

ANNUAL REPORT 2023/24

GROWING AS ONE



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.

Our Values



Care & Concern



Commitment



Integrity



Responsibility



Teamwork

Our Strategic Pillars

THE ROAD AHEAD – 2024 AND BEYOND



Corporate Information of AWWA

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 July 2027)

Registered Address

9 Lorong Napiri, Singapore 547531

Bankers

Bank of China Limited Singapore Branch,
BNP Paribas Singapore,
DBS Bank Ltd,
OCBC Bank Ltd,
Standard Chartered Bank (Singapore) Ltd,
United Overseas Bank Ltd

Auditors

Baker Tilly TFW LLP

Company Secretary

Chen Meiyun Agnes

External Lawyer

Appointed on an as-needed basis

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1,300+

Volunteering Opportunities



148,600+

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

15,400+

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



650+

Families served by Family Services



3,100+

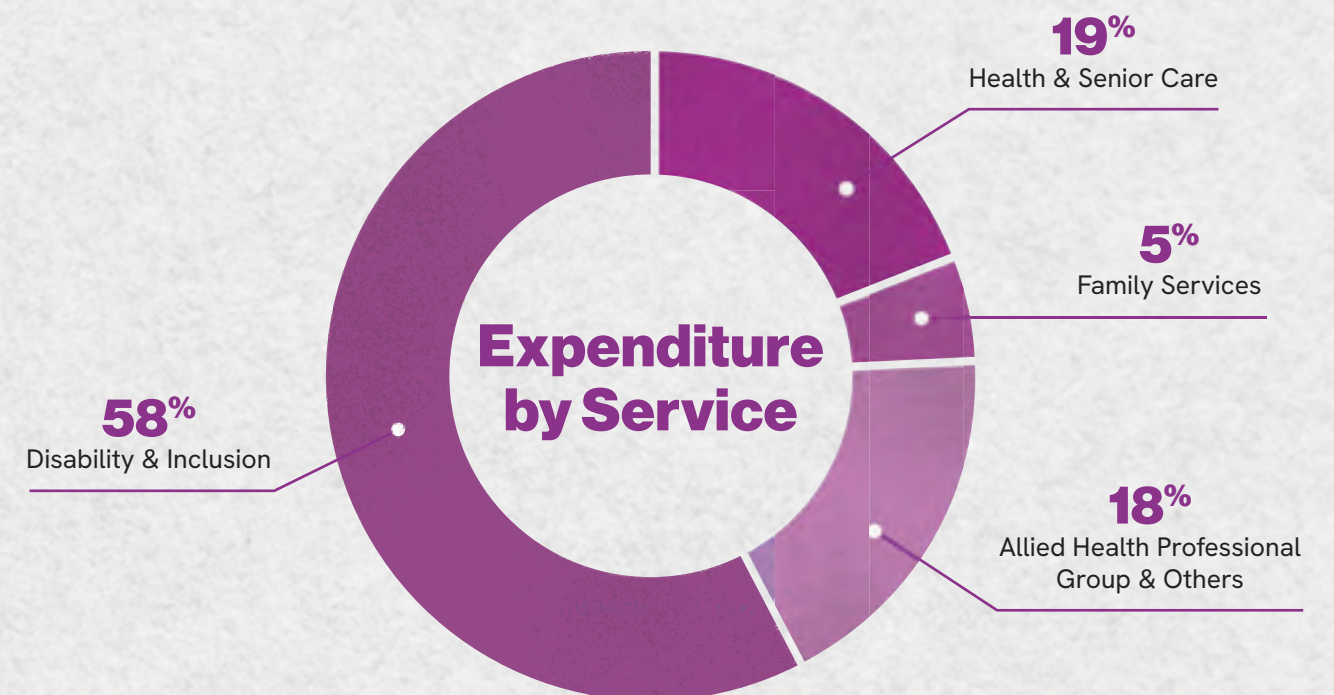
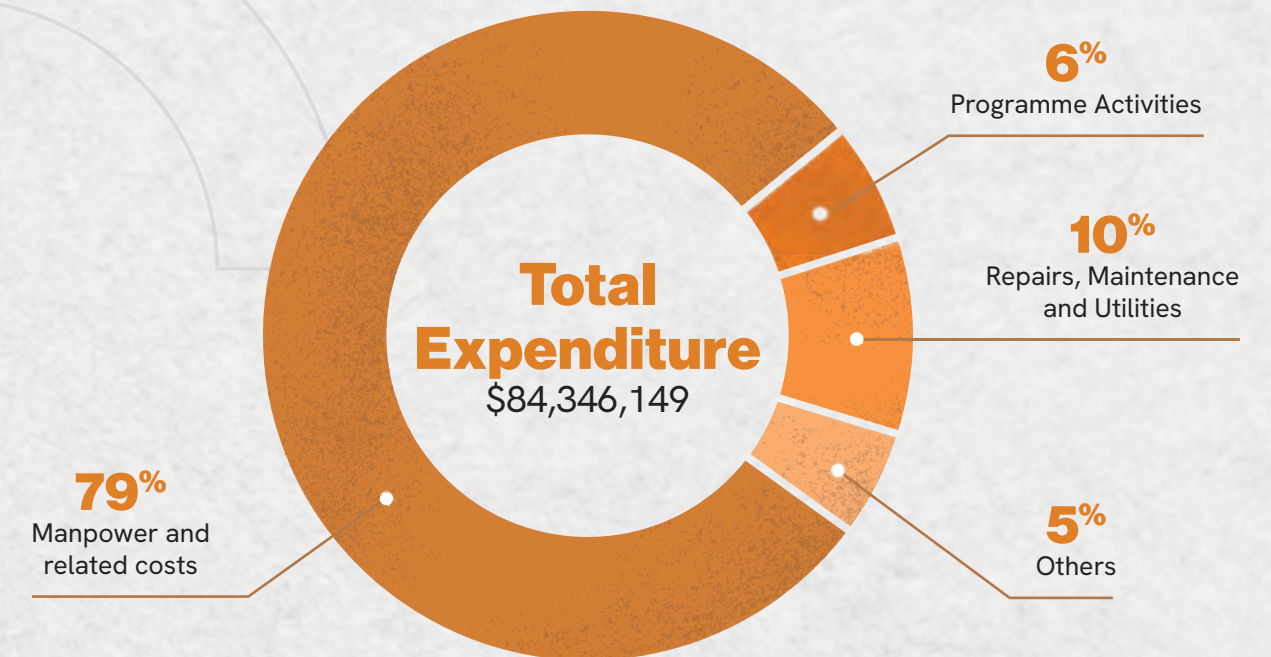
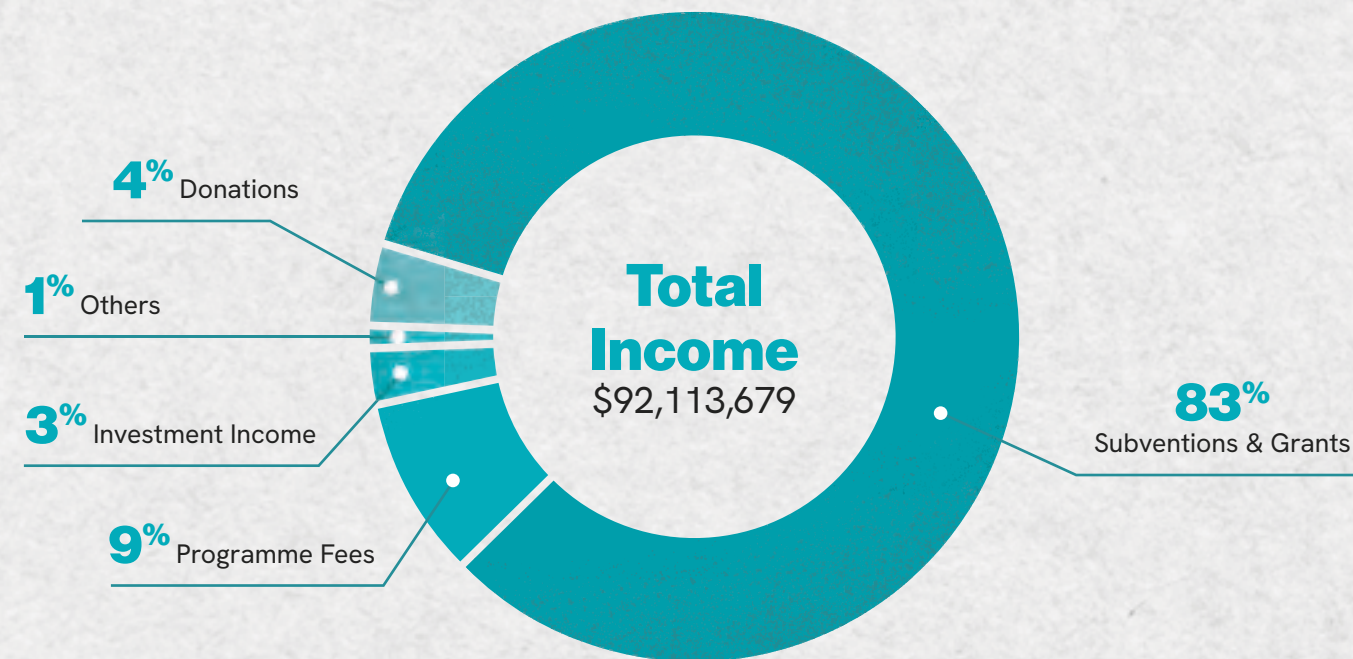
Children and youths with additional needs served



