

ONE ORGANISATION



MULTIPLE LIVES IMPACTED


ABOUT AWWA

AWWA was founded in 1970 by a group of volunteers supporting low-income families, and has since evolved into one of Singapore's largest multi-service social service agencies. AWWA's multi-professional team supports early childhood education, the integration and inclusion of children with developmental needs, families with complex social issues, the elderly, and persons with additional needs so that they may live out their various dreams and aspirations. AWWA is a registered charity with an Institution of a Public Character status.

MISSION

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



Corporate Information

AWWA Ltd (“AWWA”) was incorporated on 7 January 2015 as a company limited by guarantee in Singapore. AWWA is governed by its Constitution and is a registered charity. It has been an Institution of a Public Character (IPC) since 1 April 2015.

AWWA

UEN No

201500785Z

Date of Incorporation

7 January 2015

Date Approved as IPC

1 April 2015

(last renewal approved with validity till 31 August 2024)

Registered Address

9 Lorong Napiri, Singapore 547531

Bankers

DBS Bank Ltd, 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

External Lawyer

Appointed on an as need basis

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Highlights



1,600+

Volunteering opportunities



2,900+

Children and youths with additional needs served



137,000+

Therapy hours provided to over 40 external agencies by Allied Health Professional Group



670+

Families served by Family Services



10,000+

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



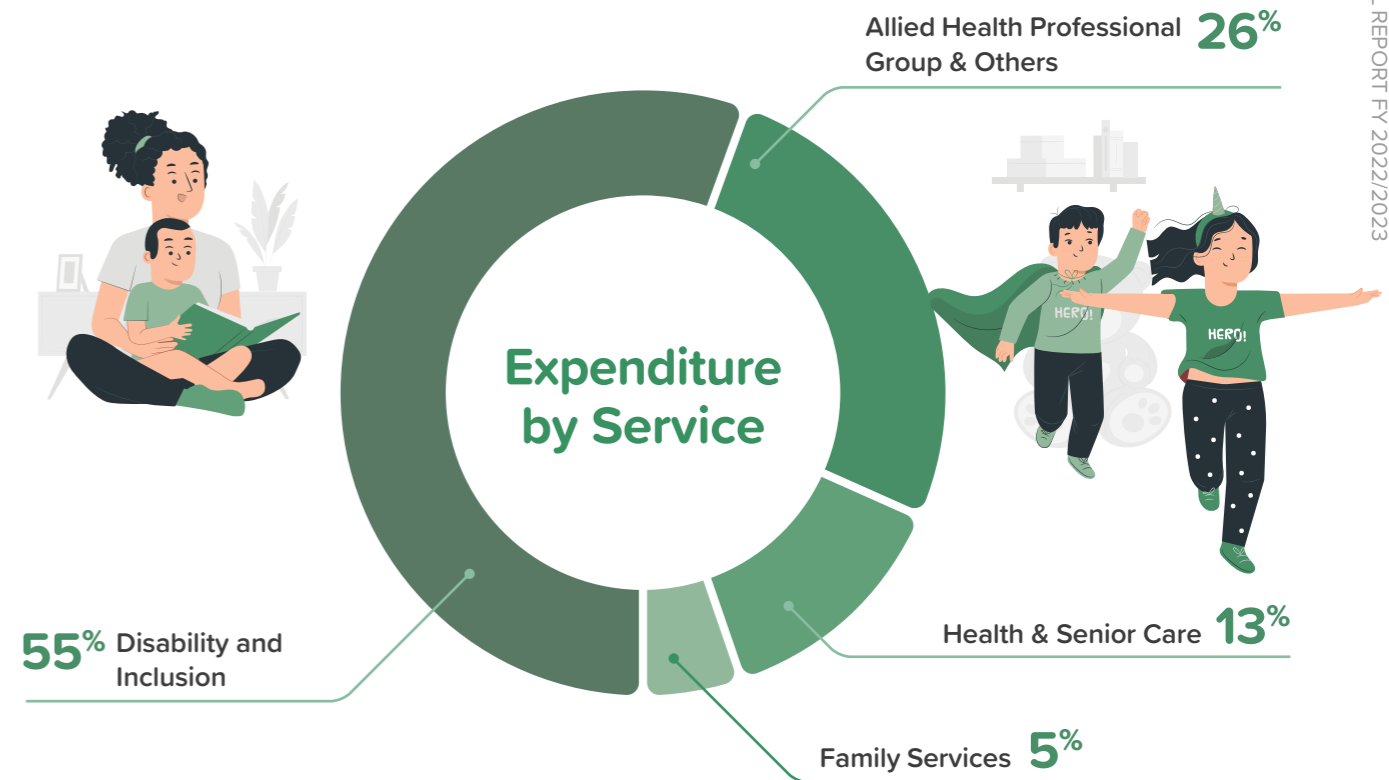
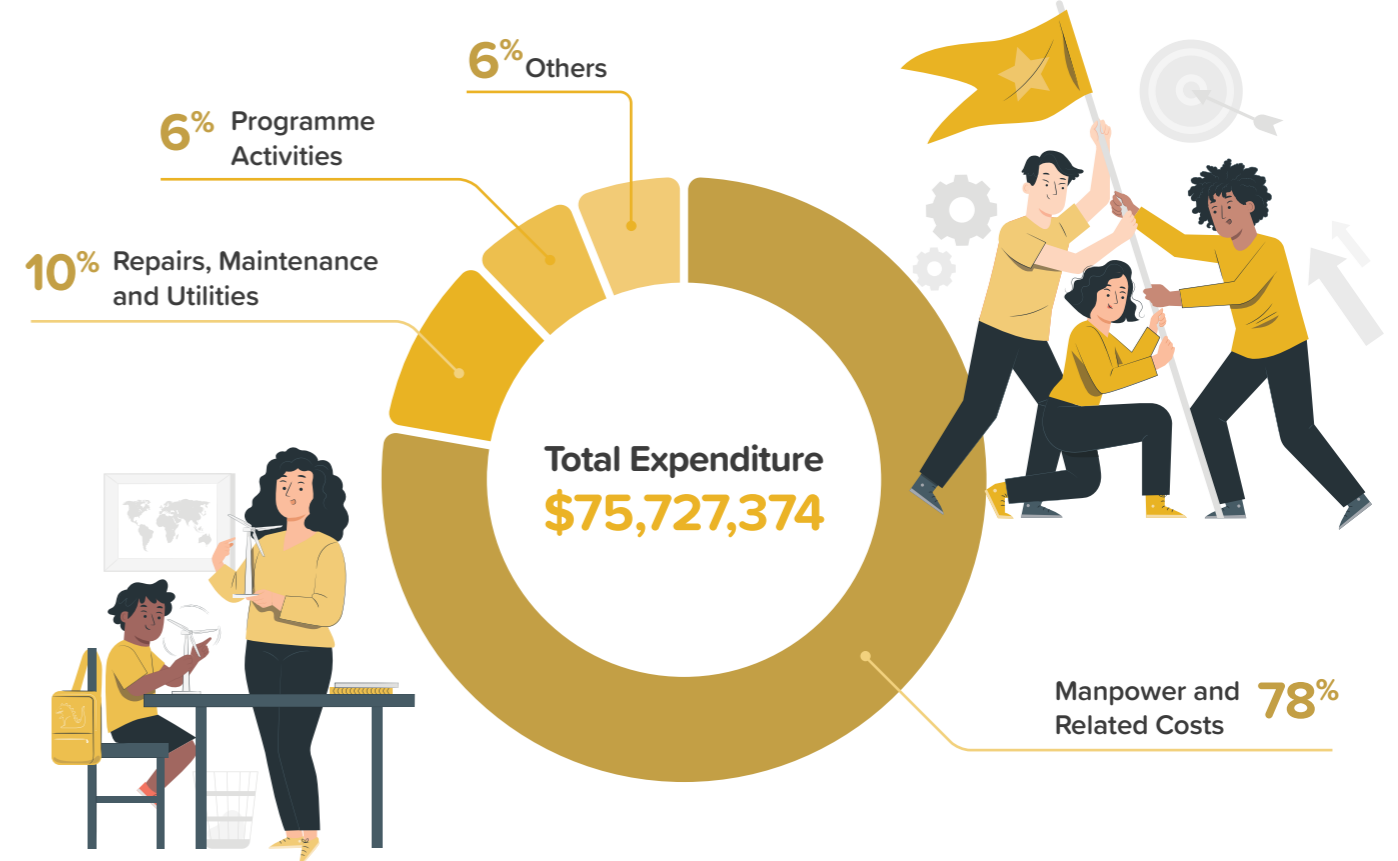
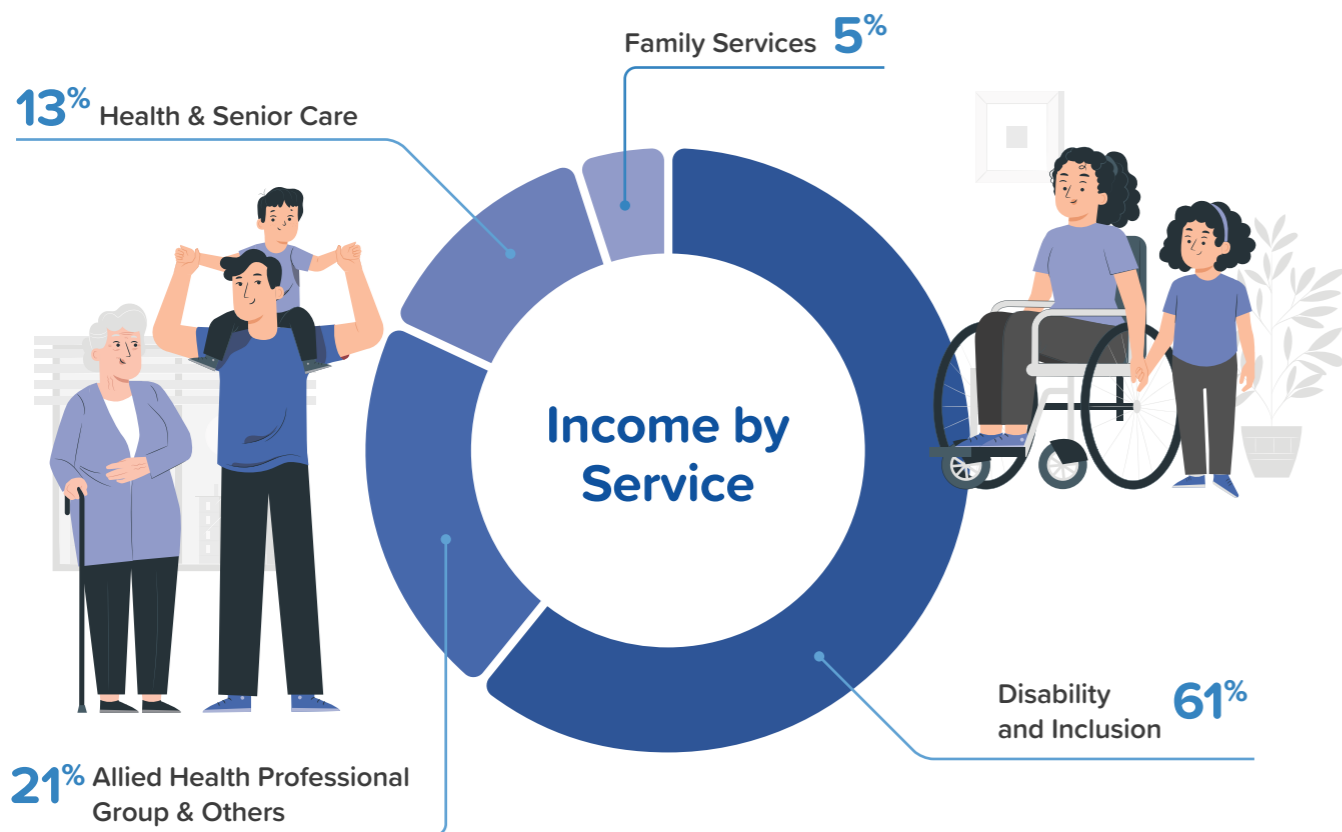
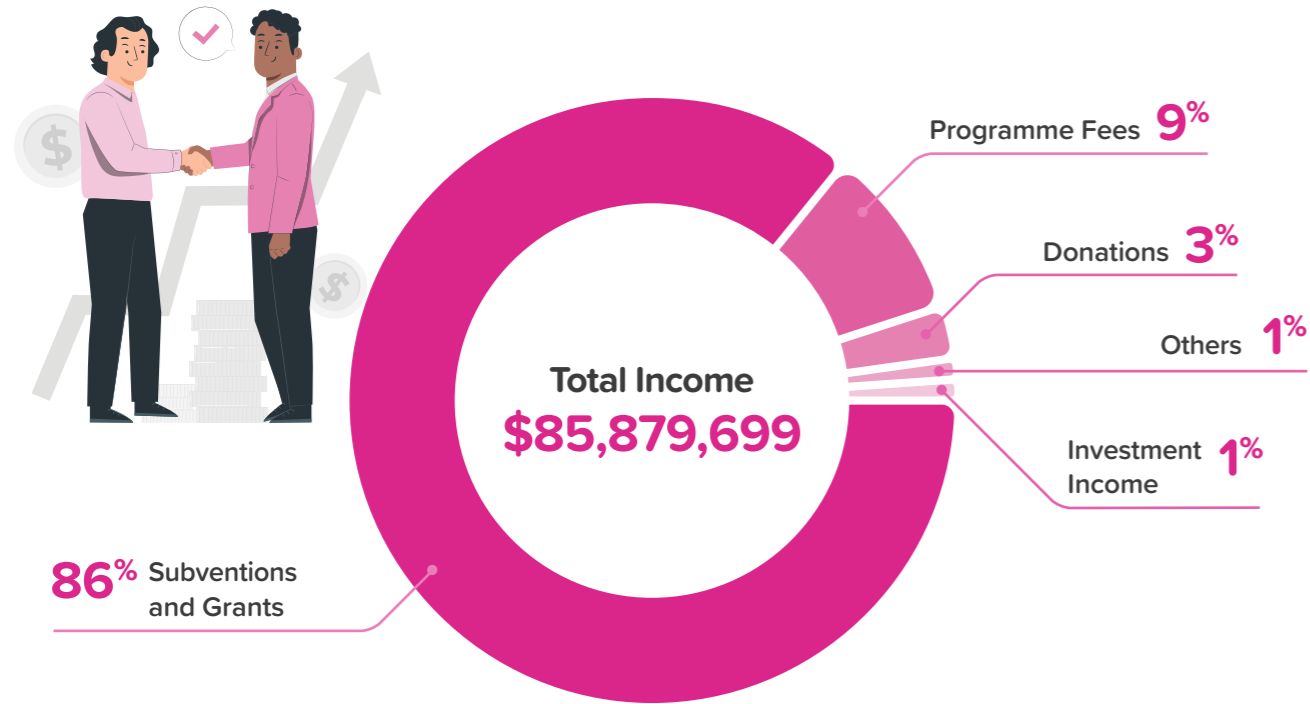
Commenced operations for AWWA's first dedicated Home and Day Activity Centre for adults with physical and multiple disabilities



Officially opened AWWA's second special education school dedicated to clients with autism in Bedok



Financial Performance for FY2022/2023



During the year, AWWA achieved a surplus of \$10.15 million of which \$6.3 million is attributable to restricted funds received in advance but fully recognised to income in compliance with the Charity Accounting Standards. Expenditure against these funds will be accounted for as and when they are incurred in future years.

Chairman's MESSAGE

“

As our society continues to evolve, I believe that there is much more we need to do, and I eagerly anticipate continuing this journey with you in a different capacity, but still united by our shared commitment of empowering children, youths, adults, families and seniors so that they may lead dignified and independent lives.

”



Dear friends of AWWA,

Q n 22 August 2022, the Singapore government announced that mask-wearing indoors was no longer mandatory, marking a significant transition from COVID-19 to normalcy. The pandemic was like a storm and with its passing, we actually came out stronger. We demonstrated resilience and kept the good fight going by officially opening AWWA School @ Bedok in January 2022 – a dedicated school for students with autism, a second Transitional Shelter for displaced families, and commencing operations at AWWA Home and Day Activity Centre in September 2022 for adults with physical and multiple disabilities. Our capability and capacity to continuously grow was made possible by our strong partnerships, and the dedication of close to 900 AWWA staff, both old and new.

AWWA was one of the two Social Service Agencies (SSAs) that made the list of top employers in Singapore in a survey jointly conducted by SPH and Statista in 2022, which is testament to our aspiration of making our professional environment one of learning and growth. While our efforts were slowed down due to the pandemic, we continued in small ways to continuously build our online learning academy to upskill our staff so that we improve efficiency, and carry out quality intervention for our clients each and every time. This year, AWWA will hold its first learning conference, and I cannot wait for us to officially launch our online learning academy for our staff then. Continuing our efforts to develop and nurture our workforce, we have plans to send up to 30 key professionals for local and overseas training stints, so that they can learn from eminent clinicians and experts.

With development and technology, the overall quality of life has increased for multiple communities over the years. Today, it is critical for us to promote independence, integration and inclusion by ensuring that the services we provide, are holistic in nature. It is no longer enough to help a client take ten steps. Our most basic goals have to be functional, and we have to progress from ten steps to helping our clients access the bathroom or engage in easy gardening at home, for example. Internally, we are trialling small-scale pilots to improve both our intervention and goal-setting methods and I feel encouraged by the progress our

specialists and Allied Health Professionals (we have over 160 within our therapy hub now!) have made.

We are grateful for the trust and faith our partners have placed in us over the years. I am delighted that AWWA was conferred its second Charity Transparency Award in 2022, which recognises our efforts in good governance and transparency standards. This recognition fuels us to continue to provide optimal and high-quality intervention and services to the persons we serve across life stages.

On the topic of stages, my heart is full as I pen the last few words of my message as Chairman of the organisation. It has been my privilege to have served and supported AWWA over the years, and I feel encouraged that the good work we do will continue as I pass the baton over to the incoming Chairman. As our society continues to evolve, I believe that there is much more we need to do, and I eagerly anticipate continuing this journey with you in a different capacity, but still united by our shared commitment of empowering children, youths, adults, families and seniors so that they may lead dignified and independent lives. Thank you to all, for making AWWA what it is today, and what it will be tomorrow.

Chung Wei Han

Chairman
AWWA Ltd



Mrs Selina Foong
Chief Operating Officer, AWWA

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

CHIT CHAT *with* CEO and COO

What were you most excited about in the past year?

