adoption. We hope to find more like-minded donors and partners to support and work together with us.

Innovation will continue to take centre-stage in the work that we do, to put in place better, more effective tools, solutions and interventions that will empower our clients to lead their best lives.

Our people are our biggest asset. To meet operational challenges ahead, we are developing an online learning portal to enhance employee learning and development and improve retention of institutional knowledge through a structured and systematic approach. With this portal, our staff will be equipped with enhanced knowledge and capabilities to further benefit our clients and their holistic care experience.

AWWA will continue to advocate for a society that is more inclusive, and where every individual, whatever their abilities may be, is accepted as a unique and valuable member of society.



SERVICE

continuum

ALLIED HEALTH PROFESSIONAL GROUP (AHPG)

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 158 Allied Health Professionals supported 72 internal and external programmes across Intermediate and Long-Term Care and disability sectors.



Funded by

**MOH
MSF**



Key Statistics

180,881

Total therapy hours
for FY21/22

47,935

MOH therapy hub
hours

132,946

MSF therapy hub
hours

EARLY INTERVENTION CONTINUUM (EIC)

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.



Funded by

**MSF
NCSS**



Key Statistics

1,234

Children for FY 21/22

97.7%

Improved based on
IEP

87%

Graduated from
DS-Plus

77%

Transited to
recommended
post-EIPIC program

Caregiver survey:

95%

Felt EIPIC improved
caregiving ability

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.

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 since 2019 after pilot phase.

Complimentary school readiness assessment for graduating children.

Involvement in national initiatives: Social Service SkillsFuture Tripartite Taskforce, MOH Curriculum Review Working Committee, Early Intervention Educators Core Competencies Framework

Organising committee for Early Intervention Conference 2023.

Customised home-based intervention.

DEVELOPMENT SUPPORT & LEARNING SUPPORT (DS-LS)

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 Intervention

- 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 1,418 teachers, parents and caregivers supported.



Funded by

**ECDA
NCSS**



Key Statistics

668

Clients for FY21/22

690

DS Packages

66

LS Packages

Caregiver survey:

97%

Satisfied

KINDLE GARDEN (KG)

YEAR STARTED: 2016

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

AIMS

- Providing a non-discriminatory curriculum for children of all abilities, encouraging them to embrace diversity and develop mutual respect and understanding from an early age.

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

Children celebrated Chinese New Year (CNY) with Yusheng, mandarin oranges and other goodies on 10 Feb 2022. They also created group CNY posters.

Children were involved in illustrating and doing a short write-up for a book titled 'Birthday Book Junior!', which allowed them to be in touch with their creativity and imagination as they drew different places and forms of transportations.



Children participated in ECDA Innovation Guidance Project (IGP) 2021 where they learn about storytelling and the wonders of stories.

K2 children marked the completion of their preschool education and embark into a new journey in a memorable K2 graduation event.

KG conducted a virtual open house on 30 Oct 2021. Attendees were treated to a sharing carried out by KG therapists and teachers and a special virtual tour led by two of our K2 students.

ACCREDITATION

SPARK certification: 2018–2024.



Funded by
ECDA



Key Statistics

83

Preschoolers for
FY21/22

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 co-curricular activities (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, co-curricular activities 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.

AWWA School participated in Shaping Hearts 2021, a movement organised by the North East Community Development Council, to celebrate the diverse artistic talents of our community. Six artworks designed by five AWWA School students were displayed at the exhibition and was on the event website for sale. Proceeds from the sale went to the AWWA School Pupil Welfare Fund.



AWWA School opened its second campus, AWWA School @ Bedok for children with autism. At full capacity, AWWA School @ Bedok can accommodate up to 300 children. The main campus, AWWA School @ Napiri, will continue to serve children with autism or multiple disabilities.

AWARDS

Lee Kuan Yew Exemplary Student Award 2021: Tan Qi Wei



Funded by
**MOE
NCSS**



Key Statistics

339

Students for FY
21/22

94.8%

of students met

80%

of IEP goals

SPECIAL STUDENT CARE CENTRE (SSCC)

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 a 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): Sports workout, storytelling, music & movement, classroom support.

Celebrations with volunteers (virtual): National Day, Children's Day, Christmas

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

47

Students for
FY21/22

Caregiver survey:

98%

Agreed students'
basic needs met

93%

Felt they had time
for work and other
activities

COMMUNITY INTEGRATION SERVICE (CIS)

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, low vision, speech disorders and development coordination delays 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.
- Independent Living Skills (ILS) training
- Career guidance, counselling.
- Sport and enrichment.
- Parent / 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.

Total of 760 school visits and 24,434 home intervention/telepractice sessions.

AWARDS

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



Funded by
MOE
MSF
NCSS



Key Statistics

354

Students for
FY21/22

Client survey:

88%

Understood
challenges better

Caregiver survey:

91%

Satisfied

FAMILY SERVICE CENTRE (FSC)

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 to work through socio-emotional, family-related issues as well as financial challenges.
- Group work brings together individuals and families with similar challenges, needs and concerns to leverage overall group dynamics for enhancing social functioning and coping better with challenges.
- Community programmes: Playpoint reaches out to children living in HDB rental flats. 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 each 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.

In 2022, AWWA Ambassadors worked with AWWA staff as emcees and backstage crew to bring families through a virtual annual gathering programme, where we celebrate the achievements of families at AWWA FSC.

Prevalent issues addressed for FY21/22 were caregiving, marital, family violence, mental health, financial and accommodation.

Total of 684 cases, 150 new. 278 enquiries for information and referrals.



Funded by

**MSF
NCSS**

Tote Board



Key Statistics

684

Families served
for FY21/22

Client survey:

96.8%

Satisfied

92%

Understood
challenges better

90.4%

Felt better
equipped to face
similar problems
in the future

TRANSITIONAL SHELTER (TS)

YEAR STARTED: 2018

Temporary accommodation for families facing homelessness.

AIMS

- Offer temporary housing to homeless families 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 with families and stakeholders to achieve long-term stability in housing, income, employment, and children's education.
- Group Activities and Family Programmes: Children, youths and families gain community support and involvement, family bonding, and celebrate milestones as a shelter community through involvement in programmes.
- Post-discharge Support: Social workers continue to journey with families for up to 6 months after discharge from shelter, to monitor stability and where needed, link families to Family Service Centres (FSC) for continued support.