7,100+

Lives impacted

Financial Performance for FY2023/2024



During the year, AWWA achieved a surplus of \$7.8 Million of which \$4.4 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

“

To all the people who have made our organisation what it is today, and to all those who continue to work with us to push the boundaries of what is possible, thank you for your heart and passion in growing as one with AWWA.



Ms Beatrice Chen

Dear Friends

Over the years, I have seen us navigate challenges, celebrate successes, forge strong partnerships, and our work in the past year has given us much to be thankful for.

Since 1991, we have been committed to enabling youths in mainstream education schools to participate actively while at school, and within the larger community, through Community Integration Service (CIS). When we first pioneered the service, much needed therapy and intervention for students with additional needs were often misunderstood and underappreciated. A Physical Education activity modification may have sufficed as intervention for a student with mobility issues then. It is incredibly reassuring to see that 33 years on, we have continuously improved our service delivery model to support students of different abilities so that they may thrive and actively participate in more dynamic school and community settings. Today, our holistic intervention is underpinned by individualised client plans outlining functional goals that are structured by a multi-professional team, and that are enhanced with inputs from educators and caregivers alike.

In November 2023, and with Minister Maliki Osman as Guest-of-Honour, we held the biennial CIS Awards ceremony which celebrates exceptional individuals and partners for their outstanding contributions to inclusion and integration. During the event, we recognised 27 award recipients - from exemplary youths with additional



needs who have demonstrated tremendous tenacity and determination, to the peers, educators, volunteers and partners who have journeyed alongside them, boosting participation for all.

It was a particularly memorable experience as the age gap between our youngest and oldest award recipients spanned at least four decades, proving that age is never a barrier when it comes to strengthening inclusivity!

In January 2024, we were also honoured to be awarded the Charity Transparency Award (CTA) for the third consecutive year, as it reaffirms our core value of integrity, and is a testament to the trust and confidence placed in us by our clients and partners. The CTA is also an accolade that

reinforces our commitment to continuously raising the standards of transparency and governance across all facets of our operations. In the past year, our efforts to boost governance include enhancing our info-security posture, and the standardisation of policy instruments across the organisation.

We celebrated our 54th anniversary this year - with the official opening of our fourth Early Intervention (EI) Centre at Fernvale Woods! Minister of State Sun Xueling was in attendance as Guest-of-Honour. An interesting feature of our newest centre is the inclusion of a dedicated Makerspace, for staff and caregivers alike, to work on adaptive toys to make them more accessible and suitable for children with developmental needs. Empowering caregivers with relevant skills for carry-over of intervention has been a long-standing feature of our service, and we are thrilled to be able to provide them with even more avenues to play a bigger role in the development of their children. With our newest centre, we now have the capacity to support more than 1,000 children annually through EI alone, further strengthening our children services continuum.