Karthik: Where do I even start?! In the past year, we reached out to over 2,000 persons across our Health & Senior Care services. It has been very humbling to see how much our impact has grown throughout my 16 years of being with the organisation. As a member of the National Healthcare Group's Population Health Collective Leadership Council (POPCollect), I also feel very encouraged that our services are aligned with sectoral trends and initiatives such as Healthier SG. Healthier SG is Singapore's new care strategy that was rolled out last year, which emphasises preventative care to keep people healthier. This is aligned with what we do in AWWA, through our services such as our Active Ageing Centre and Community Mental Health. We were also very excited about organising the ninth run of our Silver Sports Day in July, in collaboration with ITE College Central, and which was graced

by Ms Rahayu Mahzam, Senior Parliamentary Secretary for the Ministry of Health and Ministry of Law. Over 200 seniors from AWWA, TOUCH Community Services and Methodist Welfare Services took part in the event which strengthens community bonds by supporting the continued health and social integration of seniors so that they may age gracefully within a cohesive community.

Selina: We also generated some buzz in the Disability space with the official opening of our second school at Bedok last year, and the commencing of operations of our very first AWWA Home and Day Activity Centre in September 2022 for adults with physical and multiple disabilities. I am definitely looking forward to both the official opening of our Adult Disability facilities, and our fourth Early Intervention Centre at Fernvale Woods next year, which will help us to support the developmental needs of over 1,000 children annually across our different centres.

Were you able to experience any changes in a post-pandemic world?

Selina: Definitely. We were able to celebrate wins, both small and big, through in-person events, and awards. We are very proud to honour six AWWA healthcare professionals who were recipients of the Singapore Health Quality Service Awards this year for their outstanding contributions to healthcare. They exemplified two of AWWA's core values of care and concern, and commitment through their work. As believers of holistic care, they worked with our clients' ecosystems to ensure they receive relevant and adequate intervention, both at our centres and at home. I was also very moved to witness our Transitional Shelter Year-End gathering, where we honoured families who have displayed unshakable resilience and courage to live their best lives possible amidst temporary housing arrangements. Since 2018, we have journeyed with over 400 family units who bring with them their different stories and aspirations, and it has been a privilege to have supported them in acquiring stable housing.

Karthik: I was personally thrilled to be able to celebrate one of our own, Amanda Mok, as an award recipient at the Goh Chok Tong Enable Awards 2022. I first met Amanda when she was a client of our Community Integration Service since her school-going days, and it is very encouraging to have seen her bloom over the years, and eventually join our workforce in 2014. As a valued member of our Procurement team, Amanda continues to inspire all of us through her sheer commitment, integrity and responsibility. Speaking of employees, I am also proud that AWWA made the list of Singapore's

Best Employers in 2023 by The Straits Times. Our success is underpinned by our people, and I am moved that our work resonated with them, making us an employer of choice.

Every chat is always made better with drinks. What is your go-to chit chat drink?

Karthik: For me, it will always be coffee, but I am trying to reduce my reliance on it, and give it up! Nowadays, I am still able to interact and connect with different stakeholders over a nice tea time discussion, but I make a conscious effort to pick hot barley or hot chocolate as alternatives. I think this is testament to how we can remain included in society while maximising our own choice and control. And I hope that our services, with the continued support of our valuable partners, donors and volunteers, help our clients achieve that, no matter what their aspirations may be. If you believe in our cause, connect with us and find out how you can make an impact in the community.

Selina: As for me, it's always been a good cup of plain tea. I appreciate how tea varieties have such complex flavour profiles, from roasted, to robust, to malty, and earthy - with tea, there is always something for everyone. And this will have different effects from soothing your mind to charging you for the day. Similarly, I am always excited to see how our different staff bring with them different skillsets, and impact our clients in their own ways. And I hope that more professionals who believe in our cause will come be a part of our team as we continue our aspiration of providing holistic care for persons across life stages for the years ahead.

HEARTWARE

AWWA

SOFTWARE



Our Heartware + SOFTWARE

The AWWA story began over half a century ago on the back of volunteers who plugged community gaps to support the needy in Singapore. Today, volunteerism continues to be the lifeblood of our organisation, with individual and corporate volunteers participating in over 2,500 volunteer opportunities, and contributing to over 15,000 hours of volunteering in the last 2 years alone amidst the COVID-19 pandemic.



Aside from the contributions of our partners, we also continued to look at ways to innovate and reinvent ourselves, including leveraging on technology to better serve our clients. Like how a computer needs both its hardware and software to function, the spirit of volunteerism and innovation will propel us forward as our 'heartware' and software in tackling the social sector challenges of today and tomorrow.

On 25 March 2023, we celebrated the AWWA Volunteer Appreciation Day, which was attended by Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth, and the Ministry of Social and Family Development. We honoured close to 40 award recipients including individuals, long service volunteers and clients-turned-volunteers, and we thank them for their commitment and steadfast contributions in supporting our mission of providing holistic care to those we serve.

We thank all our volunteers for giving so generously to our cause through their invaluable efforts, and time, which have impacted the lives of so many.



Over 100 SGX volunteers joined 10 students in the weekly sports programme organised by SGX from July to October 2022.



BlackRock volunteers organised an outing for students from AWWA Special Student Care Centre to MBS ArtScience Museum. The students were mesmerised by the various lights exhibitions.



Volunteers from BNP Paribas brought students from AWWA School @ Napiri to the SEA Aquarium - it was a first-time visit for many of our students!



40 volunteers from OCBC Bank collaborated with AWWA School @ Napiri to create a mock up supermarket in school. The activity simulated a shopping experience for students to hone their numeracy and money management skills.



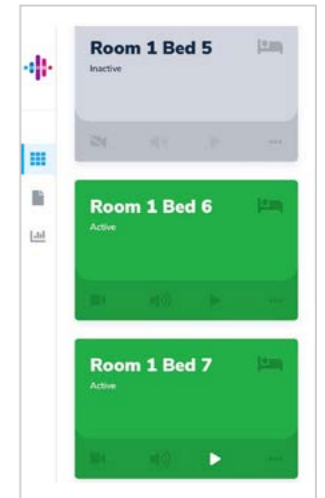
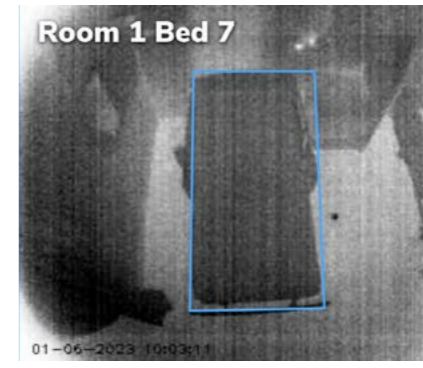
Volunteers from Marina Bay Sands Pte Ltd came together to paint housing units at AWWA Transitional Shelter.



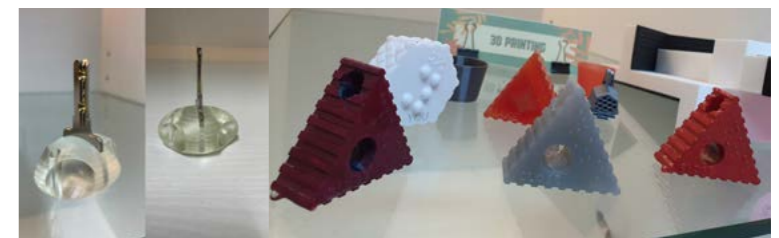
Keeping up with the times, we have also leveraged on technology to ensure operational efficiency. At AWWA Home and Day Activity Centre (AH and DAC), clients get to enjoy gamified therapy for their activities. Not only does it keep them active as it maintains their functions, gamified therapy also allows more than one client to participate at the same time, ensuring increased productivity for our staff. Gamified therapy is also mobile, allowing both AH and DAC clients to enjoy them at their respective activity areas within the same building. Lastly, gamified therapy allows our clients to track their progress, and even collect 'coins' to redeem in-game as rewards!



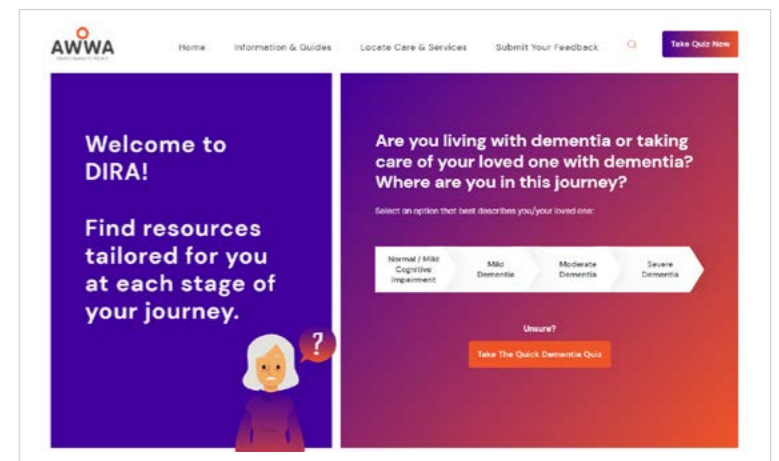
The AH and DAC also house an Immersive Room for clients to experience sensory stimulations through lights, sights and sounds. Settings can also be customised to incorporate education elements such as activities and data on healthy diets for learning.



We also leverage on technology to uphold the safety of our clients and staff over at AH and DAC. We do this through a remote patient monitoring (RPM) system, which utilises infrared technology to detect motions, unusual movements, and even vital signs. Event logs can then be analysed to better understand clients' behaviour and conditions, for curated service delivery to meet their needs holistically.



A pool of Allied Health Professionals also utilises 3D printing to create assistive and adaptive tools to meet a myriad of client needs, including Braille blocks for those with low vision, and customised utensils for persons with limited mobility.



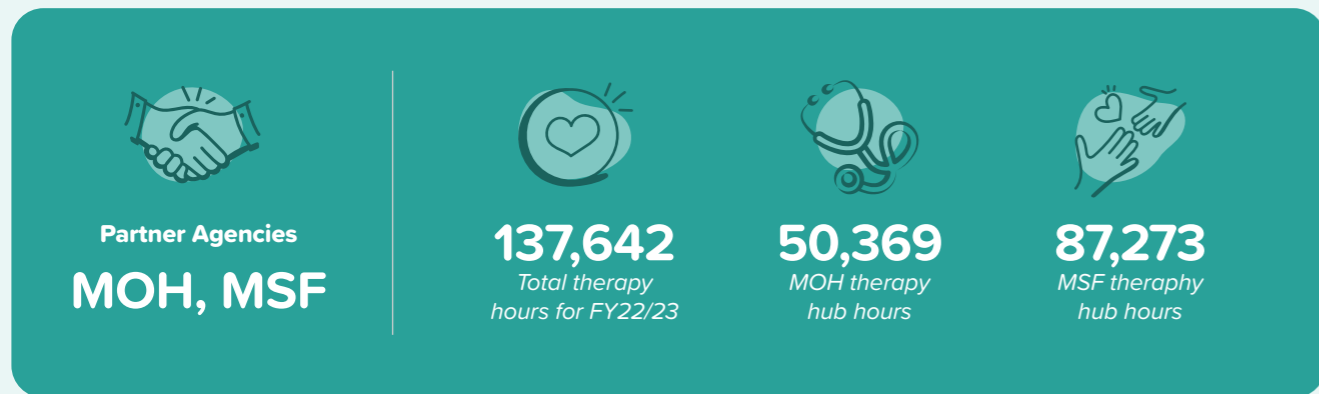
After achieving the NCSS Sector Design Challenge seed grant, we were thrilled to launch the dementia-friendly solution - Dementia Interactive Robo-Advisor (DIRA) via the DIRA.sg portal in February 2023. DIRA provides caregivers with information for them to engage in self-help and better learn how to interact with, and support their loved ones through the different stages of dementia.

AWWA will continue to maximise the participation of our clients through our two pillars, our people and our innovative spirit.

Community Services



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 persons across life stages.

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.

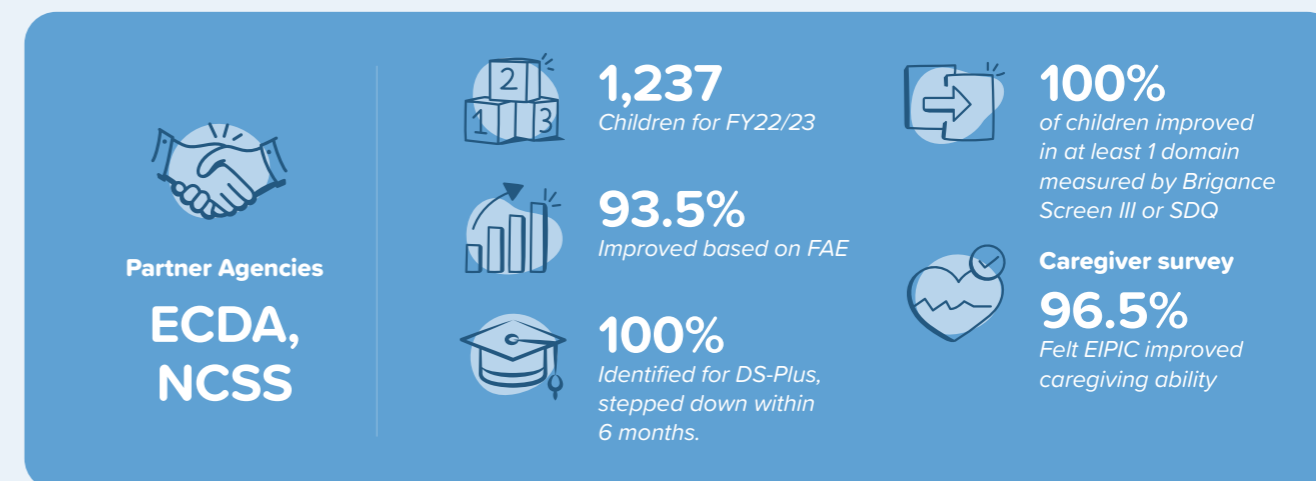
PROGRAMME

- 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.
- AHPG engaged SAHK Institute of Rehabilitative Practice consultancy service to build capabilities of AHPs on Interprofessional Collaborative Practices (IPCP)
- Roll-out of IPCP in three AWWA services (AWWA School, Community Integration Service (CIS) and AWWA Home).
- AWWA 3D printing team collaborated with NUS to develop iPush device, using CAD software and 3D printing, to help manual wheelchair users from CIS and AWWA School and to better maneuver their wheelchair.
- Happee Hearts: Speech therapy communication project for adults with disabilities
- Rehabilitation Research Institute of Singapore (NTU): Stroke Rehabilitation Research: Robot-assisted Upper Limb Therapy for Combined Motor and Position Sense.
- Tembusu Eldercare Centre: Singapore Institute of Technology Occupational Therapy Student Project Placement: Person-Centred Care Program
- MOH Therapy Hub served 31 external agencies for community hospitals, centre-based services, nursing homes and home therapy.
- MSF Therapy Hub served 16 external agencies for residential homes, early intervention, adult disability homes, day activity centres and special education.
- Total of 169 Allied Health Professionals supported 64 internal and external programmes across Intermediate and Long-Term Care and disability sectors.

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.

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.

Early Intervention Continuum (EIC)

- 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.
- AWWA was involved in the piloting of DS-Plus in FY19/20 and continued to implement DS-Plus in all of our EI @ Centres since then. A total of 37 children benefitted from DS-Plus in FY 22/23.
- Complimentary school readiness assessment for graduating children, provided free-of-charge.
- Involvement in national initiatives: Early Intervention Educators Core Competencies Framework (aligned with National Framework), Development of online resources for Inclusion Coordinator programme in preschools (working committee in 2023).
- Organising committee for Early Intervention Conference 2024.
- Customised home-based intervention.



Development Support & Learning Support (DS-LS)



Partner Agencies

**ECDA,
Tote Board**



822
Clients for
FY22/23



107
LS packages

Caregiver survey



769
DS packages



97%
Felt EIPIC improved
caregiving ability

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 91 preschools reached and engaged in screening and early identification.
- Total of 1,418 teachers, parents and caregivers supported.

AWWA School



Partner Agencies
MOE, NCSS



AWWA School @ Napiri
313
Students for FY22/23



AWWA School @ Bedok
93
Students for FY22/23

YEAR STARTED:

1979

(Napiri, as Handicapped Children's Playgroup),

2022

(Bedok)

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.



AWWA School @ Napiri participated in the Shaping Heart 2022 – the largest inclusive arts event in Singapore by North East Community Development Council. Seven artworks by six students were exhibited at Our Tampines Hub and One Punggol Hub from 12 to 27 November 2022. Our students performed a community participatory percussion item at Our Tampines Hub on 13 November 2022 with coaches from OneHeartBeat.

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.
- 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 opened its second campus, AWWA School @ Bedok for children with autism in October 2022. At full capacity, AWWA School @ Bedok can accommodate up to 300 children. This building was constructed in accordance with BCA's Green Mark standards, and with standards that are aligned with the United Nation's Sustainable Development Goals. The main campus, AWWA School @ Napiri, will continue to serve children with autism or multiple disabilities.

AWARDS

- Lee Kuan Yew Exemplary Student Award 2022: Sarah Nurul Ain Binte Ismail.



Seven students from AWWA School @ Napiri participated in the Singtel Expressions through Art Exhibition, of which 3 of their artworks were selected by SingTel for their exhibition. The exhibition is open to the public for free at National Gallery Singapore from 17 to 28 August 2022.



AWWA School @ Napiri participated in the simulated supermarket shopping experience on 31 October 2022, co-organised and facilitated by 48 volunteers from OCBC, offered an engaging platform to practice and apply purchasing and choice-making skills. In addition, four senior classes attended the financial literacy talk to learn about good money habits and the various electronic payments commonly used in Singapore.