HOW WE EMPOWER

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

Holistic approach in working with families through incorporating social work intervention in shelter setting.

Provide child-centric pre-admission introduction sessions for children and youths to be able to ask questions and learn about the shelter, to build a sense of psychological safety and predictability to ease transition anxiety.

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

AWWA commenced operations as a service provider for a second Transitional Shelter at Jalan Tenteram in January 2022.



Funded by

**MSF
Tote Board**



Key Statistics

79

Families served for
FY21/22

55%

Moved out within
twelve months

85%

Employed during
stay

100%

of eligible
dependents
regularly attended
school

Client survey:

100%

Satisfied

COMMUNITY OF CARE (COC)

YEAR STARTED: 2020

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

AIMS

- Improve connections between services so that the transfer of care are managed in a seamless way from the residents' perspective.
- Nurture local solutions and to keep seniors empowered and engaged.

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.

HOW WE EMPOWER

COC @ Ang Mo Kio (AMK)

The CoC has operationally aligned with AWWA Active Ageing Centre to provide the baseline eldercare services including a holistic suite of Active Ageing Programme, Buddying/Befriending and Case Referral & Services.

A new physical centre will be constructed by 2023 to offer a communal gathering point to engage the seniors in the neighbourhood.

COC @ Woodlands

A local Community Asset Map was developed to locate and make formal services and informal resources available to the community.

A pilot project was co-developed with students from Republic Polytechnic's (RP) School of Sports, Health & Leisure to understand and study Chronic Disease Management amongst Seniors.



Funded by
AIC



Key Statistics

COC @ AMK:

1042

Households reached

405

Senior profiled for care needs

COC @ Woodlands (in collaboration with Woodlands Health):

574

Households reached

161

Senior profiled for care needs

SENIOR COMMUNITY HOME (SCH)

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 and screening.
- Physical and mental exercises and activities.
- Guidance and counselling on challenges of ageing.
- Complementary Physiotherapy, Occupational and Speech Therapy, TCM intervention and Dementia Day Care service.
- 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 448 activities organised (including 2 by external agencies), with 66 active participants on average per activity.



Funded by
MSF
NCSS



Key Statistics

166

Residents for FY21/22

Service survey:

90%

Satisfied

HOME PERSONAL CARE SERVICE (HPCS)

YEAR STARTED: 2014 (as Personal Care Service, Disability)

Serving adult PWD aged 16 and above, and elderly who are frail and homebound, with 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.

HCPS supported AIC to run a Proof of Concept called 'Senior Supportive Living', in which eligible seniors from nursing homes are provided with frequent and timely Activities of Daily Living (ADL) and Instrumental ADL (IADL) assistance, including night care, 24/7 monitoring and support using technological solutions.



Funded by
MOH



Key Statistics

185

Clients for FY21/22

Service survey:

97.3%

Satisfied

Caregiver survey:

98%

Satisfied

PERSONAL CARE SERVICE (SENIORS) (PCS(S))

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-based 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 Activities of Daily Living.
- 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 310 seniors and delivered 500 services on average per month.

Under MOH's guideline, PCS(S) was discontinued from 1 April 2022. Clients under the care of PCS(S) were referred to the Home Personal Care Service or the Active Ageing Centre based on their service needs.



Funded by
MOH



Key Statistics

310

Clients for
FY21/22

DEMENTIA DAY CARE CENTRE (DDCC)

YEAR STARTED: 2015 (Ang Mo Kio), 2018 (Yishun)

Maintenance day care services for persons with mild to severe dementia. Service is presently offered at Ang Mo Kio (DDCCA) and Yishun (DDCCY).

AIMS

- Use person-centred care approach to offer individualised and holistic care for clients
- 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, music therapy, maintenance physical therapy, social and recreational activities, cognitive and sensory stimulation activities, festive celebrations.
- Centre-based nursing, case management, caregiver support.
- 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.



CBW project seeks to deepen the person-centred care approach that is adopted by both DDCCA and DDCCY to address the gaps in the current centre-based model by piloting additional/new services. The main components of CBW include promoting person-centred care approach, weekend respite and extended hours/night respite services, community partnership and integration, resource centre and social space.



Funded by
MOH



Key Statistics

202

Clients for FY21/22

202

Caregivers supported

DDCC Ang Mo Kio and Yishun caregiver survey:

100%

Satisfied

REHAB AND DAY CARE CENTRE (RDCC)

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

HOW WE EMPOWER

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

294

Clients for FY21/22

279

Caregivers supported

Service survey:

100%

Satisfied

Caregiver survey:

100%

Satisfied

INTEGRATED HOME AND DAY CARE (IHDC)

YEAR STARTED: 2016

Comprehensive home-based 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-based or home-based care.

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

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



**Funded by
AIC**



Key Statistics

44

Clients for FY21/22

44

Caregivers supported

ACTIVE AGEING CENTRE (AAC)

YEAR STARTED: 1997 (as Senior Activity Centre)

Previously known as AWWA Senior Activity Centre, the AAC serves as an anchor in the community to empower seniors to age in place.

AIMS

- To provide a drop-in recreational space to enable seniors to adopt an active lifestyle and pre-empt social isolation
- To provide opportunities for seniors to interact with members of the community
- To improve the quality of life of seniors residing with AAC's service cluster
- To refer seniors to assistance in a timely fashion

PROGRAMME

- Physical exercise
- Volunteer and senior-led programmes and outings
- Social activities like birthday and festive celebrations
- Interest groups like handicraft, Rummy-O, Mahjong
- Befriending services and home visits
- Information and referral service and case coordination services

HOW WE EMPOWER

As part of Ministry of Health (MOH)'s new eldercare baseline services, the AAC service boundary expanded from two rental blocks to 16 rental and purchased blocks and a private estate area. As of May 2021, AWWA AAC and Community of Care @ Ang Mo Kio are operationally aligned to serve the shared service catchment, known as the AWWA Village.



Allow seniors to take charge of various duties in the centre, including blood pressure monitoring of fellow seniors before the start of exercise sessions, sanitizing of centre equipment for programme use, serving of meals and more.