We were delighted that our ministerial agency partners joined us for the event in Fernvale Woods.

Strengthening human capital goes hand in hand with capacity building to serve more lives. The inception of our e-learning platform came about during the COVID-19 pandemic when in-person training opportunities were paused due to safe distancing measures. The pandemic necessitated developing innovative models of care and service delivery and we recognised the need to develop internal training capability and empower our people to take charge of their own learning, at their own pace. Since the launch of our e-learning platform - AWWAcademy - in 2023, 25 core and 138 specialist modules have been developed by in-house content creators, while over 70



staff have been trained as On-the-Job Coaches to further supplement teaching and learning within the organisation.

We are also immensely thankful to long-standing partners like SGX and Lien Foundation who have steadfastly supported us to pilot innovative projects through the years.



To all the people who have made our organisation what it is today, and to all those who continue to work with us to push the boundaries of what is possible, thank you for your heart and passion in growing as one with AWWA. To view a recap of our work in the last five years, please access our Strategic Thrusts Report on our website (www.awwa.org.sg). As we usher in a new phase of growth with our five-year roadmap, we look forward to your continued support as we continue to chart new frontiers in delivering holistic client care.

Ms Beatrice Chen
Chairman

CEO's Message

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Thank you to everyone who has believed in our cause, and to those who believe there is much more we need to do together, so that we can all thrive in tandem with our aspirations and dreams.



Mr J.R. Karthikeyan (Karthik)

Dear Friends

Reviewing AWWA's work at the end of each year is always a heartening and humbling experience for me, as I continuously reflect on all that we have learned, and what more we can do, or do better. This year is particularly significant for us, as we introduced our five-year roadmap in the form of our Strategic Pillars – Purpose, Practice and People, which will guide us in upholding our mission as we do what is right by our clients and partners, and what is right by our people.

PURPOSE

In our 54-year history, AWWA has never shied away from any opportunity to push the envelope where social change is concerned, or needed. From starting Singapore's first school for students with multiple disabilities in 1979, to starting Singapore's first inclusive preschool 37 years later, the need to stand in the gap in the community has been almost like a steadfast calling for our organisation. To support our nation's health-social integration efforts, we are building our capability internally to support a myriad of initiatives, including addressing complex medical cases in the community, starting with Air Master. Air Master began in 2023 as a cardiopulmonary rehabilitation service, in partnership with Tan Tock Seng Hospital and



Lien Foundation. Throughout the structured ten-week programme, our trained Allied Health Professionals work with seniors with chronic lung conditions to improve their quality of life and functional abilities, thus transforming the way we approach respiratory care.

After starting one of Singapore's earliest Family Service Centres in 1970, we were exceptionally thrilled to launch the results of the Family Empowerment Programme (FEP), Singapore's first randomised controlled trial on the impact of unconditional cash transfers to low-income families, in July 2024. The programme addresses the needs of households facing chronic poverty with the aim of supporting them to focus on longer-term education, skills-training, and employment goals for their families. We hope this will spur families to plan for a brighter future.



PEOPLE

In a bid to build capability through an engaged and agile workforce, we launched AWWA's first internal large-scale Learning Day last year. Through the session that was partially facilitated by speakers from the United States and Australia, practicing professionals across 27 AWWA programmes and services broadened their thinking by learning about the multi-tiered system of supports framework, and how macro geopolitical issues influence the landscape of social and community services within our own ecosystem, among other things. With knowledge being one of the rare elements that multiplies the more it is shared, our workforce walked away with a newfound appreciation for thinking outside the box and beyond, to further strengthen our capabilities in providing our clients with better quality intervention and support. To institutionalise learning beyond AWWA, we decided to make the learning conference an annual event, named Syncposium. This Syncposium 2024, we are delighted to bring on board a myriad of speakers across different sectors from healthcare to philanthropy, and to policy design in the hopes that they will inspire our people to deliver excellence in service that promotes holistic well-being and positive outcomes for those we serve.

PRACTICE

In late 2023, and in a bid to strengthen our practices, we launched AWWake – AWWA's first internal innovation drive. In the recent years, we have sought to build a teaching and learning culture underpinned by continuous work improvement practices and innovative ideas to enhance

our client service delivery and improve efficiency. With the support of our friends from Boston Consulting Group (BCG), our staff got to do just that, as cross-departmental groups put forth problem statements and ten finalists were invited to pitch their ideas, "Shark Tank" style, to an independent judging panel. Over many months, the BCG team provided expert advice and worked with various AWWA personnel to conceptualise, strategise and define the mechanics of the innovation drive. They also supported our teams in sharpening end-to-end thinking and held training sessions to strengthen the teams' knowledge of principles of persuasion to better articulate their ideas.



As I look back on a year of our work, our successes and learnings, I recognise that it is imperative to highlight the significance of a fourth 'P' – partners. At the core of our work, lies a commitment to enabling every individual we serve to discover their full potential and lead fulfilling lives, made possible by the dedication of our people and our partners. While the world will continue to be complex and uncertain, I am encouraged by our collective desire and efforts to build a more inclusive future, as we continue to grow as one.

Thank you to everyone who has believed in our cause, and to those who believe there is much more we need to do together, so that we can all thrive in tandem with our aspirations and dreams.

J.R. Karthikeyan (Karthik)
Chief Executive Officer

Strategic Thrusts

For over 50 years, AWWA has empowered the disadvantaged, including people with disabilities, seniors, and vulnerable families. From 2019 to 2023, our mission was driven by four Strategic Thrusts: Empowered Clients, Efficient Organisation, Effective Organisation, and Exemplary Leadership (the 4Es or 4STs).

We are delighted to share that our five-year strategic plan has yielded notable success. Through service expansion and technological innovation, AWWA has advanced significantly across all 4Es.