Special Student Care Centre (SSCC)



Partner Agency
MSF



52
Students for FY22/23



Caregiver survey
95%
Agreed students' basic needs met



82%
Felt they had time for work and other activities

YEAR STARTED:

2006

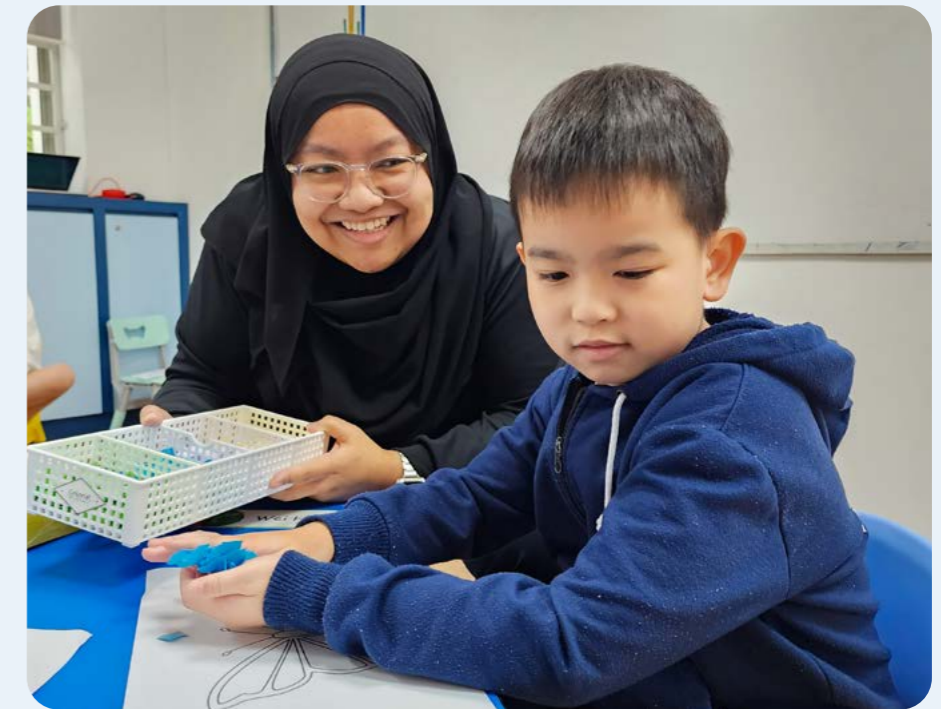
(as SMILES)

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.



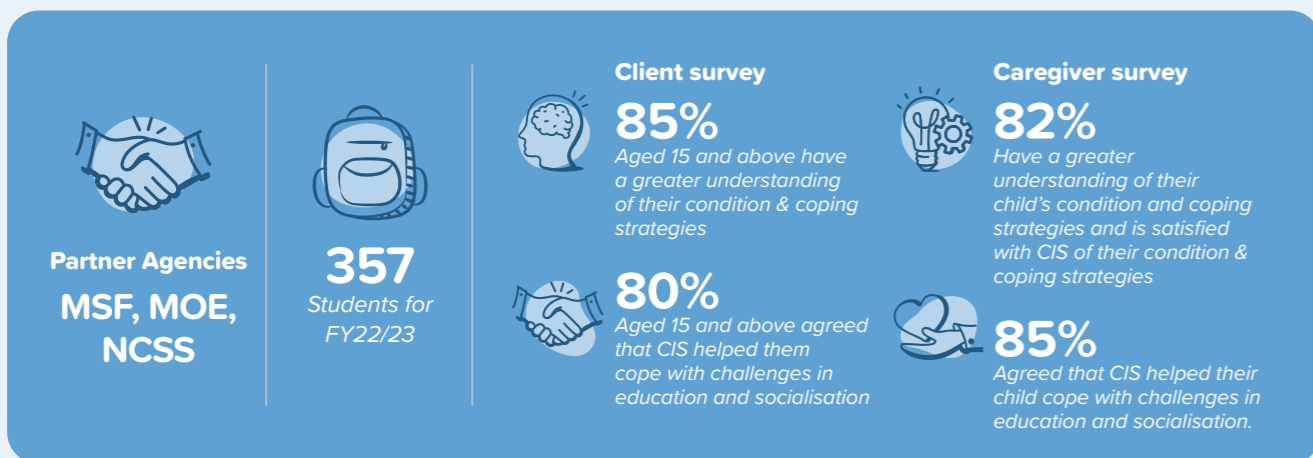
PROGRAMME

- House craft, art and craft.
- Modified sports.
- Music and movement.
- Adaptive daily living skills.
- Social story / Storytelling.
- Outdoor activities.
- Performing arts.
- Animal-assisted therapy.
- Interactive activities.

HOW WE EMPOWER

- External activities by vendors: Drumming, drama, horse riding.
- Activities with volunteers: Art & craft, outings, outdoor play, music and movement, cupcake decoration, classroom support.
- Celebrations with Volunteers: Deepavali Celebration, Children's Day, SSCC Graduation, Christmas Party, Chinese New Year Celebration.

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 and low vision into their schools and community to reach their fullest potential.
- Empower clients with skills for holistic development and promote supportive environments in collaboration with families, educators and community partners.

PROGRAMME

School Integration (in partnership with MOE)

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

Community Integration

- Therapy services (Physiotherapy, Occupational Therapy and Speech Therapy).
- Independent Living Skills (ILS) training.
- Career guidance, counselling.
- Sport and enrichment.
- Peer support groups / group outings.
- 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 736 school visits and 3,166 home intervention sessions.

AWARDS

- Conferred the Partner of Academy of Singapore Teacher's Award, for our efforts towards the professional development of MOE officers.

AWWA Home (AH)



YEAR STARTED:

2022

To strengthen a sense of belonging for adults with additional needs within a safe environment, providing their caregivers with peace of mind.



AIMS

- To provide residential support and care for persons with disabilities who are destitute, neglected, or whose caregivers are incapable of caring adequately for them.
- To provide holistic care through the participation of functional activities in the domains of Activities of Daily Living (ADLs), and Community Living Skills (CLSs).
- Provides short-term residential care for those who may require this service.

PROGRAMME

- Adopts an interprofessional team approach in providing care and interventions to residents, including the care specialist, care team and allied health professionals.
- Participation in functional and meaningful activities based on the individual needs of a person with disabilities, incorporating the four principles of the Person Centred Active Support Framework.
- Daily engagement in ADLs such as feeding, toileting, showering, grooming, dressing and mobility.
- Engagement in CLSs include interpersonal relations, home living skills, leisure and vocation, community mobility, health education and family bonding.
- Weekly outings to nearby amenities for community participation and integration.
- Group outing for sports event.

HOW WE EMPOWER

- AH and DAC's Programme Framework seek to empower clients to participate meaningfully in activities of daily living and engage in community integration activities, including Health Needs and Family Bonding.
- Utilising smart technology and state-of-the-art facilities, including a gamified therapy system, infrared motion sensors, immersive room, remote patient monitoring, CARES management system, SMART board, ceiling hoist etc.
- This building was constructed in accordance with BCA's Green Mark standards, and with standards that are aligned with the United Nation's Sustainable Development Goals.
- Number of activities in FY22/23: 60.

Day Activity Centre (DAC)



Partner Agencies

**MSF,
Tote Board**



14

Clients for FY22/23



7

Caregivers for FY22/23

YEAR STARTED:

2022

A community-based facility that aims to maximise the independence of adults with physical and multiple disabilities to continue being active members of the community, and to provide respite to caregivers.

AIMS

- To provide a safe environment and be adequately equipped to engage persons with mild to moderate disabilities.
- To provide respite to caregivers by giving day care services to their loved ones with disabilities.

PROGRAMME

- Rehabilitation through therapy, games, and activities based on the individual needs of a person with disabilities.
- Training on personal grooming such as personal hygiene, oral care, body care and dressing.
- Mobility training through proper navigation and use of mobility aids.
- Training on Home Living Skills.
- Boosting interpersonal relations through team activities and learning how to manage harmful behaviours.

HOW WE EMPOWER

- AH and DAC's Programme Framework seek to empower clients to participate meaningfully in activities of daily living and engage in community integration activities, including Health Needs and Family Bonding.
- Utilising smart technology and state-of-the-art facilities, including sound beam, tablets-on-wheels and a well-equipped kitchen area for baking and cooking.
- Number of activities in FY22/23: 258.



Kindle Garden (KG)



Partner Agency

ECDA



60

Preschoolers for FY22/23



Caregiver survey

100%

Satisfied

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).

HOW WE EMPOWER

- Children's Day was co-organised and planned by teachers and parents.
- Two physical open houses were held on October and December 2022.
- Music classes for KG children.
- Children from K2 class were invited by SG Enable to perform two Chinese New Year songs at their CNY celebration in January 2023.
- Five children from K2 class were invited by MediaCorp to perform alongside two of their artists at the 'Star Awards' Gala event on 30 March 2023.
- Caregiver support, including briefing on School Readiness Assessment, parent-support group, Primary 1 Preparatory Talk by Special Education Needs Officer and Childcare Financial Assistance.
- Awarded Platinum level of HPB's Healthy Meals in Preschool Programme.

ACCREDITATION

- SPARK certification: 2018-2024.



Family Service Centre (FSC)

Partner Agencies
MSF, NCSS, Tote Board

542
Families served in FY22/23

95.5%
Understood challenges better

96.4%
Satisfied

86.5%
Felt better equipped to face similar challenges in the future

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 involving Individuals and families work together with our Social Work Practitioners to better manage their life's challenges such as financial difficulties, marital and parenting challenges, mental health challenges and caregiving stress.
- 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.

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.
- Supporting children with behavioral and emotional issues, and caregivers through 'Mindful Me!' series.
- Leveraging on AWWA Ambassadors, where current and ex-AWWA clients who have graduated from our services give back to the community through volunteering their time and expertise.
- Partnering with community stakeholders and our clients with a common goal in uplifting the community's wellbeing through Project Sunshine, where we partnered with the Institute of Mental Health (IMH), Zhongjing TCM, TOUCH Cyber Wellness, Singapore Police Force (Rochor), Kolam Ayer CC, Kampong Kakis and Media Literacy Council.
- Held our first open house themed 'Family Self and Community' since COVID-19 to physically connect with our community and stakeholders, which include workshops, tour and a stakeholder dialogue session.
- Foreign spouses group was initiated to facilitate the development of 'communities within a community'.
- Launched the Family Empowerment Programme, which aims to further research the needs of families receiving AWWA support services, and provide income stability to households in chronic poverty with the aim of supporting them to focus on longer-term education, skills-training and employment goals for their families. The pilot is funded through a Pay-For-Success model (PFS) in a sandbox environment, supported by Standard Chartered Bank (Singapore) Limited and the oscar@sg fund by Temasek Trust Ltd.
- Prevalent issues addressed for FY22/23 were homelessness, mental health concerns, family conflict and family violence.
- Total of 542 cases, 124 new. 337 enquiries for information and referrals.
- Total participation in community work initiatives: 574.

AWARDS

- Family Violence Dialogue Group Appreciation Award 2022 (Group).
- Field Educator (Organisation) Award.

Transitional Shelter (TS)

Partner Agencies
MSF, Tote Board

133
Families served in FY22/23

53%
Increased their income during stay

72%
Moved out within nine months

93%
of eligible dependents regularly attended school

73%
Employed during stay

YEAR STARTED:

2018

(Lengkok Bahru)

2022

(Jalan Tenteram)

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 closely with families to achieve family stability and journey with them to secure long-term housing, improved employability and financial situations, as well as keeping children and youths meaningfully engaged in school.

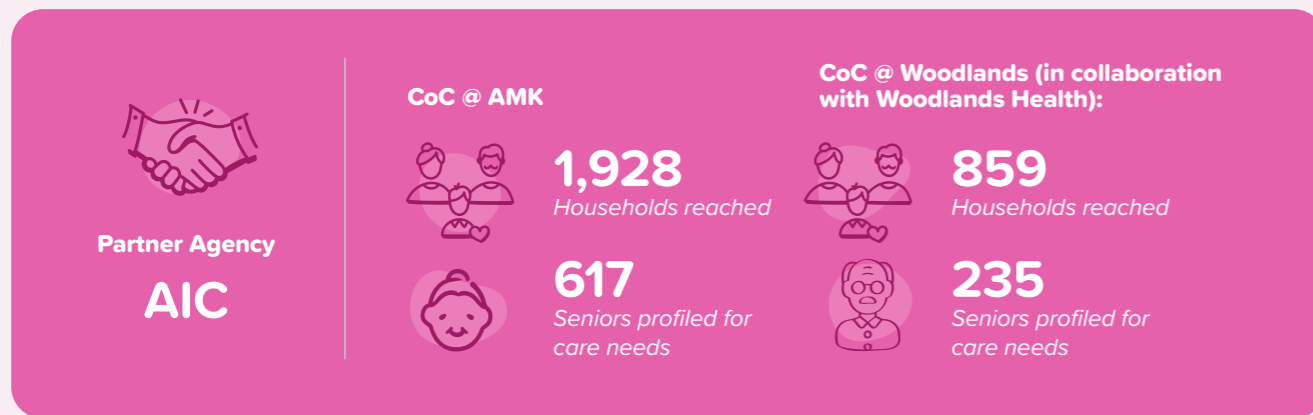
- Group Work and Programmes: Building the social capital for our families regularly bringing them together to build community support. Also, introduce partners to support families with skills and knowledge in areas such as employment, financial/debt management and parenting.
- Post-discharge Support: Support families for up to six months post-discharge, by creating transition plans and transferring cases to nearby 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 two transitional shelters.
- HeART to HeART, a children group work that uses different mediums of art to facilitate children in expressing their emotions and thoughts. From the first H2H groupwork that was conducted in December 2022, it was observed that the children who attended the groupwork were able to express deeply on their thoughts and feelings about staying in a shelter and find support and found friendship and support through the programme.
- In December 22, we brought families from both shelters together in a Year End Celebration - Shine Your light to celebrate them moving into long term stable housing. During this event, we invited families who have moved on from shelter to share their stories of hope to inspire and encourage their fellow families still in the shelter.



Community of Care (CoC)



YEAR STARTED:

2022

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.

The CoC works closely with different partners such as restructured hospitals, polyclinics and GPs to offer focused interventions to seniors with care issues such as non-compliance to medication, absence for medical appointments, repeated hospitalisation or living with poor social support.

A new physical centre will be constructed by 2023 to offer a communal gathering point to engage the seniors in the neighbourhood, which will offer a community gym – Gym Tonic and a Resource Centre to offer end-to-end solutions for managing persons with dementia in the community. It will encourage social participation of the seniors and advocate for senior volunteer development.

CoC @ Woodlands

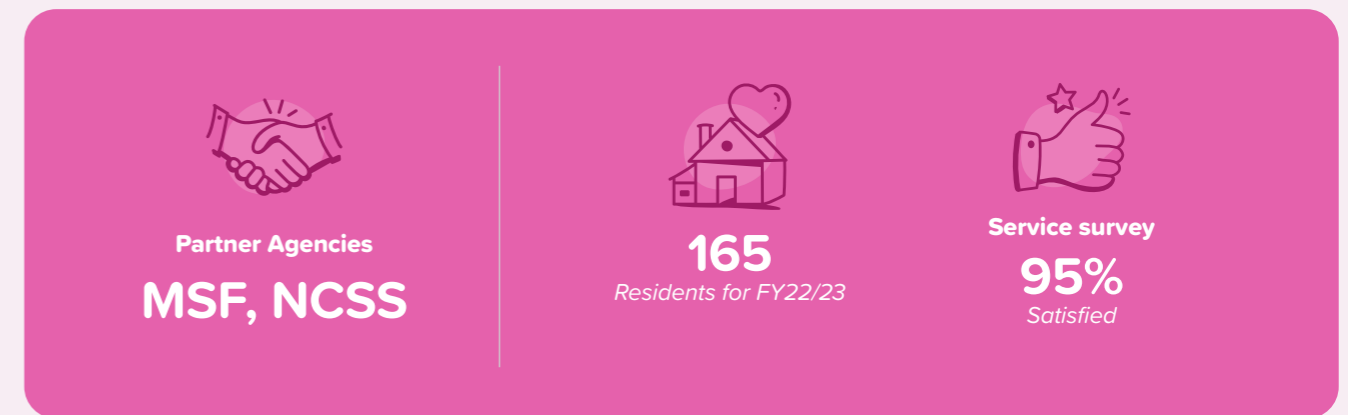
A local Community Asset Map was developed to locate and make formal services and informal resources available to the community, scheduled to be launched in 2023.

The CoC established a Joint Partners Networking to reintroduce key stakeholders like Sree Narayana Mission (SNM) and a grassroots representative, which aims to extend support and connect seniors living within the community.

The CoC piloted a gardening interest group, which is now a regular weekly activity in SNM, with the support of a grassroots leader from Woodlands Zone 2 RN.



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 services.
- Recreational activities and community projects including urban hydroponic farming.
- Community garden activities.
- 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, take up employment on their own to gain financial independency.
- Safety and empowerment: medical escort and assistance with fire evacuation, gardening and events.
- Total of 764 activities organised (including 78 by external agencies and volunteers).



Home Personal Care Service (HPCS)

Partner Agencies
MOH, Tote Board

241
Clients for FY22/23

Service survey
96%
Satisfied

Service survey
98%
Satisfied

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.
- Organised a Caregiver Appreciation Day to recognise the unwavering dedication of our caregivers in providing ceaseless care to their loved ones.
- Visited clients to spruce up their homes and gifting goodies for festivities and birthdays.
- Organised outings for clients to participate in the community, including trips to Gardens by the Bay.
- Organised hands-on activities for clients and caregivers, including terrarium workshops, chair-yoga workshops and music therapy sessions.



Dementia Day Care Centre (DDCC)

Partner Agency
MOH

214
Clients for FY22/23

214
Caregivers supported

Caregiver survey
100%
Satisfied (for both DDCCA and DDCCY)

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.
- Conducted five caregiver events in FY22/23.
- Organised hands-on activities for clients and caregivers, including terrarium workshops, chair-yoga workshops and music therapy sessions.



Rehab & Day Care Centre (RDCC)

Partner Agency
MOH

338
Clients for FY22/23

100%
Satisfied

300
Caregivers supported

100%
Satisfied

YEAR STARTED:

1998
(as READCARE 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

- RDCC offers Gym Tonic, which seeks to improve, maintain and delay deterioration of functional ability of seniors, through strength training exercises. Gym Tonic is supported with high-tech rehabilitation equipment and other IT infrastructure to enable efficient intervention and documentation.
- Embarked on a SMART Centre project with National University of Singapore to convert 10 manual exercise devices in smart devices.
- Part of Total Knee Replacement (TKR) and hip fracture pre-pilot projects with Tan Tock Seng Hospital (TTSH).
- Signed LOA with AIC to be part of One Rehab pilot with TTSH cluster.
- RDCC converted to be elderly and dementia-friendly, through the use of the dementia grant.