Encourage seniors to take on volunteering roles such as Befriending, provision of haircut services, handyman services and conducting of wheelchair repair workshops.



**Funded by
MOH**



Key Statistics

322

Clients for FY21/22

Service survey:

99%

Satisfied

COMMUNITY RESOURCE ENGAGEMENT & SUPPORT TEAM (CREST)

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 29 outreach events organised.

1,960 people reached with information on dementia and mental health, 290 home visits made.



Funded by
AIC



Key Statistics

287

Clients for FY21/22

54

Caregivers supported

Service survey:

100%

Satisfied

Outreach talks survey:

99.7%

Responded useful and engaging

INTEGRATED RESOURCE NETWORK (IRENE) (CREST @ YIO CHU KANG)

YEAR STARTED: 2017

Promoting mental wellness among those aged 40 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.
- Contribute as a key community organisation in regional efforts towards building of a Dementia-Friendly Community in Yio Chu Kang and Walk2Remember event.
- 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 2020 has enabled additional casework follow-up to strengthen support to seniors and their caregivers.

Total of 15 unique preventive health activities conducted.

Total of 26 outreach events, 1,469 people given health information, 258 home visits made.



Funded by
AIC



Key Statistics

268

Clients for FY21/22

45

Caregivers supported

Service survey:

100%

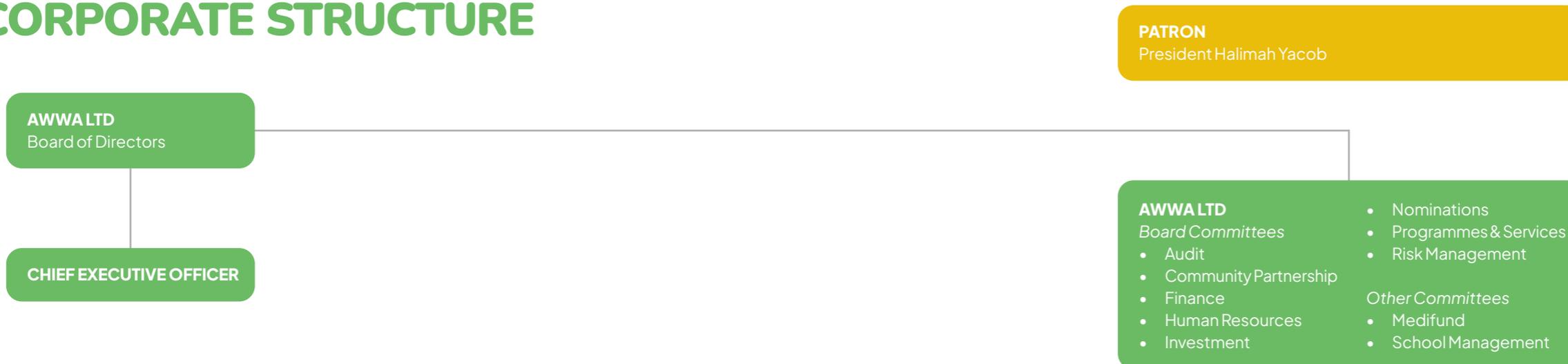
Satisfied

Outreach talks survey:

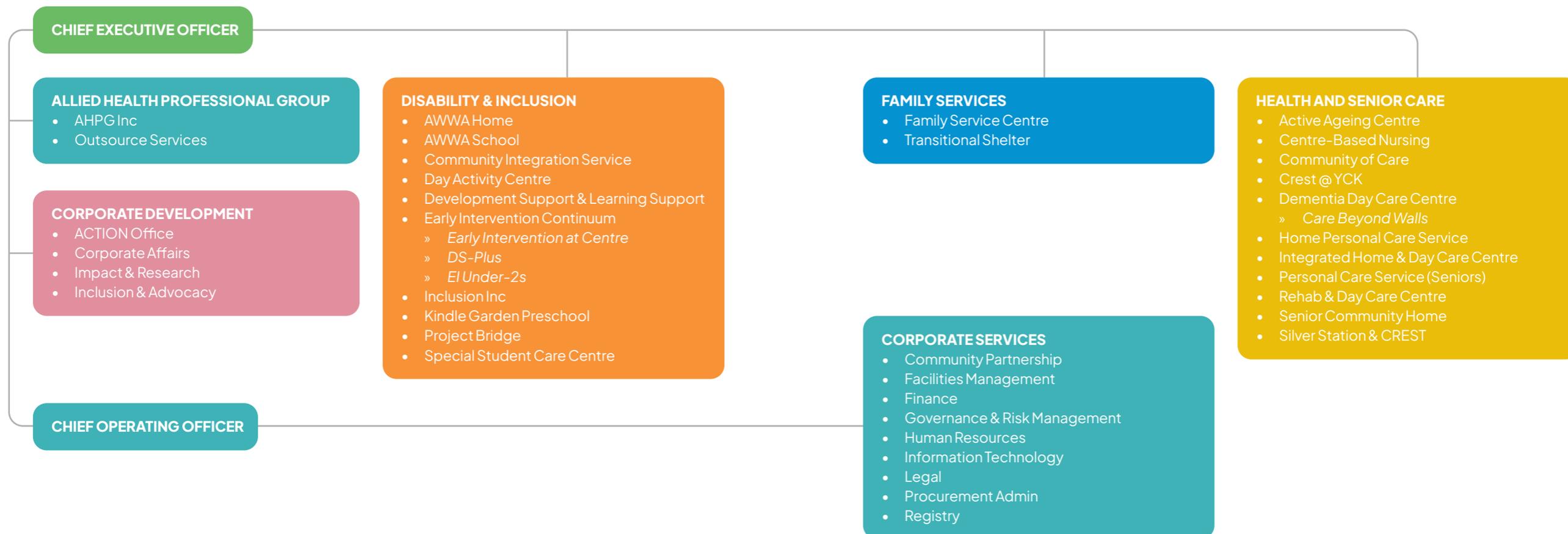
99.1%

Founded useful and engaging

CORPORATE STRUCTURE



ORGANISATION STRUCTURE



BOARD DIRECTORS OF AWWA



Ms Chung Wei Han

Chairman



Ms Beatrice Chen

Deputy Chairman & Chairperson*
of School Management Committee
and Chairperson of Community
Partnership Committee