“ We bet on great management – it always has been, and it always will be. ”
Mr Lee Poh Wah, CEO, Lien Foundation

“ AWWA staff are trailblazers in the areas they work in. First movers with ideas. ”
Mr Raveen Bharvani, ESG Lead, LGT Private Banking Singapore

“ AWWA is a do-er and not only a say-er. ”
Mr Lim Teck Kiat, Senior Director, Ministry of Social and Family Development

“ If the Regional Health Services look for a partner in the central region, they always look for AWWA....it's the go-to pilot site. ”
Dr Wong Loong Mun, Chief (Care Integration and Operations), Agency for Integrated Care

“ AWWA is leading and living by example. ”
Ms Anita Fam Siu Ping, President, National Council of Social Service & Vice President of AWWA (2007-2013)

“ Daring to go into uncharted spaces. ”
Assoc Prof Wong Meng Ee, National Institute of Education, Nanyang Technological University – Psychology and Child & Human Development

“ AWWA is one of our collaborators of choice whenever we seek to break new ground within the industry. ”
Prof Kenneth Poon, President, Rainbow Centre

“ I would like to commend...how AWWA has been able to identify the needs of today's society and intervene timely and sufficiently to create significant change in the social service sector. ”
Dr Roland Yeow, Executive Director, Boys' Town

Year in Review

Several significant events shaped AWWA's journey in the past year. From community outreach initiatives to celebrating the achievements of our clients and the dedication of our staff, each has had a lasting impact on our journey towards building a more inclusive and resilient society.

SILVERSPORTSDAY

In July 2023, our spirited seniors from AWWA's Health & Senior Care services gathered at ITE College Central for an exciting Silver Sports Day! The event was a whirlwind of laughter and friendly competition as they engaged in various activities tailored to their abilities, including Sustained Weight Lift, Boccia, and Seated Volleyball.

AWWA LEARNING DAY

Our first Learning Day conference in September 2023 brought together our multi-professional team, with a shared mission of building agility and innovation to enhance service delivery. We also had the privilege of hosting international speakers from the United States of America and Australia, who enriched discussions with their insights and best practices from beyond Singapore's shores.

COMMUNITY INTEGRATION SERVICE AWARDS 2023

In November 2023, we honoured over 20 exceptional individuals with additional needs and community partners at the Community Integration Service (CIS) Awards 2023. The event was graced by Dr. Mohamed Maliki Bin Osman, Second Minister for Education and Second Minister for Foreign Affairs, as Guest-of-Honour. The CIS Awards shines a spotlight on individuals and partners who have made significant contributions to the inclusion and integration of persons with additional needs. Among the awardees were clients, as well as family members, friends, and educators who have supported them every step of the way.

AWWA'S TRANSITIONAL SHELTER GRADUATION CELEBRATION

Clients of AWWA's Transitional Shelter came together for a "Graduation Ceremony" in November 2023, which recognised and celebrated their resilience in their journey towards securing stable housing. Once faced with the challenges of homelessness and displacement, they shared their personal stories of perseverance and determination, showcasing the power of hope and community support.

CHRISTMAS CELEBRATIONS AT KINDLE GARDEN PRESCHOOL

Our young learners and dedicated educators wrapped up the year with an enchanting Winter Wonderland-themed celebration at Kindle Garden Preschool. With fun craft activities, games, and lots of festive treats, the celebrations brought many moments of shared laughter and joy, making it a day to remember for all!

AWWAKE 2024

We kicked off 2024 with AWWA's inaugural innovation drive, AWWake. 10 teams pulled out all the stops to pitch their innovative solutions to a multi-professional panel of judges, with the three winning teams receiving \$10,000 each to further develop their ideas. From AI-powered solutions for seniors and the creation of a specialised augmentative and alternative communication device, to enhancing mobility for adults with disabilities, AWWake was a milestone in AWWA's journey towards fostering a culture of innovation and learning.



Let's Get Social!

We are grateful for the longstanding support of purpose-driven partners and like-minded members of the community who have joined us to build a more inclusive society for tomorrow. Here are some highlights from our social media pages in the last year!




AWWA awwasg

Birds flying high, you know how I feel 🐦

Our clients and caregivers from AWWA Home and Day Activity Centre had such a blast at the Bird Paradise, which has elements of inclusivity incorporated into its design.

Many thanks to Mandai Wildlife Group for welcoming persons of all abilities and giving them the opportunity to seamlessly access and experience the attractions, soak in the scenery, and interact with the beautiful feathered friends in flight!




AWWA awwasg

That Ride was Bussin'! 🚌

Our youths with autism from AWWA School @ Bedok had a 'bus'worthy experience, aboard the SBS CARES Community Bus. Our students had an immersive learning journey within a refurbished bus, where they were taught how to travel independently, safety tips, and proper commuting etiquette.

AWWA and SBS Transit Ltd signed a Memorandum of Understanding in June 2024 to enhance holistic educational experiences, build authentic learning spaces for community mobility training, and increase awareness on the importance of community integration for students with additional needs.




AWWA awwasg

Groceries and Grins 😊

An exclusive feature with CNA Insider took viewers through a day at AWWA Day Activity Centre, showing our adults with additional needs doing their weekly grocery run to a supermarket in the neighbourhood. The episode, which included interviews with client Joshua and AWWA coach Jazil, showed how interactions with patrons and supermarket staff give our clients opportunities to learn important community living skills and drives greater community integration.

To all members of the community who have brought smiles to our clients' faces, we salute you!




AWWA awwasg

We see you 👓

Over 200 seniors, families in need, and persons with additional needs participated in complimentary eye screening assessments and the prescription of glasses, with the support and generosity of our friends over at OWNDAYS Singapore.

A special shout out to the OWNDAYS team for being so adept at interacting with persons across life stages, and for the value of their impact (by working on their days off)! We see you, and we appreciate you!





We are Tech-ing Over! ⚙️

Understanding that the world will continue to evolve rapidly, we harness the power of technology to innovate, and achieve enhanced outcomes for the people we serve. At AWWA's first-ever InnovTech Fest 2023, our Allied Health Professionals' resourcefulness and creativity came to life with:

- 📱 **Charlie & US** – Allies in Autism (Resource bank & crisis management app for caregivers of individuals with autism and volunteers)
- 🎨 **Mobi Chair** (Inclusive chair designed for wheelchair users with additional needs to experience the beach)
- 🦄 **Adaptive Toys** (Play and educational resources to enhance participation in classroom)
- 🧘 **Pain Management Centre** (Pain and postural-related assessment and intervention to AWWA staff and clients)






AWWAKE 2024: Celebrating Innovation 🎉

To enhance overall client well-being, #innovation has to be more than just a buzzword. AWWAKE 2024 was AWWA's inaugural innovation drive, developed in collaboration with Boston Consulting Group (BCG) and BCG X. The three winning ideas were selected from a range of innovative solutions, addressing tangible challenges on the ground while advancing holistic care practices across the organisation. From AI-powered solutions for seniors, the creation of a specialised augmentative and alternative communication (AAC) device, to greater mobility for adults with disabilities, AWWAKE 2024 had it all.