Integrated Home & Day Care (IHDC)

Partner Agency
AIC

45
Clients for FY22/23

45
Caregivers supported

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.

Active Ageing Centre (AAC)



YEAR STARTED:

1997

(as Senior Activity Centre)

The AAC serves as an anchor in the community to empower seniors to age in place.

AIMS

- To provide a recreational space to enable seniors in adopting an active lifestyle, to deter 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.

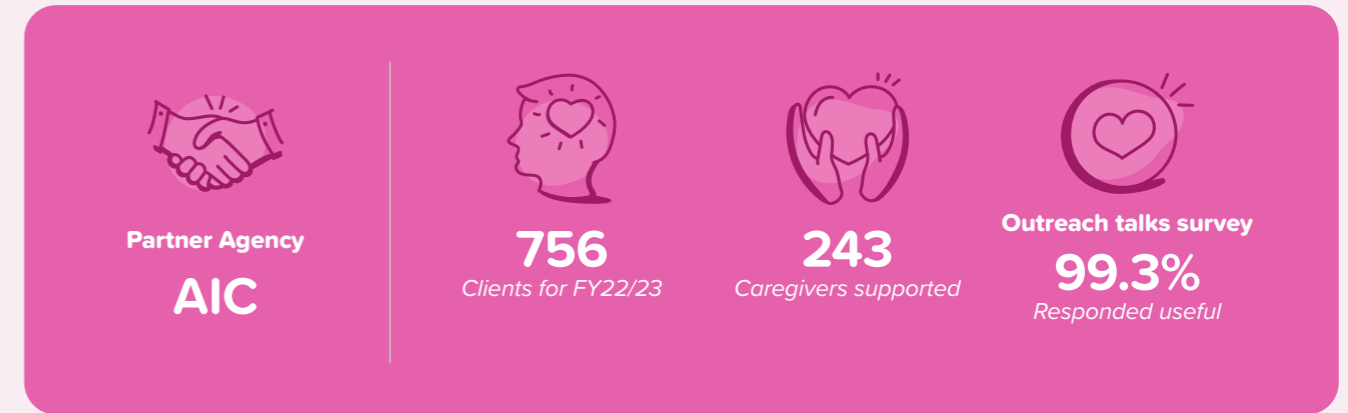
- Interest groups like handicraft, Rummy-O, Mahjong.
- Befriending services and home visits.
- Information and referral service and case coordination services.

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.
- In FY22/23, the AAC recorded an average daily attendance of 45 seniors participating in activities.



Community Mental Health (CMH)



YEAR STARTED:

2019

Outreach team that focuses on raising public awareness of mental health conditions and dementia in Yio Chu Kang, Woodlands and Sembawang.

AIMS

- Increase public awareness of mental health and dementia by organising outreach events to provide mental health information and education to residents and caregivers in the region.
- Promote early identification of signs and symptoms of mental health conditions and dementia.
- Provide holistic and integrated care for clients and caregivers through basic emotional support, monitoring, service linkage and conducting meaningful activities.
- Network and collaborate with health and community care partners and key stakeholders to enhance support for those with mental health conditions and dementia.

- Promote and support Dementia Friendly Initiatives (DFIs) to create an inclusive environment to increase awareness of dementia and better support persons with dementia and their caregiver.

PROGRAMME

- Outreach events to raise awareness on mental health, including dementia, within the service region.
- Mental health screening and/or assessment to facilitate early identification of mental health conditions, including dementia.
- Casework management, information, emotional support, service linkage and follow-up to clients and caregivers.
- Engage clients and caregivers in meaningful programmes to promote mental well-being.
- Weekly preventive programmes at Yio Chu Kang: Walkie Talkie Club and HAPPY Exercise.
- 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.
- Contribute as a key community organisation in regional efforts towards building of a Dementia-Friendly Community (DFC) in Yio Chu Kang and Woodlands – core member of DFC Community of Practice, Dementia Hackathon: Safe in the Woods and the annual Walk2Remember event.
- Total of 49 outreach events organised.
- 8,013 people reached with information on dementia and mental health, 867 home visits made.
- 100% of clients/caregivers identified to be at-risk/screened/diagnosed with dementia/mental health conditions are followed up with to ensure access to service.
- 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.

Corporate STRUCTURE



Organisational STRUCTURE



Board Directors



Ms Chung Wei Han

Chairman



Ms Beatrice Chen

Deputy Chairman and
Chairperson of the School
Management Committee



Ms Varsha Bipinchandra

Board Director and Chairperson
of the Risk Management Committee



Mr Marcus Heng

Board Director and
Chairperson of the Human
Resource Committee



Ms Eleanor Lee

Board Director and Chairperson
of the Audit Committee



Ms Lim Sok Hia

Board Director and Chairperson
of the Finance Committee



Mr Chan Wai Leong

Board Director and
Chairperson of the
Nominations Committee



Dr Chen Shiling

Board Director



Mr Chng Lay Chew

Board Director and Chairperson of
the Investment Committee



Ms Ng Chin Yu

Board Director and Chairperson
of the Programmes & Services
Committee



Ms Clara Yue

Board Director and Chairperson
of the Community Partnership
Committee



Scan the QR code for
detailed profiles

Ms Ayadurai Jeyamalar, resigned on 28 January 2023
Ms Loy Wee Khim, resigned on 31 January 2023
Mrs Rosana Quek retired from the Board on 15 September 2022

Board Directors

Name	Designation	Date of First Appointment	Board Meeting Attendance*	Qualification and Experience
Ms Chung Wei Han	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • More than 20 years in Corporate Finance, M & A, Commercial Law • Worked in KhattarWong, Clifford Chance, Baker and McKenzie, B&Q PLC, Weatherford Asia Pacific • 1 August 2022 to 31 July 2024: 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	6/6	<ul style="list-style-type: none"> • Community volunteer • Media and Marketing • Communications (broadcast) • Business Support roles • Worked in MediaCorp and Russell Reynolds Associates • BA, University of British Columbia
	Deputy Chairman	26/9/2021		
	Chairperson of School Management Committee	1/4/2022		
Ms Varsha Bipinchandra	Board Director	18/9/2020	5/6	<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 Chan Wai Leong	Board Director	11/2/2015	5/6	<ul style="list-style-type: none"> • Executive search since 2006 • Board experience (listed and non-listed) • MD and VP experience at global MNCs • MBA and MEng, Cornell University
	Chairperson of Nominations Committee	29/5/2015		

Name	Designation	Date of First Appointment	Board Meeting Attendance*	Qualification and Experience
Dr Chen Shiling	Board Director	15/1/2023	2/2	<ul style="list-style-type: none"> • General practitioner in TTSH, NUH & KTPH • Founder and Executive Director, Happee Hearts Movement Ltd • Board member, Dementia Singapore • MBBS, National University of Singapore • MMed (IM), National University of Singapore • Member, Royal College of Physicians (United Kingdom)
Mr Chng Lay Chew	Board Director	18/9/2020	5/6	<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 • Board member of Worldwide Fund for Nature Singapore 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
	Chairperson of Investment Committee	31/1/2023		

Name	Designation	Date of First Appointment	Board Meeting Attendance*	Qualification and Experience
Mr Marcus Heng	Board Director	28/1/2023	1/1	<ul style="list-style-type: none"> • More than 20 years of HR experience in the government, aviation and tourism sectors • Group Chief Human Resource (HR) Officer at the Mandai Wildlife Group • Well-versed in all HR disciplines • BMS (Hons), University of Waikato, New Zealand • Specialist Diploma in Compensation & Benefits Management, Singapore Institute of Management
	Chairperson of Human Resource Committee	28/1/2023		
Ms Eleanor Lee	Board Director	18/9/2017	5/6	<ul style="list-style-type: none"> • Partner, Ernst & Young LLP • More than 25 years' experience • Government and Public Sector Assurance Leader for Ernst & Young Singapore and Asean • Quality Enablement Leader (QEL) for Ernst & Young Singapore • Chairperson of Singapore Annual Report Awards' judging panel • Board Director of Singapore International Chamber of Commerce • Fellow of the Institute of Singapore Chartered Accountants • Member of Advisory Committee on Accounting Standards for Statutory Boards • BAcc (Hons), National University of Singapore
	Chairperson of Audit Committee	18/9/2017		
Ms Lim Sok Hia	Board Director	18/9/2020	6/6	<ul style="list-style-type: none"> • Four decades of professional experience in the areas of compliance, credit and risk control in the banking and financial sector • 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		

Name	Designation	Date of First Appointment	Board Meeting Attendance*	Qualification and Experience
Ms Ng Chin Yu	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • 15 years in Accounting and Finance • 10 years in Education • Worked in KPMG, Standard Chartered Bank, Bankers Trust Company and Merrill Lynch Singapore • BAcc (Hons), National University of Singapore • MBA, Cranfield School of Management
	Chairperson of Programmes and Services Committee	26/9/2021		
Ms Clara Yue	Board Director	27/5/2022	4/5	<ul style="list-style-type: none"> • 7 years in Public accountancy - taxation • 17 years in in-house tax advisory for various banks • BBA, Chinese University of Hong Kong; Fellow member, ACCA, UK
	Chairperson of Community Partnership	27/5/2022		

*Rosana Quek retired from the AWWA Board on 15 September 2022. Board meeting attendance was 2/2.
Ayadurai Jeyamalar resigned from the AWWA Board on 28 January 2023. Board meeting attendance 4/5.
Loy Wee Kim resigned from the AWWA Board on 31 January 2023. Board meeting attendance was 3/5.*

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

Board Committees

Audit		Committee Meeting Attendance*
Ms Eleanor Lee	Chairperson	3/3
Ms Varsha Bipinchandra	Member	3/3
Ms Lim Sok Hia	Member	3/3
Mr Kevin Ohng	Member (Appointed 20 April 2022)	3/3
Ms Meiko Otsuki	Member (Appointed 20 April 2022)	3/3
Ms Patricia McKean	Member (On leave of absence)	0/3
Professor Ma Kheng Min	Member (Resigned 6 March 2023)	3/3

Community Partnership		Committee Meeting Attendance*
Ms Clara Yue	Chairperson (Appointed 27 May 2022)	2/2
	Member	1/1
Ms Beatrice Chen	Chairperson (Resigned 27 May 2022)	1/1
	Member (Appointed 27 May 2022)	2/2
Ms Kemmy Koh	Vice Chairperson	3/3
Mrs Maureen Chan	Member	1/3
Mrs Elizabeth Choy	Member	3/3
Ms Shan Tjio	Member	1/3
Ms Woo Sin Yue	Member	3/3
Ms Charlene Lee	Member (Appointed 23 September 2022)	0/1
Mr Vincent Lee	Member (Appointed 23 September 2022)	0/1
Mr Frank Khoo	Member (Appointed 25 November 2022)	1/1
Mr Puneet Singh	Member (Resigned 27 May 2022)	0/1

Finance		Committee Meeting Attendance*
Ms Lim Sok Hia	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Ms Sheila Ng	Member	3/3
Mr Tan Zing Yuen	Member (Appointed 23 September 2022)	2/2
Ms Allison Cheung	Member (Appointed 31 March 2023)	0/0
Mrs Rosana Quek	Member (Appointed 31 March 2023)	0/0
Ms Loy Wee Khim	Member (Resigned 31 January 2023)	1/2
Mr Charles Yap	Member (Resigned 1 August 2022)	0/1

Human Resource		Committee Meeting Attendance*
Mr Marcus Heng	Chairperson (Appointed 28 January 2023)	0/0
	Member (Appointed 25 November 2022)	1/1
Ms Han Yan	Member	3/3
Ms Angie Tan	Member	1/3
Ms Leona Tan	Member	2/3
Mr Stephen Tjoa	Member (Appointed 25 November 2022)	1/1
Professor Ma Kheng Min	Member (Appointed 8 March 2023)	0/0
Ms Ayadurai Jeyamalar	Chairperson (Resigned 28 January 2023)	3/3
Mr Jayakody Vengadaselam	Member (Resigned 16 January 2023)	3/3

Investment		Committee Meeting Attendance*
Mr Chng Lay Chew	Chairperson (Appointed 31 January 2023)	2/2
Ms Tracy Ang	Member	4/4
Mr Dieu Eng Luke	Member	4/4
Ms Ng Chin Yu	Member	4/4
Mrs Rosana Quek	Member	3/4
Ms Loy Wee Khim	Chairperson (Resigned 31 January 2023)	2/2

Nominations		Committee Meeting Attendance*
Mr Chan Wai Leong	Chairperson	6/6
Mr Chng Lay Chew	Member	6/6
Ms Chung Wei Han	Member (Appointed 31 March 2023)	0/0
Mr Natarajan Subramaniam	Member (Resigned 31 March 2023)	6/6

Programmes and Services		Committee Meeting Attendance*
Ms Ng Chin Yu	Chairperson	4/4
Ms Beatrice Chen	Member	2/4
Dr Chen Shiling	Member	4/4
Mr Chin Yi Zhuan	Member	1/4
Mr Chng Lay Chew	Member	4/4
Ms Ayadurai Jeyamalar	Member	4/4
Ms Lim Sok Hia	Member	4/4
Professor Ma Kheng Min	Member	4/4
Mr Rahul Aggarwal	Member (Appointed 23 September 2022)	1/2
Mrs Rosana Quek	Member (Appointed 23 September 2022)	2/2
Mr Tan Shuo Yan	Member (Appointed 23 September 2022)	2/2

Risk Management		Committee Meeting Attendance*
Ms Varsha Bipinchandra	Chairperson	3/3
Mr Gerry Chng	Member	3/3
Mr See Yong Hwee	Member	3/3
Mr Lee Chih-Wei	Member (Appointed 8 April 2022)	3/3

OTHER COMMITTEES

Medifund		Committee Meeting Attendance*
Ms Tio Guat Kuan	Chairperson	4/4
Ms Koh Hui Ngo	Member	4/4
Ms Lim Sok Hia	Member (Appointed 1 July 2023)	0/0
Ms Low Wai Peng	Member (Retired 30 June 2023)	4/4

School Management		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson	6/6
Ms Meena Damodaran	School Supervisor	6/6
Mrs Rosana Quek	Honorary Treasurer (Appointed 15 March 2023) Member (1 April 2022)	1/1 5/5
Mrs Ruby Seah	Secretary	5/6
Mr J R Karthikeyan (Karthik)	Member	5/6
Ms Amy Tan	Member	6/6
Mrs Lisa Goh	Member, Ministry of Education Representative	6/6
Ms Morene Sim	Member, National Council of Social Service	4/6
Mr Tan Zing Yuen	Member (Appointed 15 March 2023)	1/1
Ms Loy Wee Khim	Honorary Treasurer (Resigned 15 March 2023)	3/4
Ms Clara Yue	Member (Resigned 10 May 2022)	1/1

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. Where a committee member was appointed or retired or resigned during the financial year, the number of meetings scheduled may vary.

CEO AND Service Leads



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



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



Ms Ng Lee Lee
Director,
Disability & Inclusion
Appointed 1/1/2023



Ms Huixia See Toh
Director,
Family Services
Appointed 1/1/2023



Mr Sean Tan
Director,
Health & Senior Care
Appointed 19/4/2023



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



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



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



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

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	6/6	<ul style="list-style-type: none"> Experienced clinician with over 20 years of comprehensive experience managing cross functional teams in multiple countries Social Service Fellow Council member of Allied Health Professions Council BOT, Annamalai University MFSc, University of Madras Alumni, Harvard Business School General Management Programme Advance Training In Sensory Integrative Theory And Treatment, University Of Southern California Certification In Neuro Developmental Treatment (Bobath) – Pediatric, Neuro Developmental Treatment Association, USA



Scan the QR code for detailed profiles

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, Member
- AIC Enabling Technology Advisory Group, Member
- Ang Mo Kio-Hougang Constituency Community Response Roundtable, Member
- MOH Allied Health Professions Council, Member
- MOH Community Rehab Transformation Workgroup, Member
- MOH National Allied Health Strategy Steering Committee, Member
- MSF Enabling Masterplan 2030 (EMP2030) Steering Committee Meeting, Member
- MSF Resource Panel for Leadership and Development Scheme Programmes, Member
- NCSS Career Development Panel, Member
- NCSS Social-Health Integration Working Group, Member
- NHG Central Health Leadership Council, 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
- TTSH Centre for Healthcare Innovation Innovate 2023 Scientific Committee, Member
- WSG Volunteer Career Advisor, Member

MRS SELINA FOONG

Chief Operating Officer

- Singapore Disability Sports Council, Board Member

MS NG LEE LEE

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 Home, AWWA Home

- SIT Associate Faculty (Occupational Therapy)

MS VINCENT RAJ FERIDA

Assistant Director, Children Disability

- Social Service SkillsFuture Tripartite Taskforce (STT), Member
- Early Intervention Conference 2024, Organising Committee Member
- Inclusion Coordinator's Online Resources Committee 2024, Member

MS RACHEL GOH

Assistant Manager, Preschool Support Services

- Early Intervention Conference 2024, Organising Committee Member

MRS RUBY SEAH

Principal, AWWA School @ Bedok

- MOE SPED Learning Festival 2023 Committee, Member

DR KELVIN LEE

Acting Vice Principal, AWWA School @ Bedok

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

MS AMY TAN

Principal, AWWA School @ Napiri

- Autism Network Singapore, Member

MS NURNAIN SAFARIAH BTE SELAMAT

Head of Programme, AWWA School @ Napiri

- Curriculum Resource Person for MOE's Home-Schooling Panel

MS EUNICE CHANG

Senior Head Social Worker, AWWA School

- MOE Multi-Agency Advisory Panel, Member
- Coalition of Partners for Caregiver Support, Member

MR R V JOICE

Clinical Head (PT), Allied Health Professional Group (AHPG)

- NCSS Sunray Leadership Development and Selection Panel, Member (appointment ended in September 2022)

MS SITI KHALIJAH BTE ABDUL AZIZ

Principal Physiotherapist, AHPG

- MMI SIT Allied Health Admissions Interviews, Interviewer
- AIC Community Care Scholarship Interview Board, PT Representative
- SIT Associate Faculty (Physiotherapy), Associate Faculty
 - » Principal Investigator
 - » Student Supervisor
 - » Adjunct Lecturer

MS YAP LI WEN

Principal Occupational Therapist, AHPG

- SAOT, Vice-President (Finance)
- SAOT Physical Rehabilitation Special Interest Steering Committee, Lead
- Member of Allied Health Services Planning and Action Committee (AH SPACE)

MS EBBA FERNANDEZ

Clinical Head (SLT), AHPG

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

MS SHARIFAH RAWIAH BTE MATNOR

Senior Occupational Therapist, AHPG

- Singapore Association of Occupational Therapists, Council Member – Professional & Development

MS ETA LAUW

Senior Music Therapist, AHPG

- Association for Music Therapy (Singapore), Vice President
- Association for Music Therapy (Singapore) Education Committee, Member
- Association for Music Therapy (Singapore) Communities of Practice (Early Intervention/Special Education), Lead

MS HU SHUYING

Music Therapist, AHPG

- Association for Music Therapy (Singapore), Vice President (appointment ended in September 2022)

MS WANG YUHUI

Deputy Director, Health and Senior Care

- Member of the MOH Frailty Implementation Workgroup

MS SEE TOH HUIXIA

Director, Family Services

- National Heart Centre Medifund Committee, Member
- SASW Housing Support Network, Member
- SSI Adult Educator (FBCT)

MS GRACE XU YU QI

Head Social Worker, Transitional Shelter (TS)

- SASW Housing Support Network, Member

MS NUR ATIKAH BTE HAMDAN

Social Worker, TS

- Friends of SASW Housing Support Network

MS MICHELE GAN

Senior Social Worker, Family Service Centre (FSC)

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

MS SUTRAIMA SAPHADI

Social Worker, FSC

- Central Family Violence Working Group, Member

DR NICODEMUS LIM

Lead Social Worker, FSC

- MSF Practice Circle for Suicide, Core Member
- SSI Adult Educator (FBCT, MFV Introduction; Intervention)
- MOH & MSF Interagency Taskforce on Mental Health and Well-being, Workgroup 2 (Service Integration), Member

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, medical 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 FY23/24.