**Ms Ayadurai
Jeyamalar**

Board Director & Chairperson
of Human Resource
Committee



Ms Loy Wee Khim

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



Ms Ng Chin Yu

Board Director & Chairperson
of Programmes and Services
Committee



**Ms Varsha
Bipinchandra**

Board Director &
Chairperson of Risk
Management Committee



Mr Chan Wai Leong

Board Director & Chairperson
of Nominations Committee



Ms Eleanor Lee

Board Director & Chairperson
of Audit Committee



Ms Lim Sok Hia

Board Director & Chairperson of
Finance Committee



Mr Chng Lay Chew

Board Director



Ms Rosana Quek

Board Director



Scan the QR
code for detailed
profiles

Mr Natarajan Subramaniam, resigned on 1 April 2022

Mr James Woo, term of appointment ended on 25 September 2021

** Effective 1 April 2022*

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	7/8	<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, Weatherford Asia Pacific • 1 August 2020 to 31 July 2022: Board Director, National Council of Social Service • LLB (Hons), National University of Singapore
	Chairman*	14/9/2019		
Ms Beatrice Chen	Board Director	11/2/2015	7/8	<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 30 June 2022: Board Director, Assisi Hospice • BA, University of British Columbia
	Deputy Chairman	26/9/2021		
	Chairperson of Community Partnership	15/9/2019		
	Chairperson of School Management Committee	1/4/2022		
Ms Ayadurai Jeyamalar	Board Director	11/2/2015	7/8	<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 Bank Ltd, UBS, SGX and SingPost • 20 years of consulting experience • BA, National University of Singapore • MSc, Organisation Development, University of Sheffield
	Chairperson of Human Resources Committee	29/5/2015		
Mr Chan Wai Leong	Board Director	11/2/2015	7/8	<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 Eleanor Lee	Board Director	18/9/2017	7/8	<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 Lim Sok Hia	Board Director	18/9/2020	8/8	<ul style="list-style-type: none"> • 40 years in the banking industry managing Credit, Risk, Compliance and governance • Worked in DBS Bank Ltd and HSBC • Member, Vanguard Healthcare Medifund Committee • BAcc (Hons), National University of Singapore
	Chairperson of Finance Committee	27/7/2021		
Ms Loy Wee Khim	Board Director	20/9/2017	7/8	<ul style="list-style-type: none"> • 30 years in Risk Management and Credit Controls • Worked in HSBC, Bank of China and Standard & Poor • BAcc, National University of Singapore
	Chairperson of Investment Committee	20/9/2017		
	Treasurer of School Management Committee	1/4/2020		
Ms Ng Chin Yu	Board Director	11/2/2015	7/8	<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 Programmes and Services Committee	26/9/2021		

BOARD DIRECTORS OF AWWA

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Ms Varsha Bipinchandra	Board Director	18/9/2020	7/8	<ul style="list-style-type: none"> • More than 30 years' experience in Finance, Risk and Governance in local and global MNCs • Chartered Financial Analyst, Fellow of Institute of Singapore Chartered Accountants and Qualified Listed Entity Director • Non Executive Independent Director, FWD Takaful Malaysia and Partner Re Asia Pte Ltd • BAcc (Hons), National University of Singapore
	Chairperson of Risk Management Committee	26/9/2021		
Mr Chng Lay Chew	Board Director	18/9/2020	7/8	<ul style="list-style-type: none"> • Retired CFO with more than 35 years of international experience in the financial industry • Held senior positions in JP Morgan, DBS Bank Ltd and SGX • Board experience in listed and private companies • Board Member and Chairman, Audit and Risk Committee, IREIT Global Group Pte Ltd • Board Member, Chairman of Audit and Risk Committee, 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, Institute of Singapore Chartered Accountants, and CPA Australia • BCA, Victoria University of Wellington, New Zealand

Name	Designation	Date of First Appointment	Board Meeting Attendance**	Qualification and Experience
Ms Rosana Quek***	Board Director	11/2/2015	7/8	<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, HSBC and Standard Chartered Bank • 15 February 2017 to 30 June 2022: Member, St Luke's Hospital Investment Committee • 26 January 2017 to present: Non- Executive Board Director, Vanguard Health Fund Ltd • 27 March 2017 to present: Chairperson, 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

*The Chairman of the Board ceased to be an ex officio member of all Board Committees with effect from 26 November 2021. However, the Chairman retains the right to attend all Board Committee meetings.

James Woo ended his term of appointment on the AWWA Board on 25 September 2021. Board meeting attendance was 2/5. Natarajan Subramaniam resigned from the AWWA Board on 1 April 2022. Board meeting attendance was 8/8.

**Attendance is indicated as the number of meetings attended over the number of meetings scheduled. Where a Director was appointed or completed his term of appointment or resigned from the AWWA Board during the financial year, the number of meetings scheduled may vary.

***To ensure good governance, the Board 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 31 March 2022, Chung Wei Han and Rosana Quek have 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 Chung Wei Han and Rosana Quek continuing as a director of the AWWA Board. However, Rosana Quek will be stepping down from the Board at the next Annual General Meeting.

BOARD COMMITTEES OF AWWA

Audit		Committee Meeting Attendance*
Ms Eleanor Lee	Chairperson	3/3
Professor Ma Kheng Min	Member	3/3
Ms Varsha Bipinchandra	Member	3/3
Ms Lim Sok Hia	Member (Appointed 26/9/2021)	2/2
Ms Patricia McKean	Member (On leave of absence)	1/3
Ms Ng Chin Yu	Member (Term ended 25/9/2021)	1/1
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/2

Community Partnership		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson	3/3
Ms Kemmy Koh	Vice Chairperson	3/3
Mrs Elizabeth Choy	Member	3/3
Ms Clara Yue	Member	3/3
Ms Woo Sin Yue	Member	3/3
Mrs Maureen Chan	Member	2/3
Mr Puneet Singh	Member	1/3
Ms Shan Tjio	Member	1/3
Ms Diana Neo	Member (Term ended 25/9/2021)	0/1
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/2