Playtime with a Purpose 🧸

Cheryl is a toymaker - of adaptive toys! An Occupational Therapist at AWWA's Early Intervention Centre @ Fernvale Link, Cheryl was driven by a desire to give children a strong headstart in their formative years by making play accessible for all. Today, the adaptive toy library includes a wide variety of toys which can be customised for children of all abilities.





I'm proud to be a mother of children with additional needs 👨‍👩‍👧

Madam Fadillah is a mother of three, including two children with additional needs. Her youngest, Adryan, flourishes at AWWA Early Intervention Centre, engaging in sensory activities like outdoor play and housecraft. Despite the challenges, she is grateful for her children and sees them as blessings. She shares, "If I could turn back time, I would still choose to be Adryan's mummy. I'm proud to be a mother to my children with additional needs."

Throughout the ups and downs of life, Madam Fadillah finds purpose and meaning in being a mother to her children. Her advice to other caregivers? Don't give up!



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

- Host all of AWWA's Allied Health Professionals (AHPs), including Physiotherapists, Occupational Therapists, Speech and Language Therapists, Music Therapists and Psychologists, under one umbrella.
- Build capacity and capabilities of our AHPs, 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.
- MSF and MOH (Outsource Service) Therapy Hub served 42 external agencies, including centre-based services, nursing homes, community hospitals, home therapy programmes, residential homes, Early Intervention Centres, day activity centres and Special Education Schools.
- Total of 191 Allied Health Professionals supported 70 internal and external programmes across Intermediate and Long-Term Care and disability sectors.
- A Pain Management Centre was established for staff and caregivers.
- Completed and rolled out core e-academy modules.



PARTNER AGENCIES

**MOH,
MSF**



KEY STATISTICS

54,134.5

MOH Therapy Hub
hours

94,535

MSF Therapy Hours

148,669.5

Total Therapy Hours for
FY 23/24

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

EIPIIC (Early Intervention Programme for Infants & Children)

EIPIIC @ 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.

EIPIIC @ 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.

EIPIIC 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.

EIPIIC 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 EIPIIC @ Centre at age two.



PARTNER AGENCIES

**NCSS,
SG Enable,
ECDA**



KEY STATISTICS

1,302

Children for FY23/24

92.6%

Improved in one
GCO domain.

96.6%

Stepped down to DS-Plus
within 6 months.

CAREGIVER SURVEY

97.3%

Felt EIPIIC improved
caregiving ability.

Development Support Plus (DS-Plus)

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

Methodology

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

HOW WE EMPOWER

- Providing a comprehensive range of services within a single continuum.
- Holistic and structured preschool engagement.
- Offering specialised low vision, splint, feeding and hydrotherapy intervention services.
- Social and emotional support for caregivers: orientation programme, parent support groups, family outings, Kopi Chat, Drop In Connect, Canteen project and Sib stations.
- 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).
- Organising committee for Early Intervention Conference 2024.
- Customised home-based intervention.
- 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 91 children benefitted from DS-Plus in FY 23/24.



Development Support & Learning Support (DS-LS)

YEAR STARTED: 2012 (as Development Support Programme)

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

AIMS

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

PROGRAMME

DS Intervention

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

LS Intervention

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

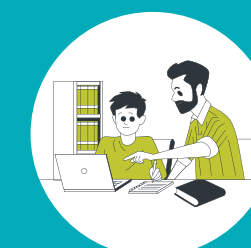
HOW WE EMPOWER

- Equipping preschool staff to better understand child development and partnering caregivers for holistic intervention in the natural school setting.
- DS interventionists coach teachers and caregivers to implement effective strategies that facilitate a child's learning and also provide theoretical and hands-on group training.
- LS educators play an instrumental role in training preschool staff to identify developmental needs early for timely support.
- Total of 95 preschools reached and engaged in screening and early identification.
- Supported a total of 2,000 teachers, parents, and caregivers.



PARTNER AGENCIES

**ECDA,
Tote Board,
SG Enable**



KEY STATISTICS

911
Clients for FY23/24

968
DS Packages

104
LS Packages

CAREGIVER SURVEY

97%
Felt EIPIC improved
caregiving ability

AWWA School

YEAR STARTED: 1979 (School @ Napiri)
2022 (School @ Bedok)

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

AIMS

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

PROGRAMME

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

HOW WE EMPOWER

- Striving in the firm belief that every child has the potential to learn and excel, focusing on abilities, not disabilities.
- Resource & Training Centre toy and book library offers over 4,000 resource materials on special needs learning and about 1,000 modified toys.
- AWWA is a partner of the Autism Network Singapore alliance. Each year, AWWA School collaborates with other social service agencies to increase awareness of the autism community in Singapore so as to encourage more cross-sector partnerships to build a more inclusive society.
- AWWA School @ Napiri participated in Shaping Hearts 2023 – the largest inclusive arts event in Singapore by North East Community Development Council. 13 artworks by 10 School @ Napiri students were exhibited at Our Tampines Hub and One Punggol Hub from 11 November to 3 December 2023. During the opening event on 11 November 2023, our students performed a highly interactive percussion item at Our Tampines Hub.

AWARDS

- Lee Kuan Yew Exemplary Student Award 2023: Muhammad Aiman Bin Mohamed Ali.



PARTNER AGENCIES

**MOE,
NCSS,
SG Enable**



KEY STATISTICS

AWWA
School @ Napiri

307
Students for FY23/24

AWWA
School @ Bedok

128
Students for FY23/24

Special Student Care Centre (SSCC)

YEAR STARTED: 2006 (as SMILES)

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

AIMS

- Provide physical care and opportunities for social interaction in a safe environment for students with additional needs.
- Enrich quality of life through enrichment activities, life-skills training and outdoor activities.
- Provide caregivers with 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, and dance.
- Activities with volunteers: modified sports, housecraft, art & craft, social stories and music & movement.