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

The last board evaluation was conducted internally in 2021 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, Investment Policy and Mandate and Risk Management Framework;
- d. Programmes and Services - Approval of new and cessation of existing programmes and services;
- e. Financial reporting and controls - Approval of changes in the accounting policies, changes in the financial approval limits and bank signatories, annual budgets, reports and accounts.

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

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

The committees established by the Board comprise of the following-

AUDIT

Terms of Reference

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

The AC keeps under review the effectiveness of and adherence to AWWA's internal financial controls. The AC co-ordinates with the Risk Management Committee ("RMC") on the internal audit findings relating to financial controls and ensures that the financial risks are addressed and mitigated.

Committee Report

During the year, the AC conducted meetings with the 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. The AC together with RMC reviewed the internal audit findings relating to financial controls and ensured that the financial risks have been addressed and mitigated.

COMMUNITY PARTNERSHIP

Terms of Reference

The Community Partnership Committee ("CPC") advises the Board on matters relating to volunteer management and fundraising strategies and assists in connecting with donors and supporters in furtherance of AWWA's mission.

Committee Report

During the year, the CPC continued to work closely with the Community Partnership team to review 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. This trend has continued during the year while some in-person events to engage donors and volunteers have resumed. Volunteering has fully returned to onsite sessions.

The Committee continued to help promote AWWA causes to prospective donors and volunteers, 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”) on the financial performances of new services including the transitional shelter at Jalan Tenteram, Adult Disability Home, Day Activity Centre and AWWA School @ Bedok which started full operations during the year. The FC also acted as a sounding board to the Finance department as and when required.

HUMAN RESOURCE

Terms of Reference

The Human Resource Committee (“HRC”) is responsible for assisting the Board in fulfilling its oversight responsibilities in relation to human resource, including performance, compensation and succession matters.

Committee Report

During the year, the HRC worked closely with the Human Resource (HR) department to attract, motivate and retain talent. Members of the HRC also contributed as advisers in special projects that included 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: A comprehensive review of salary benchmarking and job sizing was conducted to ensure AWWA’s competitiveness for talents;
- Capability building: Review of employee competency roadmaps to strengthen career pathways and alignment with SkillsFuture framework; and

- 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 strategy. It 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 the FC and the Finance team to ensure that surplus funds are managed efficiently, and deliver reasonable returns over time within a risk framework approved by the Board. The IC is guided by the Investment Policy and Mandate approved by the Board. The investment portfolio was diversified across different asset classes and duration, and include fixed deposits and unit trusts. Regular reporting on the investment portfolio is prepared by the Finance team and reviewed by the IC and the Board.

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 recruiting 12 individuals to join eight Board Committees as well as the Board. NC also developed a skills matrix of prioritised skills to assess overall Board capabilities and to identify gaps.

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, the PSC continued to monitor the programmes and services vis-à-vis changes in the operating landscape and evaluated the progress of new services including the transitional shelter at Jalan Tenteram, Adult Disability Home, Day Activity Centre and AWWA School @ Bedok which started full operations during the year. Members of the PSC also participated in onsite visits to better understand the successful milestones and issues faced at the start up stages.

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 AWWA’s risk framework and ensuring that AWWA’s risk management is in alignment with its risk appetite and tolerance. The RMC works with the AC to ensure the effectiveness of AWWA’s internal control in mitigating the operational risks and have oversight of internal audit of AWWA.

Committee Report

During the year, the RMC continued to monitor AWWA’s risk strategy and policies, and worked with management on the internal auditor’s audit scope, plan and audit findings. The RMC 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 and Risk Management 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 Finance 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. A mid-year forecast is performed with an objective to give the Management and Board a closer reality on the financial performances for the financial year against the annual budget.

As part of internal controls, all purchases in excess of \$5,000 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 reserves of 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.

The FY22/23 unrestricted reserve ratio stands at 2.56.

HUMAN RESOURCE MANAGEMENT

As of 31st March 2023, AWWA has 876 employees. Under the guidance of the Human Resource Committee (HRC), the Human Resource (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 implemented a performance appraisal system that recognises staff members for achieving their work goals and encourages continuous improvement to raise work standards and enhance processes.

AWWA places great emphasis on the development of its staff, aiming to maintain a diverse range of skillsets and collective passion within the organisation. In FY22/23 AWWA awarded three staff scholarships for further education.

AWWA ensures that all staff members are compensated fairly and that exceptional performers are specifically

recognised for their talent and additional contributions. The remuneration strategy is approved by the Board based on the advice of the HRC. Compensation for key management staff, such as Service Leads, is set by the CEO in consultation with the HR department, while the CEO's compensation is determined by the Board. In addition, the HR department has developed several non-monetary awards to strengthen the bond and reinforce the unity of the AWWA family.

AWWA promotes itself as a teaching organisation, encouraging staff members to engage in learning and teaching to strengthen our institutional knowledge. To support capacity building efforts, AWWA is developing an e-Academy, which focuses on enhancing the learning and development framework, curriculum, and standardisation of core programmes across all services and job families. The organisation also implements various task forces through its Organisational Development (OD) interventions to drive innovation, continuous work improvement, and employee engagement.

To improve process efficiency and enhance employee experience, the HR department has implemented a single platform HR management system. This system caters to all employee lifecycle needs and provides better cost efficiencies, productivity gains, and improved digital security.

AWWA prioritises building stronger staff engagement and providing mental wellness support to address emerging needs. As part of these efforts, the organisation has refreshed its flexi leave benefit to accommodate the diverse lifestyles of cross-generational staff members.

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 1,600 volunteering opportunities across all services. On-site volunteering sessions have since resumed in full.

AWWA has a diverse pool of volunteers ranging from individuals, schools, community groups and corporate partners. The Community Partnership team manages volunteers and matches 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 which gives 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.

AWWA's Personal Data Protection Policy is available on our website for reference.

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

Fundraising

In FY22/23, AWWA raised a total of \$2,771,816 (for both tax-deductible and non-tax-deductible donations) with the support of our invaluable individual, community, and corporate partners through various initiatives, including online campaigns. Their spirit of giving enables AWWA to provide quality early childhood experiences to children of all abilities, and support persons with additional needs, families with complex social issues, and seniors, so that they remain independent, integrated, and included in society. AWWA ensures that funds are properly documented and received, and that donor confidentiality is respected. AWWA currently does not use commercial fundraisers.

Our donors' generosity helps AWWA continuously enhance intervention for our clients and their networks of support with value-added services. If you believe in our cause, and want to make an impact, please visit www.awwa.org.sg/donate.

BREAKDOWN OF DONORS



53%
Corporates
and Institutions



47%
Individuals

BREAKDOWN OF DONATIONS



45%
Disability and
Inclusion



25%
Health and
Senior Care



2%
Family
Services



28%
General

THROUGH 13 ONLINE CAMPAIGNS



\$808,793
Amount raised



\$142,293
Fundraising costs



17.6%
Fundraising efficiency ratio

Volunteering



1,699
Volunteering activities



9,233
Total number of hours



\$91,537
Man-hour savings

AWWA is grateful to have a diverse group of volunteers with a common belief in our cause. In FY22/23, corporates, institutions, and community volunteers supported over 1,600 volunteer activities, and contributed to over 9,200 of volunteer hours. Our volunteers are an integral part and extension of our team, and our heartiest gratitude goes out to every volunteer that has supported the dreams and aspirations of the children, adults, families, and seniors we serve.

Come be a part of our cause and see your impact in action by volunteering with us today: www.awwa.org.sg/volunteer-with-us.



BREAKDOWN OF VOLUNTEERS



15%
Corporates and Institutions



85%
Individuals

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

CODE OF GOVERNANCE FOR CHARITIES AND IPCS – GOVERNANCE EVALUATION CHECKLIST

S/N	Description	Code ID	Response Drop List
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there Board members holding staff¹ appointments? (Skip items 2 and 3 if “No”)			<input type="radio"/> Yes <input checked="" type="radio"/> No
2	Staff ¹ does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	<input type="radio"/> Complied <input type="radio"/> Not Complied
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	<input type="radio"/> Complied <input type="radio"/> Not Complied
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
5	All Board members submit themselves for re-nomination and reappointment, at least once every three years.	1.1.8	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if “No”)			<input type="radio"/> Yes <input checked="" 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 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
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

S/N	Description	Code ID	Response Drop List
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
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

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

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

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 FY22/23.

Donations-in-Kind
\$10,000 and above
 CapitaLand Hope Foundation
 Guardian Health & Beauty
 Joanne Jong
 Singapore Zoological Gardens

Donations

\$500,000 and above
 Singapore Exchange Limited

\$250,000 and above
 Caesar Sengupta

\$50,000 and above
 Teck Wei Credit Pte Ltd
 The Community Foundation of Singapore
 Vivien Tan Hui Ling

\$10,000 and above
 A.C.T. Holdings Pte Ltd
 Ang Wen Po Andrew
 Aries Wong
 Baker Tilly TFW LLP
 Beatrice Chen
 Bukom 7th Lunar Month Festival

CapitaLand Hope Foundation
 Chai Yeut Wat
 Chan Sing Yee
 Chevron Oronite Pte Ltd
 Chevron USA Inc., Singapore Branch
 Chew How Teck Foundation
 Choong Siew Foong
 Clara Yue Kar Sin
 Elizabeth Hsu Jia Huey
 Flair Venture Pte. Ltd.
 FWD Singapore Pte Ltd
 Hoong Yik Luen
 Lee Foundation
 Lim Chew Lan
 Marina Bay Sands Pte. Ltd.
 Micron Technology Asia Pte. Ltd.
 NS Mani @ Natarajan Subramaniam
 Ong Teck Seng
 Petrine Yap Eng Sui
 Richard Wong Sui Chiin
 Tan Shao Tong
 Tony Tan Choon Keat
 Wee Guan Construction Pte Ltd
 Wong Lai Yip
 Wong Partnership LLP
 Yap Eng Cheng Priscilla
 Yui Vivien



Our Beneficiaries:

YOUR IMPACT ACTUALISED

Thanks to the generous contributions of our donors, we are able to maximise the participation of our clients across all services, whether it's for children, youth and adults with additional needs, families with complex social issues or the elderly. Hear from some of our staff and clients on how your help has impacted their lives so that they live out their dreams and aspirations.



“With your help, our clients, like Nur, have a place where they can maximise their choice and control within a safe environment.”

Carolyn Zhuang (right), Care Specialist, AWWA Home

“With your support, our clients, like Joseph, have a place where they can participate in a myriad of activities that we offer and practice the necessary Home Living Skills so that they can potentially lead dignified and independent lives.”

Nur Syahiidah (middle), Senior Programme Assistant, Special Student Care Centre

“With your kindness, our clients, like Mdm Yong, can be supported with structured rehabilitation and meaningfully engaged through social and recreational activities.”

Tan Su Ting (left), Senior Social Work Assistant, Rehab & Day Care Centre

“We love Kindle Garden so much! When we play and mingle with friends of different abilities, we can grow!”

Laura and Nadine, students of Kindle Garden Preschool

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

Our LOCATIONS

AWWA HEADQUARTERS

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

ALLIED HEALTH PROFESSIONAL GROUP

9 Lorong Napiri Singapore (547531)
☎ 6511 7034
✉ ahpoutsources@awwa.org.sg

DISABILITY AND INCLUSION

AWWA Home and Day Activity Centre

5 Pasir Ris Street 22
Singapore (518064)
☎ 6551 1646
✉ adultdisability@awwa.org.sg

AWWA School @ Bedok

50 Bedok Reservoir Crescent
Singapore (479225)
☎ 6551 1600
✉ school@awwa.org.sg

AWWA School @ Napiri

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

Community Integration Service

9 Lorong Napiri Singapore (547531)
☎ 6511 5210

Development Support and Learning Support

9 Lorong Napiri Singapore (547532)
☎ 6511 5215

Early Intervention Centre (Main)

11 Lorong Napiri Singapore (547532)
☎ 6511 5300

Early Intervention Centre

@ Fernvale
47 Fernvale Link Singapore (797537)
☎ 6511 5621

Early Intervention Centre

@ Hougang
Blk 660 Hougang Ave 8 #01-489
Singapore (530660)
☎ 6511 7020
Blk 661 Hougang Ave 4 #01-375
Singapore (530661)
☎ 6511 7020
Blk 665 Hougang Ave 4, #01-345
Singapore (530665)
☎ 6511 7020

Early Intervention Centre

@ Kim Keat
Blk 195 Kim Keat Ave
Singapore (310195)
☎ 6511 5650

Special Student Care Centre

9 Lorong Napiri Singapore (547531)
☎ 6511 5260

FAMILY SERVICES

Family Service Centre

Blk 107 Towner Road #01-356
Singapore (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
Singapore (560123)
☎ 6511 6690

Community, Resource, Engagement and Support Team (CREST)

@ Yio Chu Kang
123 Ang Mo Kio Ave 6 #01-4011
Singapore (560123)
☎ 6511 6690

CREST @ Woodlands & Sembawang

Blk 740 Yishun Ave 5 #01-490
Singapore (760740)
☎ 9784 9247

Dementia Day Care Centre

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

Dementia Day Care Centre

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

Home Personal Care Service

Blk 123 Ang Mo Kio Ave 6
Singapore (560123)
☎ 6511 5252

Integrated Home and Day Care

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

Rehab and Day Care Centre

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

Senior Community Home

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



Financial

REPORT



AWWA LTD.

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

DIRECTORS' STATEMENT

The directors present their statement together with the audited financial statements of the Company for the financial year ended 31 March 2023.

In the opinion of the directors:

- (i) the financial statements set out on pages 78 to 111 are drawn up so as to give a true and fair view of the balance sheet of the Company as at 31 March 2023 and of the financial activities, changes in funds and cash flows of the Company for the financial year ended 31 March 2023 in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations and Charities Accounting Standard in Singapore; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors in office at the date of this statement are:

Chung Wei Han	(Chairman)
Beatrice Chen Bea Chuan	(Deputy Chairman)
Chan Wai Leong	
Chng Lay Chew	
Lim Sok Hia	
Eleanor Lee Kim Lin	
Ng Chin Yu	
Varsha Abdullah @ Varsha D/O Bipinchandra	
Yue Kar Sin Clara	
Chen Shiling	(Appointed on 15 January 2023)
Marcus Heng Chiang Huat	(Appointed on 28 January 2023)

Arrangement to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of any other body corporate.

Other matters

As the Company is limited by guarantee and does not have a share capital, matters relating to the issue of shares, debentures or share options are not applicable.

Independent auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Chung Wei Han
Director



Lim Sok Hia
Director

4 August 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AWWA LTD.

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of AWWA Ltd. (the "Company") as set out on pages 78 to 111, which comprise the balance sheet as at 31 March 2023 and the statement of financial activities and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS") so as to give a true and fair view of the balance sheet of the Company as at 31 March 2023 and of the financial activities, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement as set out on page 74 and the information included in the Annual Report for the financial year but does not include the financial statements and our auditor's report thereon.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AWWA LTD. (cont'd)

Report on the Audit of the Financial Statements (cont'd)

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, Charities Act and Regulations and CAS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AWWA LTD. (cont'd)

Report on the Audit of the Financial Statements (cont'd)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and Regulatory Requirements

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

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

4 August 2023

AWWA LTD.

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

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 March 2023

	Note	Unrestricted funds \$	Restricted funds \$	Total 2023 \$	Total 2022 \$
Income					
Income from generated funds:					
- Voluntary income	3	278,575	1,684,448	1,963,023	21,325,654
- Activities for generating funds	4	347,191	461,602	808,793	556,008
Investment income	5	426,862	652,470	1,079,332	150,326
Income from charitable activities	6	1,947,017	80,081,534	82,028,551	71,622,342
Total income		2,999,645	82,880,054	85,879,699	93,654,330
Expenditure					
Cost of generating funds:					
- Cost of generating voluntary income	7	70,653	269,324	339,977	561,448
- Fundraising costs	8	62,348	79,945	142,293	64,952
Charitable activities	9	1,614,790	73,448,161	75,062,951	65,066,420
Governance costs	10	2,297	179,856	182,153	160,959
Other expenditure	14	-	-	-	2,302
Total expenditure		1,750,088	73,977,286	75,727,374	65,856,081
Net surplus		1,249,557	8,902,768	10,152,325	27,798,249
Fund transfer	19,20	232,441	(232,441)	-	-
Reconciliation of funds					
Total funds brought forward		28,270,936	82,133,423	110,404,359	82,606,110
Total funds carried forward		29,752,934	90,803,750	120,556,684	110,404,359

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

AWWA LTD.