Finance		Committee Meeting Attendance*
Ms Lim Sok Hia	Chairperson (Appointed 27/7/2021)	2/2
	Member	1/1
Ms Ng Chin Yu	Chairperson (Term ended 26/7/2021)	1/1
	Member	2/2
Ms Sheila Ng	Member	3/3
Ms Loy Wee Khim	Member	2/3
Mr Charles Yap	Member	2/3
Ms Tio Guat Kuan	Member (Term ended 25/9/2021)	1/1
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/2

Human Resources		Committee Meeting Attendance*
Ms Ayadurai Jeyamalar	Chairperson	3/3
Mr Jayakody Vengadaselam	Member	3/3
Ms Angie Tan	Member	3/3
Ms Leona Tan	Member	3/3
Ms Han Yan	Member (Appointed 10/8/2021)	2/2
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/2

Investment		Committee Meeting Attendance*
Ms Loy Wee Khim	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Mrs Rosana Quek	Member	3/3
Mr Dieu Eng Luke	Member (Appointed 26/9/2021)	2/2
Ms Tracy Ang	Member (Appointed 26/9/2021)	2/2
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/2

Nominations		Committee Meeting Attendance*
Mr Chan Wai Leong	Chairperson	4/4
Mr Chng Lay Chew	Member (Appointed 26/9/2021)	2/2
Mr Natarajan Subramaniam	Member (Appointed 26/9/2021)	2/2
Ms Saleemah Ismail	Member (Term ended 25/9/2021)	2/2
Mr Yoon Wai Nam	Member (Term ended 25/9/2021)	2/2
Mr Syed Ali Abbas	Member (Term ended 25/9/2021)	2/2
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	2/3

Programmes and Services		Committee Meeting Attendance*
Ms Ng Chin Yu	Chairperson (Appointed 26/9/2021) Member	2/2 3/3
Ms Lim Sok Hia	Member	5/5
Professor Ma Kheng Min	Member	5/5
Ms Ayadurai Jeyamalar	Member	4/5
Dr Chen Shiling	Member	3/5
Ms Beatrice Chen	Member (Appointed 26/9/2021)	1/2
Mr Chng Lay Chew	Member (Appointed 26/9/2021)	2/2
Mr Chin Yi Zhuan	Member (Appointed 26/9/2021)	2/2
Mrs Rosanna Quek	Chairperson (Term ended 25/9/2021)	3/3
Mr Natarajan Subramaniam	Member (Term ended 25/9/2021)	3/3
Dr Eunice Tan	Member (Resigned 31/3/2022)	1/5
Ms Genevieve Tan McCully	Member (Resigned 18/5/2021)	0/0
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	4/4

Risk Management		Committee Meeting Attendance*
Ms Varsha Bipinchandra	Chairperson (Appointed 26/9/2021) Member	2/2 1/1
Mr See Yong Hwee	Member (Appointed 26/9/2021)	2/2
Mr Gerry Chng	Member (Appointed 26/9/2021)	1/2
Mr Natarajan Subramaniam	Chairperson (Term ended 25/9/2021)	1/1
Mr Gilbert Ponniah	Member (Term ended 25/9/2021)	1/1
Mrs Rosana Quek	Member (Term ended 25/9/2021)	1/1
Ms Wong Toon Kok	Member (Resigned 15/3/2022)	1/3
Ms Kay Pang Ker-Wei	Member (Resigned 15/3/2022)	1/3
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	0/1

Information Technology		Committee Meeting Attendance
Mr James Woo	Chairperson	1/1
Mr Joseph Choo	Member	1/1
Mr Chan Wai Leong	Member	1/1
Mr Ho Khai Leng	Member	1/1
Mr Stan Lin	Member	0/1
Mr Vincent Lee	Member	0/1
Ms Chung Wei Han	Ex Officio (Till 26/11/2021)	1/1

The Information Technology Committee has been dissolved with effect from 25 September 2021.

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. Where a Board committee member was appointed or completed his/her term of appointment or resigned during the financial year, the number of meetings scheduled may vary.

OTHER COMMITTEES

Medifund		Committee Meeting Attendance
Ms Tio Guat Kuan	Chairperson	3/3
Ms Low Wai Peng	Member	2/3
Ms Koh Hui Ngo	Member	3/3

School Management		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson (Appointed 1/4/2022) Member (Appointed 1/11/2021)	NA 3/3
Mrs Rosana Quek	Chairperson (Term ended 31/3/2022)	6/6
Ms Meena Damodaran	School Supervisor (Appointed 1/4/2022) Member (Appointed 30/4/2021)	NA 6/6
Dr Eunice Tan	School Supervisor (Term ended 31/3/2022)	6/6
Ms Loy Wee Khim	Honorary Treasurer	5/6
Mrs Ruby Seah	Secretary / School Principal	6/6
Ms Clara Yue	Member	6/6
Mr J R Karthikeyan (Karthik)	Member	3/6
Ms Amy Tan	Member (Appointed 1/4/2022)	N/A
Mrs Lisa Goh	Member, Ministry of Education Representative (Appointed 15/12/2021)	2/2
Ms Morene Sim	Member, National Council of Social Service	5/6
Ms Veronica Ho	Member, Ministry of Education Representative (Term ended 14/12/2021)	4/4

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. Where a committee member was appointed or completed his/her term of appointment or resigned during the financial year, the number of meetings scheduled may vary.

CEO AND LEADS



**Mr J R Karthikeyan
(Karthik)**
Chief Executive Officer
Appointed 1/1/2019



Mrs Selina Foong
Chief Operating
Officer
Appointed 1/1/2021



Mr Sairam Azad
Director,
Health & Senior Care
Appointed 1/1/2022



Ms Huixia See Toh
Deputy Director,
Family Services
Appointed 1/1/2022



Ms Joyce Lum
Deputy Director,
Allied Health Professional Group
Appointed 1/1/2019



Ms Ng Lee Lee
Deputy Director,
Disability & Inclusion
Appointed 1/1/2022



Ms Michelle Yeo
Head,
Human Resources
Appointed 1/1/2021



Ms Pooja Bhandari
Head,
Corporate Development
Appointed 1/1/2020



Ms Amy Tan
Principal,
AWWA School @ Napiri
Appointed 15/12/2021



Mrs Ruby Seah
Principal,
AWWA School @ Bedok
Appointed 15/12/2021



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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 (Karthik)	Chief Executive Officer*	01/1/2019	6/8	<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 ceased to be an ex officio member of the Board Committees with effect from 26 November 2021. He may attend all Board Committees meetings unless otherwise informed by the Chairpersons of the relevant Board Committees.