PARTNER AGENCY

MSF



KEY STATISTICS

49
Students for FY23/24

CAREGIVER SURVEY

95%
Of caregivers agree that SSCC has successfully taken care of their child/ward's basic needs while at the centre.

82%
Of caregivers agree that with their child/ward enrolled at SSCC, they have time and opportunities for themselves to pursue work and other activities.

Community Integration Service (CIS)

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

Supporting the integration of children and youth with physical disabilities, low vision, speech disorders and developmental coordination disorders 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)

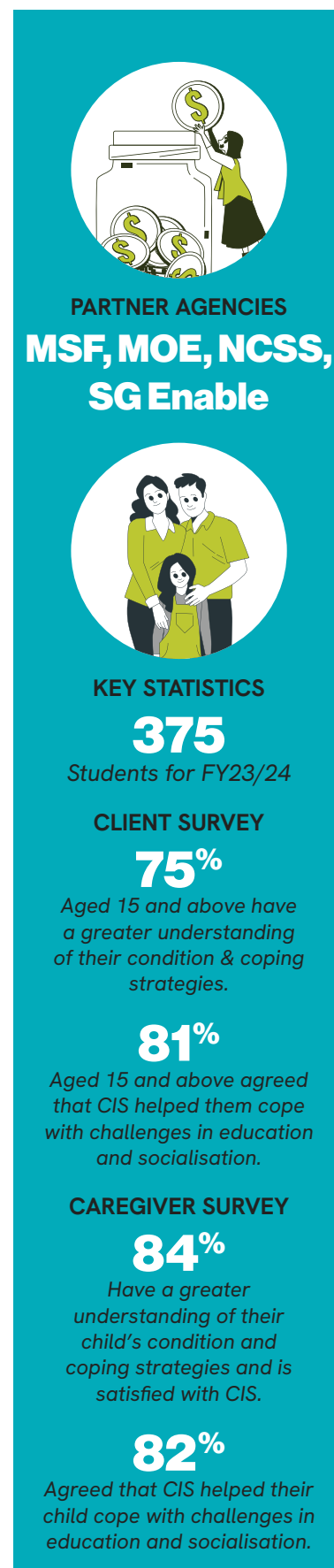
- Consultation and case conferences with school personnel to identify and address students' integration needs.
- Assessment, recommendations and training for school personnel and students on assistive technology.
- Facilitating access accommodation for school and national examinations.
- School transition 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 822 school visits and 2,950 home intervention/telepractice sessions.
- In November 2023, CIS held its Awards Ceremony to honour outstanding individuals and partners for their exceptional contributions to promoting inclusion and integration.



AWWA Home (AH)

YEAR STARTED: 2022

To provide holistic care through physical rehabilitation and community integration activities for persons of disabilities with varying levels of severity and needs.

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

- AWWA's Adult Disability 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 gamified therapy system, infrared motion sensors, immersive room, remote patient monitoring, CARES management system, SMART board, ceiling hoist etc.
- This building is built in accordance to BCA's Green Mark standards, with green building solutions that raises our sustainability standards that is aligned with the United Nation's Sustainable Development Goals.
- Number of activities in FY23/24: 240.



Day Activity Centre (DAC)

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 FY23/24: 240.



PARTNER AGENCIES

**MSF,
SG Enable,
Tote Board**



KEY STATISTICS

27

Clients for FY23/24

39

Caregivers for
FY23/24

Kindle Garden (KG)

YEAR STARTED: 2016

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

AIMS

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

PROGRAMME

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

HOW WE EMPOWER

- Children's Day was co-organised and planned by teachers and parents.
- Two physical open houses were held in June and December 2023.
- Music classes for KG children.
- Five kids from K2 class were invited by MediaCorp to perform alongside two of their artists at the 'Star Awards' Gala event in April 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.

ACCREDITATION

- SPARK certification: 2018-2024.



PARTNER AGENCIES

**ECDA,
SG Enable**



KEY STATISTICS

85

Preschoolers for
FY23/24

CAREGIVER SURVEY

93%

Satisfied

Family Service Centre (FSC)

YEAR STARTED: 1970 (as Family Welfare Service)

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

AIMS

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

PROGRAMME

- Information and referrals link families to appropriate help agencies and resources in the community.
- Casework and counselling involve working with individuals and families alongside our Social Work Practitioners to better manage life's challenges, including financial difficulties, marital and parenting issues, mental health struggles, 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.
- Launched the Family Empowerment Programme (FEP), 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. It concluded in October 2023, achieving key performance indicators.
- Launched Project Sunshine, partnering with community stakeholders and clients to uplift community's well-being.
- Supporting 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.
- Total of 521 cases, 119 new. 392 enquiries for information and referrals.
- Total participation in community work initiatives: 173.



PARTNER AGENCIES

**NCSS,
MSF,
Tote Board**



KEY STATISTICS

521

Families served in
FY23/24

CLIENT SURVEY

99%

Satisfied with
FSC's services.

93%

Achieved 50%
of goals set.

97%

Achieved self-resiliency
and enhanced
resilience capacity.

Transitional Shelter (TS)

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 social service agencies to be appointed as service provider for two transitional shelters for families.
- 'Wings of Strengths' is a group work targeted at foreign single mothers living in AWWA's Transitional Shelter. It was observed that these clients initially faced challenges such as family/spousal violence, exploitation, and isolation in the marriage, leading to divorce. The group work was designed to provide these clients with a supportive environment for exchanging experiences, instilling hope, learning new skills and cultivating a sense of belonging to a community.
- 'HeART to HeART' is a children group work that uses different mediums of art to facilitate children in expressing their emotions and thoughts. It was observed that the children who attended the groupwork were better able to express their thoughts and feelings about staying in a shelter.



PARTNER AGENCY

MSF



KEY STATISTICS

137

Families served in
FY23/24

60%

Moved out within
nine months.

83%

Employed during stay.

95%

Of eligible dependents
regularly attended
school.

Community of Care (CoC)

YEAR STARTED: 2022

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

AIMS

- Develop structured protocols for all Active Ageing Centres to establish strong partnerships with health and social service providers in the local region.