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

BALANCE SHEET

At 31 March 2023

	Note	2023 \$	2022 \$
Non-current assets			
Property, plant and equipment	13	6,519,872	5,382,382
Investments in financial assets	14	18,870,122	13,000,000
		25,389,994	18,382,382
Current assets			
Receivables	15	11,409,135	12,635,156
Cash and cash equivalents	16	92,293,161	89,659,709
		103,702,296	102,294,865
Total assets		129,092,290	120,677,247
Current liabilities			
Payables	17	7,967,399	9,677,645
Provision for gratuity	18	568,207	595,243
Total liabilities		8,535,606	10,272,888
Net assets		120,556,684	110,404,359
Funds			
Unrestricted funds	19	29,752,934	28,270,936
Restricted funds	20	90,803,750	82,133,423
Total funds		120,556,684	110,404,359

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

AWWA LTD.

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

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2023

	2023 \$	2022 \$
Cash flows from operating activities		
Net surplus	10,152,325	27,798,249
Adjustments for:		
Depreciation of property, plant and equipment	3,005,304	1,151,724
Written off of property, plant and equipment	13,385	–
Gain on disposal of property, plant and equipment	–	(2,800)
Dividend income	(370,122)	(150,326)
Interest income	(649,629)	–
Gain on redemption of unit trusts upon maturity	(59,581)	–
Amortisation of premium and premium written off on redemption of bonds	–	2,302
Operating cash flows before movements in working capital	12,091,682	28,799,149
Receivables	1,707,282	715,640
Payables	(1,648,098)	(2,699,877)
Provision for gratuity	(27,036)	100,682
Restricted cash - bank balance for provision for gratuity	21,754	(252,322)
Restricted cash - bank balance for Medifund	21,290	(26,905)
Net cash flows generated from operations	12,166,874	26,636,367
Cash flows from investing activities		
Interest received	168,368	122,297
Dividend received	370,122	–
Purchases of property, plant and equipment (Note A)	(4,218,327)	(3,926,441)
Proceeds from disposal of property, plant and equipment	–	2,800
Additional investment in financial assets	(8,370,122)	(13,000,000)
Proceeds from redemption of bonds	–	1,000,000
Proceeds from redemption of unit trusts	2,559,581	–
Net cash flows used in investing activities	(9,490,378)	(15,801,344)
Net increase in cash and cash equivalents	2,676,496	10,835,023
Cash and cash equivalents at beginning of financial year	88,848,338	78,013,315
Cash and cash equivalents at end of financial year	91,524,834	88,848,338
Provision for gratuity	547,744	569,498
Pledged fixed deposit	169,200	169,200
Medifund	51,383	72,673
Cash and cash equivalents at end of financial year as presented on the balance sheet (Note 16)	92,293,161	89,659,709
Note A: Purchases of property, plant and equipment		
Aggregate cost of property, plant and equipment	4,156,179	4,056,862
Add: payables brought forward at 1 April	268,388	137,967
Less: outstanding payables at 31 March	(206,240)	(268,388)
Net cash outflow for purchases of property, plant and equipment	4,218,327	3,926,441

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

AWWA LTD.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2023

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

1. General information

The Company (Co. Reg. No. 201500785Z) is incorporated and domiciled in Singapore. The registered address and principal place of operations is 9 Lorong Napiri, Singapore 547531.

The Company is an approved charity under Charities Act 1994 since 5 March 2015 and an approved Institutions of a Public Character (“IPC”) for the period from 1 October 2022 to 31 August 2024. Its principal activities are to pioneer, develop and operate a range of services for the disadvantaged from infancy to old age to enable them to maximise their potential and lead dignified and independent lives.

The financial statements include the state of affairs and results of the Company and the following services:

(1) Community Integration Service	(17) Integrated Home and Day Care
(2) Special Student Care Centre	(18) Home Personal Care Service
(3) AWWA School @ Napiri	(19) Family Service Centre
(4) AWWA School @ Bedok	(20) Transitional Shelter @ Lengkok Bahru
(5) Early Intervention Centre - Hougang	(21) Transitional Shelter @ Jalan Tentaram
(6) Early Intervention Centre – Fernvale Link	(22) Allied Health Professional Services
(7) Early Intervention Centre - Kim Keat	(23) Allied Health Professional Services (Inclusion)
(8) Early Intervention Centre - Fernvale Woods	(24) Project Bridge
(9) Development Support and Learning Support	(25) Inclusion Inc
(10) Kindle Garden Preschool	(26) Outsource Service
(11) Senior Community Home	(27) AWWA Home
(12) Rehab and Day Care Centre	(28) Day Activity Centre
(13) Active Ageing Centre	(29) Community Mental Health
(14) Dementia Day Care Centre - Ang Mo Kio	(30) Community of Care - Ang Mo Kio
(15) Dementia Day Care Centre - Yishun	(31) Community of Care - Woodlands
(16) Personal Care Services (Senior)	

Each member of the Company has undertaken to contribute such amount not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company.

The constitution of the Company restricts the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividend to members.

2. Summary of significant accounting policies

a) Basis of preparation

The financial statements, expressed in Singapore dollar (“\$”) which is the functional currency of the Company, have been prepared in accordance with the provisions of the Companies Act 1967, the Charities Act 1994 and other regulations (“Charities Act and Regulations”) and Charities Accounting Standard in Singapore (“CAS”). The financial statements have been prepared under the historical cost convention.

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

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

b) Income recognition

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

Voluntary income

Donations

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

Donations-in-kind

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

Activities for generating funds

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

Investment income

Dividend income

Dividend income is recognised when the right to receive payment is established.

2. Summary of significant accounting policies (cont’d)

b) Income recognition (cont’d)

Investment income (cont’d)

Interest income

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

Rental income

Rental income is recognised over the term of the lease.

Income from charitable activities

Subventions and grants

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

Programme fees, school fees and therapist income

Programme fees, school fees and therapist income are recognised when services are rendered.

Transport fees

Transport fees are recognised when services are rendered.

c) Expenditure

Cost of generating funds

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

Charitable activities

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

2. Summary of significant accounting policies (cont'd)

c) Expenditure (cont'd)

Governance costs

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

Support costs

Support costs (i.e Shared corporate cost) are those, whilst necessary to deliver an activity, do not produce or constitute the output of the charitable activities of the Company. These costs are incurred in supporting the income generation activities of the Company. Support costs comprises the manpower and operating cost of Finance, Procurement Admin Team, Human Resource, Community Partnership, Corporate Communication, Information Technology, Facilities, Service Quality and Chief Executive Officer's office. Support costs are apportioned to the relevant activity cost category they support based on the basis as disclosed in Note 11.

d) Employee benefits

Defined contribution plans

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

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

e) Taxation

As a charity, the Company is exempt from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the financial year.

2. Summary of significant accounting policies (cont'd)

f) Property, plant and equipment

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

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

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

The depreciation period is reviewed and adjusted as appropriate at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise. No depreciation is provided on construction in progress until the construction is completed.

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

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

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

g) Investments in financial assets

The Company's investments in financial assets, which comprise investments in bonds and unit trusts are initially measured at transaction price excluding transaction costs. Transaction costs are recognised as expenditure immediately in the statement of financial activities. Subsequently, the investment in bonds and unit trusts are measured at cost less any accumulated impairment losses.

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

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

2. Summary of significant accounting policies (cont'd)**h) Receivables**

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

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

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

i) Cash and cash equivalents in the statement of cash flows

Cash and cash equivalents comprise cash on hand, cash at bank and short term deposits, highly liquid investments that are readily convertible to known amounts of cash which are subject to insignificant risk to changes in value.

j) Payables

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

k) Operating leases

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

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

l) Provisions

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

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

2. Summary of significant accounting policies (cont'd)**l) Provisions (cont'd)**

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

m) Unrestricted funds

Unrestricted funds represent funds received by the Company that are expendable for any activities of the Company at the discretion of the Board of Directors in furtherance of the Company's charitable objectives. Services subsidised for their activities from unrestricted funds may be required to refund the subsidy should they have surplus in subsequent years.

n) Restricted funds

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.

o) Funds

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

p) Deferred Capital fund

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

q) Deferred income

Deferred income are resources (normally cash) received that do not meet the criteria for recognition as income in the statement of financial activities as entitlement to the income does not exist at the balance sheet date. This primarily relates to grants and donations received where the donors or grantors have specified conditions for use; and these conditions have not been met at the financial year end. The deferred income will be recognised as income in the statement of financial activities when the conditions are fulfilled.

r) Key sources of estimation uncertainty

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

2. Summary of significant accounting policies (cont'd)

r) Key sources of estimation uncertainty (cont'd)

Depreciation of property, plant and equipment

Management periodically reviews the estimated useful lives and residual values of property, plant and equipment for reasonableness. The carrying amounts of the Company's property plant and equipment are disclosed in Note 13. The Company's property, plant and equipment are currently depreciated on a straight-line basis, over the estimated useful lives of between 3 to 10 years [Note 2(f)].

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

3. Voluntary income

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Donations				
- Tax deductible	243,004	680,104	923,108	2,482,089
- Non-tax deductible	35,571	1,004,344	1,039,915	18,843,565
	278,575	1,684,448	1,963,023	21,325,654

As an Institution of a Public Character ("IPC"), certain qualifying donors are granted 2.5 times tax deduction for the donations made to the Company. Donations are recorded as Voluntary income and Activities for generating funds (Note 4) in the Statement of Financial Activities.

During the financial year, the Company issued tax deductible receipts amounting to \$1,524,952 (2022: \$2,973,165).

In 2022, an amount of \$16,368,927 was recorded as donation from Asian Women's Welfare Association in connection with its dissolution on 29 March 2022. This was included in unrestricted funds.

4. Activities for generating funds

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Fundraising income				
- Tax deductible	271,078	330,766	601,844	497,717
- Non-tax deductible	76,113	130,836	206,949	58,291
	347,191	461,602	808,793	556,008
Fundraising costs (Note 8)	(62,348)	(79,945)	(142,293)	(64,952)
	284,843	381,657	666,500	491,056

5. Investment income

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Bank interest income	56,740	592,889	649,629	127,415
Interest income - Bonds	-	-	-	22,911
Dividend income	370,122	-	370,122	-
Gain on redemption of unit trusts upon maturity	-	59,581	59,581	-
	426,862	652,470	1,079,332	150,326

6. Income from charitable activities

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Programme fees, school fees and therapist income	-	6,039,760	6,039,760	5,565,377
Transport fees	-	1,415,689	1,415,689	1,113,783
Subventions and grants	682,014	68,871,422	69,553,436	58,313,431
Subsidy for rental expenses	725,742	789,530	1,515,272	592,637
Other grants and incentives	421,248	2,472,261	2,893,509	3,418,502
Jobs Support Scheme	-	-	-	1,244,614
Wage credit/Special employment credit	60,459	-	60,459	1,045,668
Miscellaneous income	57,554	492,872	550,426	328,330
	1,947,017	80,081,534	82,028,551	71,622,342

7. Cost of generating voluntary income

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Shared corporate costs (Note 11)	70,653	269,324	339,977	561,448

8. Fundraising costs

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Fundraising costs	2,218	-	2,218	1,974
Shared corporate costs (Note 11)	60,130	79,945	140,075	62,978
	62,348	79,945	142,293	64,952

9. Charitable activities

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Manpower and staff related costs	234,854	58,415,918	58,650,772	54,570,896
Depreciation of property, plant and equipment (Note 13)	408,475	2,596,829	3,005,304	1,151,724
Programme activities	42,760	4,321,636	4,364,396	3,453,985
Rental expense	725,542	1,342,428	2,067,970	1,102,644
Repairs, maintenance and utilities	64,115	3,569,257	3,633,372	2,434,793
Replacement/Purchase of equipment	55,238	1,811,798	1,867,036	937,240
Supplies and materials	74,968	1,091,480	1,166,448	964,769
Others	8,838	298,815	307,653	450,369
	1,614,790	73,448,161	75,062,951	65,066,420

Included in total expenditure in charitable activities of \$75,062,951 (2022: \$65,066,420) above are shared corporate cost of \$9,397,204 (2022: \$7,407,885) (Note 11).

10. Governance costs

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	\$	\$	\$	\$
Statutory audit fees	705	79,295	80,000	76,000
Other assurance fees	315	52,885	53,200	37,000
Internal audit fees	1,580	25,920	27,500	27,500
Prior year (over)/under provision	(303)	21,756	21,453	20,459
	2,297	179,856	182,153	160,959

The governance costs include costs of preparation and examination of statutory accounts and other certification fee, and cost of governance arrangements which relate to the general running of the Company.

11. Support costs

	Cost of generating voluntary income (Note 7)	Fundraising costs (Note 8)	Charitable activities (Note 9)	Total costs
	\$	\$	\$	\$
2023				
Shared corporate costs	339,977	140,075	9,397,204	9,877,256
2022				
Shared corporate costs	561,448	62,978	7,407,885	8,032,311

Support costs comprises Head Office expenditure for manpower and operating cost which is allocated to the Services using various bases such as income, operating costs, headcount and floor areas of Services, as appropriate.

12. Employee benefits

a) Total for Company:

	2023	2022
	\$	\$
Short-term employee benefits	51,897,005	48,362,854
Contributions to defined contribution plan	7,233,819	6,832,468
	59,130,824	55,195,322

Short-term employee benefits include staff salaries, bonuses, welfare, foreign workers' gratuity and training expenses.

The employee benefits are presented as manpower and staff related costs included in expenditure on charitable activities amounting to \$58,650,772 (2022: \$54,570,896) (Note 9) and portion of support costs amounting to \$480,052 (2022: \$624,426) (Note 11).

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

	2023	2022
	\$	\$
Short-term employee benefits	1,692,178	1,491,276
Contributions to defined contribution plan	130,678	108,352
	1,822,856	1,599,628

c) None of the members of the Board of Directors and their close family members have received any remuneration, benefits, allowances or any other manner of compensation from the Company.

During the current and previous financial year, there were no loans made to any employees, member of the Board of Directors, related parties or outside parties.

13. Property, plant and equipment

AWWA Ltd.

	Leasehold building \$	Leasehold improvements \$	Office and other equipment \$	Furniture and fittings \$	Computers \$	Motor vehicles \$	Construction in progress \$	Total \$
Cost								
At 1.4.2021	6,793,666	6,315,890	724,318	507,431	852,427	339,366	537,249	16,070,347
Additions	-	2,690,448	726,220	18,123	43,802	135,704	442,565	4,056,862
Written off	-	-	(17,179)	-	-	(43,964)	-	(61,143)
Reclassification	-	102,671	-	-	-	-	(102,671)	-
At 31.3.2022	6,793,666	9,109,009	1,433,359	525,554	896,229	431,106	877,143	20,066,066
Additions	-	947,426	1,798,643	44,848	233,623	319,582	812,057	4,156,179
Written off	-	(288,908)	(311,096)	(17,565)	(9,600)	-	-	(627,169)
Reclassification	-	877,143	-	-	-	-	(877,143)	-
At 31.3.2023	6,793,666	10,644,670	2,920,906	552,837	1,120,252	750,688	812,057	23,595,076
Accumulated depreciation								
At 1.4.2021	6,793,666	5,226,686	516,700	306,882	640,241	108,928	-	13,593,103
Depreciation charge	-	781,803	122,430	73,272	123,177	51,042	-	1,151,724
Written off	-	-	(17,179)	-	-	(43,964)	-	(61,143)
At 31.3.2022	6,793,666	6,008,489	621,951	380,154	763,418	116,006	-	14,683,684
Depreciation charge	-	2,338,521	391,461	64,286	136,370	74,666	-	3,005,304
Written off	-	(278,352)	(308,267)	(17,565)	(9,600)	-	-	(613,784)
At 31.3.2023	6,793,666	8,068,658	705,145	426,875	890,188	190,672	-	17,075,204
Net carrying amount								
At 31.3.2022	-	3,100,520	811,408	145,400	132,811	315,100	877,143	5,382,382
At 31.3.2023	-	2,576,012	2,215,761	125,962	230,064	560,016	812,057	6,519,872

AWWA Ltd.

13. Property, plant and equipment (cont'd)

Depreciation is charged as follows and included in expenditure for charitable activities (Note 9):

	2023 \$	2022 \$
Unrestricted funds	408,475	170,047
Restricted funds		
- Deferred capital fund	1,303,345	697,301
- Accumulated fund	1,293,484	284,376
Restricted funds	2,596,829	981,677
	3,005,304	1,151,724

14. Investments in financial assets

	2023 \$	2022 \$
<i>Unit Trusts</i>		
Balance at beginning of financial year	13,000,000	-
Additional investment	8,370,122	13,000,000
Less: Redemption	(2,500,000)	-
Balance at end of financial year	18,870,122	13,000,000
<i>Bonds</i>		
Balance at beginning of financial year	-	1,002,302
Less: Redemption	-	(1,000,000)
Amortisation of premium and premium written off upon redemption of bonds	-	(2,302)
Balance at end of financial year	-	-
<i>Representing:</i>		
Non-current asset	18,870,122	13,000,000
Current asset	-	-
	18,870,122	13,000,000

As at 31 March 2023, the investments in financial assets represent investments in unit trusts issued in Singapore. In 2022, investment in bonds earned fixed interest ranging from 3.15% to 4.00% per annum and matured in the last financial year. Investments in unit trust are held by fund managers and pre-approved by the board.

The market value of the investments in financial assets as at end of financial year amounted to \$18,378,634 (2022: \$12,842,138).

15. Receivables

	2023	2022
	\$	\$
Sundry receivables	1,612,540	1,708,969
Less: Allowance for impairment (a)	<u>(88,753)</u>	<u>(62,236)</u>
	1,523,787	1,646,733
Interest receivables	520,094	38,833
Deposits and prepayments	963,695	1,160,350
Grant receivables	8,401,559	9,789,240
	<u>11,409,135</u>	<u>12,635,156</u>

(a) Movement in allowance for impairment on sundry receivables is as follows:

	2023	2022
	\$	\$
Balance at beginning of financial year	62,236	23,078
Impairment made	<u>26,517</u>	<u>39,158</u>
Balance at end of financial year	<u>88,753</u>	<u>62,236</u>

During the financial year, the Company has written off an amount of \$69,759 (2022: \$51,202) from the sundry receivables directly to the financial statement of activities and an additional impairment made of \$26,517 (2022: \$39,158) has been provided. These amounts are recognised in the statement of financial activities under charitable activities expenses-others.