CORPORATE GOVERNANCE

COMPOSITION OF THE 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, risk compliance, organisational development and human resource management, information technology, media and communications and executive search. 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.

BOARD RENEWAL AND TERM LIMITS

The Board plans for its renewal and succession. Under AWWA's Constitution, one-third of the directors (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 FY22/23.

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 through a comprehensive survey questionnaire and post-evaluation discussions with each Director. There was a good diversity of opinions and overall scores showed consensus on many areas such as strategic direction, key priorities and succession.

A Board evaluation will be conducted every 2 years.

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 eight 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 worked with the external auditors in enhancing the disclosures in the financial report and provided input to management on further strengthening of internal controls arising from the internal audit.

The AC also reviewed the year end financial results and financial position; and the proposed changes to the audited financial statements for the financial year.

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 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 or hybrid sessions and limited on-site volunteering for essential services. We are grateful

to our many community and corporate partners who continued to engage with our clients and provide the support to our services.

The Committee continued to monitor progress in meeting annual fundraising targets and ensured that AWWA’s fundraising policy is in compliance with regulatory requirements.

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, half yearly results and forecast as well as oversight on 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:

- People-related practices: AWWA through its Organisation Development (OD) interventions strengthened its Talent Management practices and capability building programmes;
- Compensation: In view of the salary increases in the Social Services and Health sector, AWWA HR continued with a comprehensive review of compensation to ensure best practices were in place; and
- Organisation restructure: Working with the Board and CEO to strengthen the AWWA structure and practices to widen the range of services offered to clients.
- Capability building: Review of employee competency roadmaps to strengthen career pathways and alignment with SkillsFuture framework;
- Digitalisation: Comprehensive review of HR Management Systems to improve efficiency of HR processes and enhance employee experience

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 two years.

Committee Report

During the year, the NC was involved in ultimately recruiting six new volunteers to join four Board Committees and conducting a Board evaluation exercise that led to specific actions for various committees.

PROGRAMMES AND SERVICES

Terms of Reference

The Programmes and Services Committee (“PSC”) assists the Board by reviewing and appraising the 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, PSC continued to monitor the progress of programmes and services, evaluated proposal for a new transitional shelter for families, a 6-month proof of concept project for senior supportive living with the Agency for Integrated Care (AIC) and a new service location for the elderly services. Recommendations were put forth to the board for approval.

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 or unit trusts which are 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 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 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 activities.

The Board’s current policy is for the 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 31st March 2022, AWWA has 825 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. Five staff scholarships for further education were awarded in FY21/22.

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 teaching back engages in learning and strengthening our institutional knowledge. To support AWWA’s capability building, e-Academy was created to strengthen the learning and development framework, curriculum and standardisation of core programs across all Services and job family. AWWA through its OD interventions also put in place various taskforces to drive innovation, continuous work improvement and employee engagement.

To improve process efficiency, digital security and employee experience, a comprehensive review was conducted on the multiple HR management systems in use. With the review, HR procured a single platform HR system which will provide for all the needs of the employee lifecycle with better cost efficiencies, productivity and improved employee experience.

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, volunteering sessions were pivoted to virtual or hybrid sessions, and limited on-site volunteering for essential services.

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.

Volunteers are required to undergo an e-orientation (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 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 and Board Committees. In addition, members of the AWWA Board 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.

CODE OF CONDUCT

All members of the Board, employees and volunteers abide by a code of conduct throughout their employment or engagement with the Company which 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 by 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 FY21/22, AWWA raised a total of \$5,512,735 (for both tax and non-tax donations) through various initiatives, including online campaigns thanks to the support of our donors and partners. In addition, an amount of \$16,368,927 was donated by the Association following the sale of its investment properties and its subsequent dissolution.

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.

Through four online campaigns

\$556,008
Amount raised

\$64,952
Fundraising costs

11.7%
Fundraising efficiency ratio

Breakdown of donors

97%
Corporates & Institutions

3%
Individuals

Breakdown of donations

9% Disability & Inclusion Continuum

6% Health & Senior Care Continuum

1% Family Service Continuum

84% All Service Continuum

VOLUNTEERING

FY21/22 was yet another year through the pandemic. Despite changing restrictions and navigating through the circumstances, the creativity and generosity of our volunteers helped to impact another year of volunteer giving with a record high of over 6,000 volunteer hours.

Corporates, institutions, and regular community volunteers supported over 800 volunteer activities through virtual, hybrid and limited essential face-to-face volunteering. A year of uplifting volunteering events, our volunteers did incredible work to engage our clients through virtual football clinics; batik printing and virtual master chef to name a few.

To stay connected with our donors and volunteers, the AWWA Telegram group was launched in February 2021 to provide weekly snippets. The refresh to the volunteer pages on our website provided easier access for volunteer registration.

Thank you to all our volunteers and donors who have joined us on our mission. We look forward to your continued support in the coming year.