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

- The CoC has operationally aligned with AWWA Active Ageing Centre for baseline eldercare services, including 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.
- Communities of Care 2.0 (CoC 2.0) seeks to develop structured protocols for partnership development and set a standard within the Community Care sector.
- It has also collaborated with Tan Tock Seng Hospital, National Healthcare Group Polyclinics, the Agency for Integrated Care-Silver Generation Office, PanCare Medical Clinic and community partners to ensure seamless support for ageing clients.
- Caregivers supported through case coordination and management: 88.



PARTNER AGENCY

AIC



KEY STATISTICS

1,929

Households reached

1,483

Seniors engaged

655

Seniors profiled for care needs.

Senior Community Home (SCH)

YEAR STARTED: 1976 (as Ang Mo Kio Community Home)

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

AIMS

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

PROGRAMME

- Regular health supervision and screening.
- Physical and mental exercises and activities.
- Guidance and counselling on challenges of ageing.
- Complementary Physiotherapy, Occupational and Speech Therapy, TCM intervention and Dementia Day Care service.
- Recreational activities and community projects including urban hydroponic farming.
- 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 718 activities organised (including 173 by volunteers).



PARTNER AGENCIES

MSF, NCSS



KEY STATISTICS

147

Residents for FY23/24

SERVICE SURVEY

95%

Satisfied with their stay in the Home.



Home Personal Care Service (HPCS)

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

Serving adults with disabilities aged 16 and above, and elderly who are frail and homebound, with little or no caregiver support.

AIMS

- To support elderly persons and adults with additional needs, and their caregivers for independent living and prolong their ability to stay integrated within the community.
- Provide quality care within clients’ homes by offering assistance and companionship to help them 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 adults with additional needs. Service coverage is island-wide.
- Organised hands-on activities for clients and caregivers, including terrarium workshops, chair-yoga workshops and music therapy sessions.



PARTNER AGENCIES

AIC, MOH, Tote Board



KEY STATISTICS

193

Clients for FY23/24

SERVICE SURVEY

98%

Satisfied

CAREGIVER SURVEY

97%

Satisfied

Dementia Day Care Centre (DDCC)

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

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

Care Beyond Walls (CBW)

CBW 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/extended hours respite services, community partnership and integration, resource centre and social space.



- Total no. of Individualised Activity Plans completed: 170.
- No. of community partners sustained: 11.
- No. of unique clients participating in CBW programs: 54.
- No. of weekend sessions held: 816.
- Conducted 13 caregiver workshops and caregiver-client bonding sessions through outings in FY23/24.



PARTNER AGENCIES

AIC, MOH



KEY STATISTICS

222

Clients for FY23/24

222

Caregivers supported

CAREGIVER SURVEY

100%

Satisfied (for both DDCCA and DDCCY)

Rehab & Day Care Centre (RDCC)

YEAR STARTED: 1998 (as READYCARE Centre)

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

AIMS

- Maximise potential of seniors through structured rehabilitation, supported by a multidisciplinary team.
- Engage seniors through social and recreational activities.
- Support caregivers through 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 features high-tech rehabilitation equipment and an IT infrastructure to enable efficient intervention and documentation.
- The service runs the Air Master programme in collaboration with Tan Tock Seng Hospital. The session involves 20 sessions of cardiopulmonary rehabilitation over 10 weeks. As of March 2024, there are 14 RDCC clients who are enrolled in the programme.
- RDCC also offers BIXEPS, a form of therapy that enhances muscle strength, endurance, and overall physical health to clients. The programme takes place over 12 sessions, each lasting 10 minutes long.



PARTNER AGENCIES
AIC, MOH



KEY STATISTICS

675

Clients for FY23/24

600

Caregivers supported

SERVICE SURVEY

100%

Satisfied

Integrated Home and Day Care (IHDC)

YEAR STARTED: 2016

Comprehensive home-based and centre-based care for seniors.

AIMS

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

PROGRAMME

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

HOW WE EMPOWER

- One-stop service for clients with multiple care needs and their caregivers with flexibility of selecting or combining centre-based or home-based care.
- Seamless transition to more home-based support in event of clients' deteriorating medical conditions.
- Attends to and manages clients' nursing needs and acute or chronic medical conditions.



PARTNER AGENCY
AIC



KEY STATISTICS

46

Clients for FY23/24

46

Caregivers supported

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

- Provide a drop-in recreational space to enable seniors to adopt an active lifestyle and pre-empt social isolation.
- Provide opportunities for seniors to interact with members of the community.
- Improve the quality of life of seniors residing within AAC's service cluster.
- 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.
- Community Screening and Vital Signs Monitoring.

HOW WE EMPOWER

- Allow seniors to take charge of various duties in the centre, including blood pressure monitoring of fellow seniors before the start of exercise sessions, sanitising of centre equipment for programme use, serving of meals and more.
- Encourage seniors to take on volunteering roles such as befriending, haircut services, handyman services and conducting of wheelchair repair workshops.
- AAC also utilises Kampung AWWA, a recently established communal space, to foster social engagement among seniors and the wider community. It serves as a hub for senior volunteer development and helps caregivers by scheduling appointments at the Resource Centre.
- A total of 419 unique seniors participated in activities at the AAC in FY23/24.
- 529 clients were successfully engaged and profiled for care needs, while 43 seniors were engaged in befriending/buddying services.



PARTNER AGENCY

AIC



KEY STATISTICS

631

Clients for FY23/24

SERVICE SURVEY

98%

Satisfied

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.
- Mood and memory screenings to support early detection of signs and symptoms of mental health conditions.
- 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.
- 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 41 outreach events organised.
- 12,052 people reached with information on dementia and mental health.
- 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 condition.