16. Cash and cash equivalents

	2023	2022
	\$	\$
Bank and cash balances	31,980,313	80,666,280
Bank balance for provision for gratuity (Note 18)	547,744	569,498
Fixed deposits	<u>59,765,104</u>	<u>8,423,931</u>
	<u>92,293,161</u>	<u>89,659,709</u>
Cash and cash equivalents comprise:		
Unrestricted cash	11,856,327	20,649,721
Restricted cash for services (Note 20a)	79,719,890	68,271,290
Pledged fixed deposits *	169,200	169,200
Bank balance for provision for gratuity (Note 18) *	547,744	569,498
	<u>92,293,161</u>	<u>89,659,709</u>

Fixed deposits bear interest at interest rates ranging from 0.10% to 4.10% (2022: 0.10% to 0.55%) per annum at the balance sheet date and will mature within 1 to 11 (2022: 3 to 12) months after the balance sheet date.

* Included in fixed deposits are restricted amounts of \$169,200 (2022: \$169,200) which is pledged to a bank as security for the land lease and bank balance of \$547,744 (2022: \$569,498) which is set aside for provision for gratuity for foreign staff.

17. Payables

	2023	2022
	\$	\$
Accrued operating expenses	4,503,160	4,459,889
Refundable deposits	457,737	429,111
Sundry creditors	722,231	1,312,277
Grants received in excess ^(a)	1,310,041	1,032,970
Deferred income ^(b)	<u>974,230</u>	<u>2,443,398</u>
	<u>7,967,399</u>	<u>9,677,645</u>

(a) Grant received in excess relates to grants amounts received during the year that are in excess of the eligible grant amount based on the number of clients served.

(b) The movement in the deferred income is as follows:

	2023	2022
	\$	\$
Balance at the beginning of financial year	2,443,398	6,581,243
Recognised to Statement of Financial Activities as charitable activities	<u>(2,182,062)</u>	<u>(4,298,727)</u>
Recognised receipts during the year as deferred income	714,019	1,517,882
Unutilised grant returned to grantor during the year	<u>(1,125)</u>	<u>(1,357,000)</u>
Balance at the end of financial year	<u>974,230</u>	<u>2,443,398</u>

18. Provision for gratuity

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

The movements during the financial year are as follows:

	2023	2022
	\$	\$
Balance at the beginning of financial year	595,243	494,561
Provision made and included in employee benefits	335,381	416,940
Payments during the financial year	<u>(362,417)</u>	<u>(316,258)</u>
Balance at the end of financial year	<u>568,207</u>	<u>595,243</u>

19. Unrestricted funds

	2023 \$	2022 \$
<u>AWWA HQ</u>		
Balance at beginning of financial year	28,270,936	9,508,602
Income	2,999,645	20,653,957
Expenditure	(1,750,088)	(1,891,623)
Net surplus	1,249,557	18,762,334
Fund transfer from restricted funds (Note 20) ^(a)	232,441	-
Balance at end of financial year	<u>29,752,934</u>	<u>28,270,936</u>

^(a) Being fund transfer from closure of service from restricted funds to unrestricted funds.

20. Restricted funds

	2023 \$	2022 \$
Balance at beginning of financial year	82,133,423	73,097,508
Income	82,880,054	73,000,373
Expenditure	(73,977,286)	(63,964,458)
Net surplus	8,902,768	9,035,915
Fund transfer to unrestricted funds (Note 19) ^(a)	(232,441)	-
Balance at end of financial year	<u>90,803,750</u>	<u>82,133,423</u>

^(a) Being fund transfer from closure of service from restricted funds to unrestricted funds.

20. Restricted funds (cont'd)

Each service of the Company maintains separate accounts for activities within the service. The consolidated balances and movements of these restricted funds are presented below:

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
AWWA HQ	2,872,627	6,298,336	(1,493,589)	4,804,747	(1,863,978)	5,813,396
- Deferred capital fund	455,484	-	(264,127)	(264,127)	8,340	199,697
- Medifund	72,675	147,475	(2)	147,473	(168,666)	51,482
- OD Transformation	133,447	235,076	(362,569)	(127,493)	(4,499)	1,455
- Lien Foundation (Medbridge)	128,098	-	(79,268)	(79,268)	-	48,830
- Family Empowerment Programme	1,002,892	-	(584,312)	(584,312)	-	418,580
- Community Silver Trust fund	1,008,562	5,453,215	-	5,453,215	(1,699,153)	4,762,624
- VWOs- Charities Capability Fund	-	176,413	(150,307)	26,106	-	26,106
- Others	71,469	286,157	(53,004)	233,153	-	304,622
Community Integration Service	4,768,429	2,648,227	(2,831,974)	(183,747)	-	4,584,682
- Accumulated fund	4,695,448	2,648,227	(2,814,563)	(166,336)	-	4,529,112
- Programme development	40,032	-	(12,264)	(12,264)	(27,768)	-
- Deferred capital fund	5,741	-	(5,147)	(5,147)	27,768	28,362
- Others	27,208	-	-	-	-	27,208
Special Student Care Centre	1,450,054	625,364	(790,348)	(164,984)	-	1,285,070
- Accumulated fund	1,259,635	559,842	(720,133)	(160,291)	-	1,099,344
- Deferred capital fund	3,347	-	(1,799)	(1,799)	-	1,548
- Smiles fund	134,157	29,391	(25,013)	4,378	-	138,535
- Others	52,915	36,131	(43,403)	(7,272)	-	45,643
AWWA School @ Napiri	11,969,673	13,195,003	(13,492,508)	(297,505)	-	11,672,168
- Accumulated fund	11,200,145	12,531,495	(12,661,160)	(129,665)	-	11,070,480
- Programme development	188,727	1,028	(52,705)	(51,677)	-	137,050
- Pupil welfare	129,979	14,723	(29,959)	(15,236)	-	114,743
- Deferred capital fund	15,951	-	(4,596)	(4,596)	13,526	24,881
- UOB Donation	124,119	-	(39,473)	(39,473)	-	84,646
- Others	310,752	647,757	(704,615)	(56,858)	(13,526)	240,368
AWWA School @ Bedok	894,581	4,488,245	(4,946,811)	(458,566)	-	436,015
- Accumulated fund	(141,925)	3,912,172	(4,277,772)	(365,600)	-	(507,525)
- Renovation fund	718,869	-	(42,808)	(42,808)	(138,725)	537,336
- President Challenge	80,340	-	-	-	(80,340)	-
- Deferred capital fund	66,552	-	(61,574)	(61,574)	308,528	313,506
- Others	170,745	576,073	(564,657)	11,416	(89,463)	92,698

20. Restricted funds (cont'd)

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
Early Intervention						
Centre - Hougang	8,301,708	10,469,136	(8,412,387)	2,056,749	(615)	10,357,842
- Accumulated fund	7,728,002	10,409,572	(8,138,999)	2,270,573	-	9,998,575
- Deferred capital fund	250,005	-	(207,030)	(207,030)	1,697	44,672
- Pupil welfare	138,774	(3,383)	-	(3,383)	(615)	134,776
- Others	184,927	62,947	(66,358)	(3,411)	(1,697)	179,819
Early Intervention						
Centre - Fernvale Link	6,221,505	9,001,256	(7,183,203)	1,818,053	471	8,040,029
- Accumulated fund	6,139,444	8,986,894	(7,127,367)	1,859,527	-	7,998,971
- Deferred capital fund	65,938	-	(24,880)	(24,880)	-	41,058
- Others	16,123	14,362	(30,956)	(16,594)	471	-
Early Intervention						
Centre - Kim Keat	2,259,656	3,504,155	(2,876,252)	627,903	143	2,887,702
- Accumulated fund	2,252,386	3,456,298	(2,824,701)	631,597	-	2,883,983
- Deferred capital fund	7,270	-	(3,551)	(3,551)	-	3,719
- Others	-	47,857	(48,000)	(143)	143	-
Early Intervention						
Centre - Fernvale						
Woods	165,144	5,744	(96,191)	(90,447)	-	74,697
- Accumulated fund	(34,856)	5,744	(96,191)	(90,447)	-	(125,303)
- Others	200,000	-	-	-	-	200,000
Development Support						
and Learning Support	2,657,015	3,739,775	(3,671,064)	68,711	-	2,725,726
- Accumulated fund	2,609,413	3,716,030	(3,639,620)	76,410	-	2,685,823
- Others	47,602	23,745	(31,444)	(7,699)	-	39,903
Kindle Garden						
Preschool	753,642	1,810,778	(2,079,445)	(268,667)	-	484,975
- Accumulated fund	452,641	1,458,011	(1,782,341)	(324,330)	-	128,311
- Lien Foundation	258,932	186,973	(231,021)	(44,048)	(214,884)	-
- Deferred capital fund	12,495	-	(25,815)	(25,815)	214,884	201,564
- Others	29,574	165,794	(40,268)	125,526	-	155,100

20. Restricted funds (cont'd)

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
Senior Community						
Home	4,963,846	1,624,537	(2,365,583)	(741,046)	(7,284)	4,215,516
- Accumulated fund	4,065,992	1,513,192	(2,001,136)	(487,944)	-	3,578,048
- Programme development	29,654	-	(29,654)	(29,654)	-	-
- Clients' fund	104,347	50,040	(105,732)	(55,692)	-	48,655
- Community garden	96,681	-	(3,411)	(3,411)	-	93,270
- Deferred capital fund	608,345	-	(167,879)	(167,879)	27,979	468,445
- Others	58,827	61,305	(57,771)	3,534	(35,263)	27,098
Rehab and Day Care						
Centre	4,306,084	2,129,519	(2,189,304)	(59,785)	271,987	4,518,286
- Accumulated fund	3,993,577	2,077,685	(2,055,632)	22,053	-	4,015,630
- Clients' fund	97,248	-	(2,280)	(2,280)	-	94,968
- Community Silver Trust fund	-	-	(11,989)	(11,989)	11,989	-
- Deferred capital fund	145,699	-	(35,653)	(35,653)	235,266	345,312
- Medifund	-	(29,536)	-	(29,536)	29,536	-
- Others	69,560	81,370	(83,750)	(2,380)	(4,804)	62,376
Active Ageing Centre	1,189,408	332,990	(334,602)	(1,612)	7,100	1,194,896
- Accumulated fund	1,046,617	315,930	(298,295)	17,635	(7,875)	1,056,377
- Programme development	45,676	-	(12,302)	(12,302)	-	33,374
- Others	97,115	17,060	(24,005)	(6,945)	14,975	105,145
Dementia Day Care						
Centre - Ang Mo Kio	4,773,607	1,346,608	(1,571,227)	(224,619)	275,124	4,824,112
- Accumulated fund	1,649,504	1,349,312	(978,062)	371,250	-	2,020,754
- Deferred capital fund	59,813	-	(23,412)	(23,412)	175,281	211,682
- Community Silver Trust fund	-	-	-	-	-	-
- Medifund	-	(54,063)	-	(54,063)	54,063	-
- Care Beyond Walls	2,994,665	-	(443,425)	(443,425)	(72,841)	2,478,399
- Centre Based Nursing (CBN)	-	27,631	(35,338)	(7,707)	121,061	113,354
- Others	69,625	23,728	(90,990)	(67,262)	(2,440)	(77)
Dementia Day Care						
Centre - Yishun	759,855	1,583,477	(1,458,403)	125,074	54,663	939,592
- Accumulated fund	474,923	1,591,951	(1,212,076)	379,875	-	854,798
- Community Silver Trust fund	-	-	(46,189)	(46,189)	46,189	-
- Deferred capital fund	241,300	-	(149,281)	(149,281)	-	92,019
- Medifund	-	(8,474)	-	(8,474)	8,474	-
- Others	43,632	-	(50,857)	(50,857)	-	(7,225)

20. Restricted funds (cont'd)

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
Personal Care Service (Senior)	52,343	30	(1,663)	(1,633)	(7,100)	43,610
- Accumulated fund	45,243	30	(1,663)	(1,633)	-	43,610
- Deferred capital fund	-	-	-	-	-	-
- Others	7,100	-	-	-	(7,100)	-
Integrated Home and Day Care	714,887	1,453,778	(938,741)	515,037	81,907	1,311,831
- Accumulated fund	662,660	1,430,100	(915,681)	514,419	-	1,177,079
- Deferred capital fund	48,289	-	(9,642)	(9,642)	-	38,647
- Medifund	-	(76,593)	-	(76,593)	76,593	-
- Others	3,938	100,271	(13,418)	86,853	5,314	96,105
Centre Based Nursing	121,060	-	-	-	(121,060)	-
- Accumulated fund	121,060	-	-	-	(121,060)	-
- Deferred capital fund	-	-	-	-	-	-
Home Personal Care Service	583,982	1,074,440	(975,658)	98,782	8	682,772
- Accumulated fund	552,823	1,074,440	(958,638)	115,802	-	668,625
- Deferred capital fund	5,402	-	(5,402)	(5,402)	-	-
- Others	25,757	-	(11,618)	(11,618)	8	14,147
Family Service Centre	5,699,793	2,621,881	(2,550,635)	71,246	-	5,771,039
- Accumulated fund	5,165,967	2,611,255	(2,386,618)	224,637	-	5,390,604
- Deferred Capital fund	220,576	-	(51,900)	(51,900)	-	168,676
- Renovation fund	-	-	-	-	-	-
- Others	313,250	10,626	(112,117)	(101,491)	-	211,759
Transitional Shelter @ Lengkok Bahru	1,282,936	913,579	(734,525)	179,054	-	1,461,990
- Accumulated fund	1,187,581	904,580	(688,669)	215,911	-	1,403,492
- Deferred capital fund	6,419	-	(3,862)	(3,862)	-	2,557
- Others	88,936	8,999	(41,994)	(32,995)	-	55,941

20. Restricted funds (cont'd)

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
Transitional Shelter @ Jalan Tenteram	106,700	1,095,842	(907,616)	188,226	-	294,926
- Accumulated fund	106,700	900,086	(793,866)	106,220	-	212,920
- Deferred Capital Donation	-	-	(4,454)	(4,454)	86,060	81,606
- Others	-	195,756	(109,296)	86,460	(86,060)	400
Allied Health Professional Services	9,791,471	13,135,537	(11,889,815)	1,245,722	-	11,037,193
- Accumulated fund	9,285,541	12,994,773	(11,836,287)	1,158,486	-	10,444,027
- Others	505,930	140,764	(53,528)	87,236	-	593,166
Allied Health Professional Services (Inclusion)						
- Accumulated fund	236,230	52	-	52	(236,282)	-
Outsource Service	1,411,038	5,487,973	(4,575,639)	912,334	-	2,323,372
- Accumulated fund	1,411,038	5,319,343	(4,575,639)	743,704	-	2,154,742
- Others	-	168,630	-	168,630	-	168,630
AWWA Home	2,712,421	2,036,708	(3,745,531)	(1,708,823)	848,204	1,851,802
- Accumulated fund	458,260	1,131,477	(2,649,527)	(1,518,050)	857,680	(202,110)
- Renovation fund	1,038,041	25,000	(106,474)	(81,474)	(293,730)	662,837
- NCSS Tech Booster Fund	689,500	22,392	(237,525)	(215,133)	(398,208)	76,159
- MSF Equipment	-	857,839	(445,445)	412,394	(400,027)	12,367
- Deferred capital fund	250,403	-	(201,201)	(201,201)	1,181,092	1,230,294
- Others	276,217	-	(105,359)	(105,359)	(98,603)	72,255
Day Activity Centre	241,716	662,252	(494,553)	167,699	309,475	718,890
- Accumulated fund	1,716	141,740	(358,008)	(216,268)	300,000	85,448
- NCSS Tech Booster Fund	240,000	60,000	(8,784)	51,216	(291,216)	-
- MSF Equipment	-	20,322	(5,755)	14,567	(14,567)	-
- Deferred Cap Donation	-	-	(52,141)	(52,141)	305,782	253,641
- Others	-	440,190	(69,865)	370,325	9,476	379,801

20. Restricted funds (cont'd)

	Balance at 1.4.2022 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2023 \$
2023						
Community Mental Health	431,938	900,223	(697,962)	202,261	365,224	999,423
- Accumulated fund	431,938	884,355	(680,802)	203,553	363,932	999,423
- Others	-	15,868	(17,160)	(1,292)	1,292	-
Community of Care - Ang Mo Kio	69,055	308,702	(291,579)	17,123	154,795	240,973
- Accumulated fund	69,055	308,702	(136,784)	171,918	-	240,973
- Community Silver Trust fund	-	-	(154,795)	(154,795)	154,795	-
Community of Care - Woodlands	5,796	91,992	(86,563)	5,429	-	11,225
- Accumulated fund	5,796	91,992	(86,563)	5,429	-	11,225
CREST @ Yio Chu Kang	365,223	-	-	-	(365,223)	-
- Accumulated fund	363,931	-	-	-	(363,931)	-
- Others	1,292	-	-	-	(1,292)	-
Project Bridge	-	1,391	(1,391)	-	-	-
- Accumulated fund	-	1,391	(1,391)	-	-	-
	82,133,423	92,587,530	(83,684,762)	8,902,768	(232,441)	90,803,750
Inter-Service Elimination	-	(9,707,476)	9,707,476	-	-	-
	82,133,423	82,880,054	(73,977,286)	8,902,768	(232,441)	90,803,750