827
Volunteering activities

6,093
Total no of hours

\$645,040
Man-hour savings

74%
Individuals

36%
Corporates & Institutions



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

SECTOR IMPACT

AWWA staff continually endeavor 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 Careshield Life Council, Member
- MOH Community Rehab Transformation Workgroup, Member
- MSF Enabling Masterplan 2030 (EMP2030) Steering Committee Meeting, Member
- MSF Enabling Masterplan Workgroup on Independent Living, Member
- MSF Enabling Masterplan Workgroup on Inclusive Preschool, Member
- MSF Resource Panel for Leadership and Development Scheme Programmes, Member
- MSF Social Service SkillsFuture Tripartite Taskforce, Member
- NCSS Career Development Panel, Member
- NCSS Social-Health Integration Working Group, Member
- NHG Population Health Collective Leadership Council (POPCollect), Member
- NLB Advisory Committee for Persons with Disability, Member
- Special Needs Trust Company Limited (SNTC), Board Member

Ms Ng Lee Lee

Deputy Director, Disability & Inclusion

- MSF Workgroup on Care and Programme Staff in the Disability Sector, Member
- SG Enable Disability Network, Member

Ms See Lay Kim

Head of Programme, Adult Disability

- SIT Associate Faculty (Occupational Therapy)
- TP Adjunct Lecturer (Social Sciences in Gerontology)

Ms Vincent Raj Ferida

Assistant Director, EIC

- Social Service SkillsFuture Tripartite Taskforce (STT), Member
- Early Intervention Conference 2023, Organising Committee Member
- Parents' Guide for Young Children Who Need Early Intervention, Workgroup Member

Ms Eunice Chang

Acting Senior Head Social Work, AWWA School

- MOE Multi-agency Advisory Panel, Member

Ms Alicia Lim

Assistant Clinical Head, Occupational Therapy, AHPG

Lead (Education), AHPG

- SIT Adjunct Lecturer (SIT, NIE)
- SIT Clinical Education, Coordinator (Occupational Therapy)
- Member of Therapist Advisory Panel & SkillsFuture Tripartite Taskforce (Therapist Sub-Team)
- Member of Industry Advisory Committee – Clinical placement education sub-committee (SIT)

Ms Elangovan Bhavani

Principal Occupational Therapist, AHPG

- SAOT Low Vision Special Interest Group Committee, Member

Ms Evangeline Arceo Noda Mateo

Senior Occupational Therapist, AHPG

- 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
- One Rehab Champion

Mr R V Joice

Clinical Head, Physiotherapy, AHPG

Lead (Technological Advancement in Practices), CDO

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

Ms Siti Khalijah Bte Abdul Aziz

Principal Physiotherapist, AHPG

- SIT Associate Faculty (Physiotherapy), Associate Faculty
 - » Principal Investigator
 - » Student Supervisor

Ms Yap Li Wen

Principal Occupational Therapist, AHPG

- SAOT Council, Member (Promotion and Development)
- SAOT Physical Rehabilitation Special Interest Group, Lead
- SIT Adjunct Lecturer
- Member of Allied Health Services Planning and Action Committee (AH SPACe)
- Project Supervisor with SIT research collaboration

Ms Ebba Fernandez

Clinical Head, Speech Therapy, AHPG

- Member of MSF Therapist Advisory Panel & SkillsFuture Tripartite Taskforce (Therapist Sub-Head)
- Member of MOH Curriculum Review Standing Committee

Ms Pann Myint Wai Wai

Physiotherapist, AHPG

- Action champion in MOH Community Rehabilitation Transformation Workgroup
- Member of One Rehab

Ms Chua Shi Jia

Senior Occupational Therapist, AHPG

- Severe Disability Assessor, AIC

Ms Venetta Ho

Associate Psychologist, AHPG

- Member of NCSS Research Coalition

Mr Jason Khoo

Principal Speech & Language Therapist, AHPG

- Speech Therapy Clinical Education Coordinator with NUS & SIT

Mr Sairam Azad

Director, Health and Senior Care

- AIC Health Productivity Fund Community Care Approval Panel, Member
- AIC Strategic Advisory Committee for Quality Improvement, Member
- AIC Centre-Based Community Care Guidebook Workgroup, Chairperson
- Home Nursing Foundation Clinical and Continuing Education Committee, Member
- AIC Community Care Quality Advisory Committee, Member

Mr Seetharaman Prabakaran

Senior Occupational Therapist, Health and Senior Care

- SAOT Assistive Tech Special Interest Group, Member

Ms See Toh Huixia

Deputy Director, Family Services

- National Heart Centre Medifund Committee, Member
- SASW Housing Support Network, Member

Ms Grace Xu Yu Qi

Head, Social Worker, Transitional Shelter

- SASW Housing Support Network, Member

Ms Nur Atikah Bte Hamdan

Social Worker, Transitional Shelter

- Friends of SASW Housing Support Network

Ms Michele Gan

Senior Counsellor, Family Service Centre

- Central Family Violence Working Group, Member
- Singapore Association for Counselling sub-committee "Community Counsellors", Committee Member

Ms Sutrima Saphadi

Asst Senior Social Worker, Family Service Centre

- Central Family Violence Working Group, Member

AWWA LTD (A company limited by guarantee and not having share capital)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Unrestricted funds	Restricted funds	Total 2022	Total 2021
	\$	\$	\$	\$
Income				
Income from generated funds:				
– Voluntary income	16,767,723	4,557,931	21,325,654*	4,280,386
– Activities for generating funds	403,507	152,501	556,008	1,375,098
Investment income	7,021	143,305	150,326	290,649
Income from charitable activities	3,475,706	68,146,636	71,622,342	73,746,170
Total income	20,653,957	73,000,373	93,654,330	79,692,303
Expenditure				
Cost of generating funds:				
– Cost of generating voluntary income	183,966	377,482	561,448	482,164
– Fundraising costs	22,579	42,373	64,952	187,065
Charitable activities	1,677,505	63,388,915	65,066,420	57,861,747
Governance costs	7,573	153,386	160,959	177,723
Other expenditure	–	2,302	2,302	4,473
Total expenditure	1,891,623	63,964,458	65,856,081	58,713,172
Net surplus	18,762,334	9,035,915	27,798,249	20,979,131
Fund transfer	–	–	–	–
Reconciliation of funds				
Total funds brought forward	9,508,602	73,097,508	82,606,110	61,626,979
Total funds carried forward	28,270,936	82,133,423	110,404,359	82,606,110

The financials from page 72 to 74 are extracted from the audited financial statements for the financial year ended 31 March 2022. 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.

*Included in the income is a donation of \$16,368,927 from the Association following the sale of its investment properties and its subsequent dissolution.

AWWA LTD (A company limited by guarantee and not having share capital)

BALANCE SHEET

AS AT 31 MARCH 2022

	2022	2021
	\$	\$
Non-current assets		
Property, plant and equipment	5,382,382	2,477,244
Investments in financial assets	13,000,000	–
	18,382,382	2,477,244
Current assets		
Investments in financial assets	–	1,002,302
Receivables	12,635,156	13,322,767
Cash and cash equivalents	89,659,709	78,545,459
	102,294,865	92,870,528
Total assets	120,677,247	95,347,772
Current liabilities		
Payables	9,677,645	12,247,101
Provision for gratuity	595,243	494,561
	10,272,888	12,741,662
Total liabilities	10,272,888	12,741,662
Net assets	110,404,359	82,606,110
Funds		
Unrestricted funds	28,270,936	9,508,602
Restricted funds*	82,133,423	73,097,508
Total funds	110,404,359	82,606,110

The financials from pages 72 to 74 are extracted from the audited financial statements for the financial year ended 31 March 2022. 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.

*Restricted funds represent funds that have been received by the Company for which the usage is restricted – specifically for an activity in one or more of its services or for specified activities within these services. These restrictions may be designated by government agencies, other donor organisations or individuals.

AWWA LTD (A company limited by guarantee and not having share capital)

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	2022 \$	2021 \$
Cash flows from operating activities		
Net surplus	27,798,249	20,979,131
Adjustments for:		
Depreciation of property, plant and equipment	1,151,724	824,190
Gain on disposal of property, plant and equipment	(2,800)	-
Interest income	(150,326)	(290,649)
Amortisation of premium and premium written off on redemption of bonds	2,302	4,473
Operating cash flows before movements in working capital	28,799,149	21,517,145
Receivables	715,640	(2,563,512)
Payables	(2,699,877)	817,431
Provision for gratuity	100,682	(173,675)
Restricted cash - bank balance for provision for gratuity	(252,322)	43,158
Restricted cash - bank balance - pledged fixed deposit	-	(486)
Restricted cash - bank balance for Medifund	(26,905)	(13,484)
Net cash flows generated from operations	26,636,367	19,626,577
Cash flows from investing activities		
Interest received	122,297	461,312
Purchases of property, plant and equipment (Note A)	(3,926,441)	(1,075,081)
Proceeds from disposal of property, plant and equipment	2,800	-
Additional investment in financial assets	(13,000,000)	-
Proceeds from redemption of bonds	1,000,000	500,000
Net cash flows used in investing activities	(15,801,344)	(113,769)
Net increase in cash and cash equivalents	10,835,023	19,512,808
Cash and cash equivalents at beginning of financial year	78,013,315	58,500,507
Cash and cash equivalents at end of financial year	88,848,338	78,013,315
Restricted cash - provision for gratuity	569,498	317,176
- pledged fixed deposit	169,200	169,200
- Medifund	72,673	45,768
Cash and cash equivalents at end of financial year as presented on the balance sheet	89,659,709	78,545,459
Note A: Purchases of property, plant and equipment		
Aggregate cost of property, plant and equipment	4,056,862	1,213,048
Add: payables brought forward at 1 April	137,967	-
Less: outstanding payables at 31 March	(268,388)	(137,967)
Net cash outflow for purchases of property, plant and equipment	3,926,441	1,075,081

The financials from pages 72 to 74 are extracted from the audited financial statements for the financial year ended 31 March 2022. 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 staff 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
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

S/N	Description	Code ID	Response Drop List
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 Complied	2.2	<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

- 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.
- 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'.
- 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.

OUR AMAZING DONORS

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 FY21/22.

\$500,000 and above

Asian Women's Welfare Association
Lien Foundation
Singapore Exchange Limited
Standard Chartered Bank (Singapore) Limited

\$250,000 and above

Caesar Sengupta

\$100,000 and above

Oversea-Chinese Banking Corporation Limited
UBS Optimus Foundation Singapore Ltd.

\$50,000 and above

Lee Fung International Pte. Ltd.

\$10,000 and above

Amit Malhotra
Amy Lee Yuen Ying
Baker Tilly TFW LLP
Bank of Singapore Limited

BlackRock (Singapore) Limited
Cargill TSF Asia Pte. Ltd.
Charities Aid Foundation America
Chee Leng Poh
Chevron Oronite Pte Ltd
Chevron USA Inc., Singapore Branch
Chew How Teck Foundation
Chung Wei Han and Hoong Yik Luen
ExxonMobil Asia Pacific Pte. Ltd.
Francis Chen Che Cheng
Heartwarmers Volunteer
Lau Ku Shang
Maureen Chan
McKinsey & Company Singapore, Pte Ltd
Mellford Pte. Ltd.
Microsoft Operations Pte Ltd
Natarajan Subramaniam
Pat's Schoolhouse Pte. Ltd.
Pico-Chia Brothers (Charity Funds) Pte. Ltd.
Prudential Assurance Company Singapore (Pte) Limited
Richard Wong and Clara Yue
Seagate Singapore International Headquarters Pte. Ltd.
Singapore Power Limited
Skool4Kidz Pte. Ltd.
The Ayadurai Foundation
The Japanese Association, Singapore
The Ritz-Carlton, Millenia Singapore
Toh Chee Meng

Donating to our causes is easy: visit us at www.awwa.org.sg or send an email to giving@awwa.org.sg.

DIRECTORY

AWWA Headquarters

9 Lorong Napiri
S (547531)
☎ 6511 5200
✉ contactus@awwa.org.sg
🌐 www.awwa.org.sg

Allied Health Professional Group

9 Lorong Napiri
S (547531)
☎ 6511 7034
✉ ahpoutsource@awwa.org.sg

Disability and Inclusion

AWWA School @ Bedok
50 Bedok Reservoir Crescent
S (479225)
☎ 6511 1600
✉ school@awwa.org.sg

AWWA School @ Napiri

11 Lorong Napiri
S (547532)
☎ 6511 5280
✉ school@awwa.org.sg

Community Integration Service

9 Lorong Napiri
S (547531)
☎ 6511 5210

Development Support and Learning Support

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.com.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 @ Lengkok Bahru

☎ 6511 7272
✉ ts@awwa.org.sg

Transitional Shelter @ Jalan Tenteram

☎ 6511 7272
✉ ts@awwa.org.sg

Health and Senior Care

Active Ageing Centre

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

Dementia Day Care Centre @ Ang Mo Kio

Blk 123 Ang Mo Kio Ave 6
#01-4035
S (560123)
☎ 6511 6691

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 Community Home

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