20. Restricted funds (cont'd)

	Balance at 1.4.2021 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2022 \$
2022						
AWWA HQ	785,966	1,939,555	(779,979)	1,159,576	927,085	2,872,627
- Deferred capital fund	264,767	-	(166,871)	(166,871)	357,588	455,484
- Care and share fund	89,083	289,997	(296,877)	(6,880)	(82,203)	-
- Medifund	45,768	143,300	-	143,300	(116,393)	72,675
- OD Transformation	180,847	244,821	(267,214)	(22,393)	(25,007)	133,447
- Lien Foundation (Medbridge)	150,719	-	(22,621)	(22,621)	-	128,098
- Family Empowerment Programme	-	1,002,892	-	1,002,892	-	1,002,892
- MSF Equipment Fund	-	250,378	-	250,378	(250,378)	-
- Community Silver Trust fund	-	-	-	-	1,008,562	1,008,562
- Others	54,782	8,167	(26,396)	(18,229)	34,916	71,469
Community Integration Service	4,429,129	3,007,615	(2,668,315)	339,300	-	4,768,429
- Accumulated fund	4,353,188	3,007,615	(2,665,355)	342,260	-	4,695,448
- Programme development	40,032	-	-	-	-	40,032
- Deferred capital fund	8,701	-	(2,960)	(2,960)	-	5,741
- Others	27,208	-	-	-	-	27,208
Special Student Care Centre	1,437,742	840,502	(828,190)	12,312	-	1,450,054
- Accumulated fund	1,241,864	810,020	(792,249)	17,771	-	1,259,635
- Deferred capital fund	5,146	-	(1,799)	(1,799)	-	3,347
- Smiles fund	135,850	29,632	(31,325)	(1,693)	-	134,157
- Others	54,882	850	(2,817)	(1,967)	-	52,915
AWWA School @ Napiri	10,938,298	14,936,717	(13,905,342)	1,031,375	-	11,969,673
- Accumulated fund	10,092,308	14,202,605	(13,094,768)	1,107,837	-	11,200,145
- Programme development	200,703	-	(11,976)	(11,976)	-	188,727
- Pupil welfare	120,676	31,575	(22,272)	9,303	-	129,979
- Deferred capital fund	6,219	-	(5,972)	(5,972)	15,704	15,951
- UOB Donation	144,433	-	(20,314)	(20,314)	-	124,119
- Others	373,959	702,537	(750,040)	(47,503)	(15,704)	310,752
AWWA School @ Bedok	903,800	1,065,939	(1,075,158)	(9,219)	-	894,581
- Accumulated fund	(117,134)	814,379	(939,170)	(124,791)	100,000	(141,925)
- MOE Equipment Fund	-	107,667	(105,635)	2,032	(2,032)	-
- Renovation fund	900,545	-	(13,174)	(13,174)	(168,502)	718,869
- President Challenge	24,100	56,240	-	56,240	-	80,340
- Deferred capital fund	-	-	(3,982)	(3,982)	70,534	66,552
- Others	96,289	87,653	(13,197)	74,456	-	170,745

20. Restricted funds (cont'd)

	Balance at 1.4.2021 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2022 \$
2022						
Early Intervention						
Centre - Hougang	7,010,887	9,542,294	(8,228,471)	1,313,823	(23,002)	8,301,708
- Accumulated fund	6,357,330	9,235,835	(7,865,163)	1,370,672	-	7,728,002
- Deferred capital fund	312,320	-	(72,942)	(72,942)	10,627	250,005
- Pupil welfare	171,857	(18,591)	(1,574)	(20,165)	(12,918)	138,774
- Others	169,380	325,050	(288,792)	36,258	(20,711)	184,927
Early Intervention						
Centre - Fernvale Link	4,365,894	8,841,281	(7,000,574)	1,840,707	14,904	6,221,505
- Accumulated fund	4,264,394	8,835,339	(6,960,289)	1,875,050	-	6,139,444
- Deferred capital fund	101,500	-	(40,876)	(40,876)	5,314	65,938
- Others	-	5,942	591	6,533	9,590	16,123
Early Intervention						
Centre - Kim Keat	1,549,353	3,568,732	(2,867,849)	700,883	9,420	2,259,656
- Accumulated fund	1,537,775	3,524,591	(2,809,980)	714,611	-	2,252,386
- Deferred capital fund	11,578	-	(9,621)	(9,621)	5,313	7,270
- Others	-	44,141	(48,248)	(4,107)	4,107	-
Development Support and Learning Support	1,981,062	3,859,558	(3,183,605)	675,953	-	2,657,015
- Accumulated fund	1,916,062	3,859,558	(3,166,207)	693,351	-	2,609,413
- Others	65,000	-	(17,398)	(17,398)	-	47,602
Kindle Garden						
Preschool	1,293,423	1,344,445	(1,847,651)	(503,206)	(36,575)	753,642
- Accumulated fund	838,814	1,311,801	(1,743,516)	(431,715)	45,542	452,641
- Lien Foundation	297,398	-	(53,786)	(53,786)	15,320	258,932
- Deferred capital fund	5,193	-	(3,325)	(3,325)	10,627	12,495
- Others	152,018	32,644	(47,024)	(14,380)	(108,064)	29,574
Senior Community						
Home	7,131,891	1,620,271	(1,920,491)	(300,220)	(1,867,825)	4,963,846
- Accumulated fund	3,917,934	1,548,689	(1,400,631)	148,058	-	4,065,992
- Programme development	103,540	-	(73,886)	(73,886)	-	29,654
- Clients' fund	305,264	52,240	(253,157)	(200,917)	-	104,347
- Community garden	699,738	-	(3,057)	(3,057)	(600,000)	96,681
- Community Silver Trust fund	1,856,261	(5,960)	-	(5,960)	(1,850,301)	-
- Deferred capital fund	105,416	-	(97,071)	(97,071)	600,000	608,345
- Others	143,738	25,302	(92,689)	(67,387)	(17,524)	58,827

20. Restricted funds (cont'd)

	Balance at 1.4.2021 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2022 \$
2022						
Rehab and Day Care						
Centre	4,857,121	1,783,139	(2,457,674)	(674,535)	123,498	4,306,084
- Accumulated fund	4,600,053	1,693,636	(2,300,112)	(606,476)	-	3,993,577
- Clients' fund	97,319	-	(71)	(71)	-	97,248
- Community Silver Trust fund	-	-	(99,636)	(99,636)	99,636	-
- Deferred capital fund	74,992	-	(29,293)	(29,293)	100,000	145,699
- Medifund	-	(19,577)	-	(19,577)	19,577	-
- Others	84,757	109,080	(28,562)	80,518	(95,715)	69,560
Active Ageing Centre	1,391,502	329,952	(281,715)	48,237	(250,331)	1,189,408
- Accumulated fund	1,236,364	311,631	(219,505)	92,126	(281,873)	1,046,617
- Programme development	45,676	-	-	-	-	45,676
- Community Silver Trust fund	-	-	(45,343)	(45,343)	45,343	-
- Others	109,462	18,321	(16,867)	1,454	(13,801)	97,115
Dementia Day Care						
Centre - Ang Mo Kio	4,242,366	1,710,740	(1,538,476)	172,264	358,977	4,773,607
- Accumulated fund	1,482,459	986,796	(919,751)	67,045	100,000	1,649,504
- Deferred capital fund	73,686	-	(20,458)	(20,458)	6,585	59,813
- Community Silver Trust fund	-	-	(233,279)	(233,279)	233,279	-
- Medifund	-	(24,071)	-	(24,071)	24,071	-
- Care Beyond Walls	2,655,847	680,000	(334,597)	345,403	(6,585)	2,994,665
- Others	30,374	68,015	(30,391)	37,624	1,627	69,625
Dementia Day Care						
Centre - Yishun	806,297	1,254,833	(1,421,021)	(166,188)	119,746	759,855
- Accumulated fund	392,235	1,214,180	(1,193,977)	20,203	62,485	474,923
- Community Silver Trust fund	-	-	(50,995)	(50,995)	50,995	-
- Deferred capital fund	385,508	-	(155,779)	(155,779)	11,571	241,300
- Medifund	-	(3,387)	-	(3,387)	3,387	-
- Others	28,554	44,040	(20,270)	23,770	(8,692)	43,632
Personal Care Service (Senior)	143,675	214,365	(306,841)	(92,476)	1,144	52,343
- Accumulated fund	125,404	212,815	(292,976)	(80,161)	-	45,243
- Deferred capital fund	10,721	-	(10,721)	(10,721)	-	-
- Others	7,550	1,550	(3,144)	(1,594)	1,144	7,100
Integrated Home and Day Care	680,957	791,889	(882,625)	(90,736)	124,666	714,887
- Accumulated fund	592,232	861,247	(840,819)	20,428	50,000	662,660
- Deferred capital fund	69,009	-	(20,720)	(20,720)	-	48,289
- Medifund	-	(69,358)	-	(69,358)	69,358	-
- Others	19,716	-	(21,086)	(21,086)	5,308	3,938

20. Restricted funds (cont'd)

	Balance at 1.4.2021 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2022 \$
2022						
Centre Based Nursing	139,701	33,006	(51,647)	(18,641)	–	121,060
- Accumulated fund	137,757	33,006	(49,703)	(16,697)	–	121,060
- Deferred capital fund	1,944	–	(1,944)	(1,944)	–	–
Home Personal Care Service	220,583	1,283,514	(924,430)	359,084	4,315	583,982
- Accumulated fund	149,369	1,283,608	(880,154)	403,454	–	552,823
- Deferred capital fund	11,295	–	(5,893)	(5,893)	–	5,402
- Others	59,919	(94)	(38,383)	(38,477)	4,315	25,757
Family Service Centre	5,028,890	3,021,290	(2,299,324)	721,966	(51,063)	5,699,793
- Accumulated fund	4,533,521	2,740,807	(2,108,361)	632,446	–	5,165,967
- Deferred Capital fund	–	–	(38,925)	(38,925)	259,501	220,576
- Renovation fund	–	259,501	–	259,501	(259,501)	–
- Others	495,369	20,982	(152,038)	(131,056)	(51,063)	313,250
Transitional Shelter @ Lengkok Bahru	1,057,522	1,003,586	(826,887)	176,699	48,715	1,282,936
- Accumulated fund	916,685	1,003,536	(732,640)	270,896	–	1,187,581
- Deferred capital fund	10,281	–	(3,862)	(3,862)	–	6,419
- Others	130,556	50	(90,385)	(90,335)	48,715	88,936
Allied Health Professional Services	9,238,893	11,987,375	(11,434,797)	552,578	–	9,791,471
- Accumulated fund	8,866,878	11,773,337	(11,354,674)	418,663	–	9,285,541
- Others	372,015	214,038	(80,123)	133,915	–	505,930
Allied Health Professional Services (Inclusion)						
- Accumulated fund	193,448	301,538	(258,756)	42,782	–	236,230
Inclusion Inc						
- Accumulated fund	–	421,277	(421,277)	–	–	–
Outsource Service						
- Accumulated fund	1,156,761	4,712,253	(4,457,976)	254,277	–	1,411,038

20. Restricted funds (cont'd)

	Balance at 1.4.2021 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2022 \$
2022						
AWWA Home	1,656,492	1,695,506	(789,914)	905,592	150,337	2,712,421
- Accumulated fund	(214,288)	875,127	(688,641)	186,486	486,062	458,260
- Renovation fund	1,408,530	–	(10,169)	(10,169)	(360,320)	1,038,041
- NCSS Tech Booster Fund	360,000	360,000	(1,663)	358,337	(28,837)	689,500
- MSF Equipment	–	192,889	(62,990)	129,899	(129,899)	–
- Deferred capital fund	–	–	(5,740)	(5,740)	256,143	250,403
- Others	102,250	267,490	(20,711)	246,779	(72,812)	276,217
Day Activity Centre	86,007	214,771	(109,062)	105,709	50,000	241,716
- Accumulated fund	(33,993)	86,412	(100,703)	(14,291)	50,000	1,716
- NCSS Tech Booster Fund	120,000	120,000	–	120,000	–	240,000
- MSF Equipment	–	8,359	(8,359)	–	–	–
Community Mental Health	318,878	552,612	(440,088)	112,524	536	431,938
- Accumulated fund	318,878	552,612	(439,552)	113,060	–	431,938
- Others	–	–	(536)	(536)	536	–
Community of Care - Ang Mo Kio						
- Accumulated fund	54,876	299,416	(285,237)	14,179	–	69,055
Community of Care - Woodlands						
- Accumulated fund	(3,906)	96,827	(87,125)	9,702	–	5,796
Transitional Shelter @ Jalan Tenteram	–	368,126	(263,776)	104,350	2,350	106,700
- Accumulated fund	–	321,185	(214,485)	106,700	–	106,700
- Others	–	46,941	(49,291)	(2,350)	2,350	–
Early Intervention Centre - Fernvale Woods	–	203,192	(38,048)	165,144	–	165,144
- Accumulated fund	–	3,192	(38,048)	(34,856)	–	(34,856)
- Others	–	200,000	–	200,000	–	200,000
CREST @ Yio Chu Kang	–	244,239	(172,119)	72,120	293,103	365,223
- Accumulated fund	–	244,239	(162,181)	82,058	281,873	363,931
- Others	–	–	(9,938)	(9,938)	11,230	1,292
	73,097,508	83,090,355	(74,054,440)	9,035,915	–	82,133,423
Inter-Service Elimination	–	(10,089,982)	10,089,982	–	–	–
	73,097,508	73,000,373	(63,964,458)	9,035,915	–	82,133,423

20. Restricted funds (cont'd)

Services with accumulated funds in deficit will be funded where required through reserves maintained as unrestricted funds. However, for those services with common funding, the deficit will be made good by reserves held by similar services subject to funder's approval.

a) The restricted funds are represented by the following:

	2023 \$	2022 \$
Assets:		
Property, plant and equipment		
- Leasehold improvements	2,493,035	2,705,130
- Office and other equipment	2,142,068	716,775
- Furniture and fittings	94,419	103,848
- Computers	220,964	102,568
- Motor vehicles	560,015	315,100
- Construction in progress	812,057	877,143
	6,322,558	4,820,564
Investment in financial assets	2,500,000	5,000,000
Receivables	8,238,485	11,377,640
Cash and cash equivalents	79,719,890	68,271,290
Bank balance for provision for gratuity	547,744	569,498
Liabilities:		
Payables	(6,524,927)	(7,905,569)
	90,803,750	82,133,423

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

- *Deferred Capital fund*

Transfers are made to the Deferred Capital fund when amounts are utilised for purchases of property, plant and equipment using funds which are specifically donated or received for purchases of property, plant and equipment. The depreciation charge of the assets purchased with the related donation and grants are taken to the Deferred Capital fund over the useful lives of the related assets.

- *Medifund*

The Medifund Account is a grant from the Medical Endowment Fund (the "MEF") which is set up by the Government under the Medical and Elderly Care Endowment Schemes Act 2000 (the "Act"). The MEF is an endowment fund established to assist needy Singaporeans to pay for their medical care.

The Medifund scheme came into operation with effect from 1 April 1993 to disburse the interest income generated from the fund to needy Singaporean patients ("Medifund"). The Medifund Silver scheme was established in November 2007 to assist needy Singaporean patients aged 65 years or above ("Medifund Silver"). Medifund Silver is carved out from Medifund and specifically for the use of the needy elderly under the Medifund Silver scheme.

- *Accumulated fund*

Accumulated funds classified under restricted funds are funds received specifically for the respective services.

20. Restricted funds (cont'd)

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

- *Programme development*

To provide for the payment of salaries, increment, bonuses, overseas training for staff and volunteers and other staff related costs, purchase of vehicles, and to fund approved project expenses.

- *Smiles fund*

This represents subsidies for programme fees, transportation needs, ad hoc activities, or any other SMILES expenses.

- *Pupil Welfare*

To provide subsidies on school and transport fees and other financial assistance to needy students. To fund the purchase, replacement, upgrade and maintenance of the school bus.

- *Lien Foundation*

This represents funds for curriculum enhancement and staff training.

- *Community Garden*

This is used for the development of the Community Garden, that is built to be used as a platform for AWWA Senior Community Home's clients and residents staying in the neighbourhood to build bond with each other during their free time through a wide variety of garden and non-garden activities.

- *Community Silver Trust fund*

Community Silver Trust ("CST") is a Trust managed by the Ministry of Health ("MOH") and Ministry of Social and Family Development ("MSF"). The objective of CST is to encourage donations and provide additional resources for the service providers in the intermediate and long term care sector to enhance capabilities and provide value-added services to achieve higher quality care and affordable step down care.

- *Clients' fund*

To provide financial assistance to clients.

- *Renovation fund*

This will be used to fund the capital expenditure.

- *Care Beyond Walls*

This is a multi-pronged project to break boundaries by designing a new form of care for persons with dementia through the provision of personalised, interest-based activities and regular opportunities to venture out and be supported in and by the community around them.

20. Restricted funds (cont'd)

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

- *OD Transformation*

Aims to improve the organisational health of social purpose entities to be effective in delivering quality, innovative and sustainable solutions.
- *Lien Foundation (Medbridge)*

To develop tele practice capabilities such as tele-rehab/Home Exercise Prescriptions/tele-consult as an adjunct to the conventional face-to-face intervention sessions.
- *UOB Donation*

To support Visual Art Programme/Art-related programme in AWWA School.
- *NCSS Tech Booster Fund*

Tech Booster aims to ramp up adoption of ready technologies for manpower-intensive programmes at Adult Disability Homes, Day Activity Centres, Welfare Homes and Voluntary Children's Homes.
- *Family Empowerment Programme*

An income stability programme and research, which seeks to empower families with flexibility to prioritise their needs and plan for future life goals in education and employment.
- *MSF Equipment Fund*

To enable services to carry out cyclical maintenance works for Early Intervention Centre, Special Student Care Centre and Community Integration Service at Blk 9 and 11 Lorong Napiri.
- *President Challenge*

For the purpose to build an Immersive and Interactive Room for AWWA School (Bedok)
- *MOE Equipment Fund*

For the purpose to purchase movable or loose furniture and equipment for AWWA School (Bedok)
- *VWOs-Charities Capability Fund*

For the purpose to implement new human resource portal for AWWA Wide.
- *Centre Based Nursing (CBN)*

Centre Based Nursing that provides basic nursing care for seniors.

21. Reserve management

The Company's accumulated reserves are made up of unrestricted and restricted funds. The Board of Directors reviews its policy on accumulated reserves annually to ensure long term sustainability of the Company's activities. The current policy is for the Company's restricted funds to be between three to six months of the operational expenditure incurred by each of its established services. 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. There is no change in the reserve management policy during the financial year.

22. Commitments

a) Capital commitments

Capital commitments not provided for in the financial statements:

	2023 \$	2022 \$
Expenditure for property, plant and equipment, approved by Board of Directors and contracted for	<u>1,938,321</u>	<u>1,026,712</u>

b) Lease commitments - as lessee

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

	2023 \$	2022 \$
Within one financial year	2,682,978	1,107,210
In the second to fifth financial year inclusive	1,243,853	406,002
	<u>3,926,831</u>	<u>1,513,212</u>

Included in operating lease payments represent land lease rentals payable of \$169,200 (2022: \$846,000) by the Company for its leasehold land and the leases are negotiated for a term of three years. The land rental expenses are fully subsidised by Ministry of Education and Ministry of Social and Family Development.

23. Related party transactions

Save for the remuneration paid to key management personnel as disclosed in Note 12(b), there are no significant related party transactions which took place between the Company and related parties during the financial year. The directors of the Company are volunteers and they did not receive any remuneration for the Company during the financial year. The Company did not provide any sponsorship to other charities during the financial year ended 31 March 2023 and 31 March 2022.

24. Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 March 2023 were authorised for issue in accordance with a resolution of the Board of Directors dated 4 August 2023.

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