PARTNER AGENCY

AIC



KEY STATISTICS

674

Clients for FY23/24

204

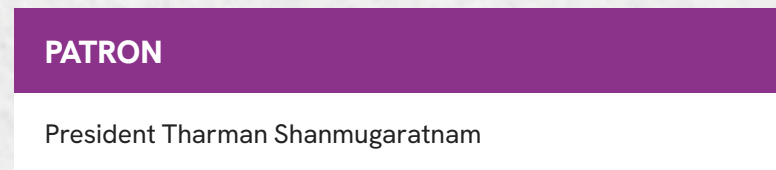
Caregivers supported

OUTREACH TALKS SURVEY

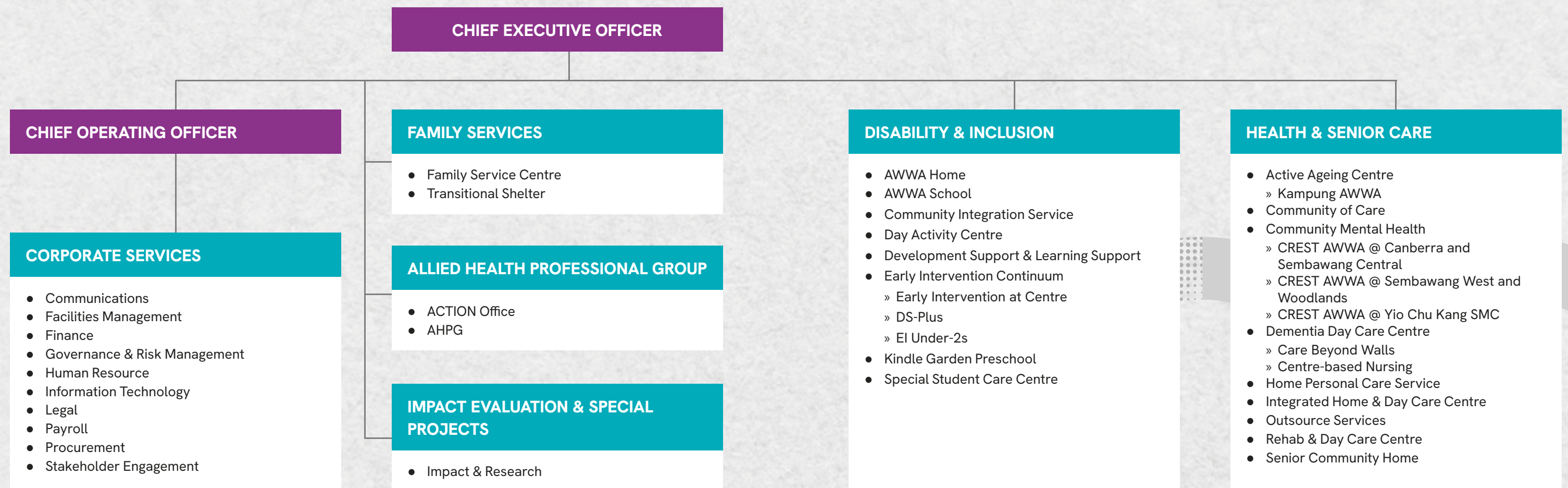
99%

Responded useful

Corporate Structure



Organisational Structure



Board Directors of AWWA



Ms Beatrice Chen

Chairman and Chairperson of the
School Management Committee



Mr Chan Wai Leong

Deputy Chairman and
Chairperson of the
Nominations 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



Dr Chen Shiling

Board Director



Mr Chng Lay Chew

Board Director and
Chairperson of the
Investment Committee



Ms Chung Wei Han

Board Director



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

More
information on
AWWA's Board
Directors can
be found on
page 46-49

Ms Chung Wei Han's end of term as Chairman, was on 15 September 2023.

Board Directors

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Ms Beatrice Chen	Board Director	11/2/2015	4/4	<ul style="list-style-type: none">Community volunteerMedia and MarketingCommunications (broadcast)Business Support rolesWorked in MediaCorp and Russell Reynolds AssociatesBA, University of British Columbia
	Chairman	16/9/2023		
	Chairperson of School Management Committee	1/4/2022		
Mr Chan Wai Leong	Board Director	11/2/2015	3/4	<ul style="list-style-type: none">Executive search since 2006Board experience (listed and non-listed)MD and VP experience at global MNCsMBA and MEng, Cornell University
	Deputy Chairman	16/9/2023		
	Chairperson of Nominations Committee	11/2/2015		
Ms Varsha Bipinchandra	Board Director	18/9/2020	4/4	<ul style="list-style-type: none">More than 30 years' experience in Finance, Risk and Governance in local and global MNCsChartered Financial Analyst, Fellow of Institute of Singapore Chartered Accountants and Qualified Listed Entity DirectorNon- Executive Independent Director, FWD Takaful Malaysia and Partner Re Asia Pte LtdBAcc (Hons), National University of Singapore
	Chairperson of Risk Management Committee	26/9/2021		

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Dr Chen Shiling	Board Director	15/1/2023	3/4	<ul style="list-style-type: none">Locum Physician KTPHFounder and Executive Director, Happee Hearts Movement LtdBoard member and Chair Programmes and Services Committee, Dementia SingaporeMember, Allied Health Advisory Panel, APSNMember, Adult Protection Team (MSF)Member, Clinical Ethics Committee (IMH)Member, Enabling Masterplan 2030 Steering committeeMBBS, National University of SingaporeMMed (IM), National University of SingaporeMember, Royal College of Physicians (United Kingdom)GDMH (NUS)Masters Ageing Health and Wellbeing in Intellectual Disability (TCD)
Mr Chng Lay Chew	Board Director	18/9/2020	3/4	<ul style="list-style-type: none">Retired CFO with more than 35 years of international experience in the financial industryHeld senior positions in JP Morgan, DBS Bank Ltd and Singapore Exchange LtdBoard experience in listed and private companiesBoard Member and Chairman, Audit and Risk Committee, IREIT Global Group Pte LtdBoard Member, Chairman of Audit and Risk Committee, NUHS Fund LtdBoard member, Chair of Audit, Finance and Risk Committee of Worldwide Fund for Nature Singapore LtdAdvocate for development of the accounting profession in Singapore. Past Board member of the Singapore Accounting Commission. Past President of CPA Australia Singapore DivisionFellow of Chartered Accountants Australia and New Zealand, Institute of Singapore Chartered Accountants, and CPA AustraliaBachelor of Commerce & Accounting (BCA), Victoria University of Wellington, New Zealand
	Chairperson of Investment Committee	31/1/2023		

Board Directors

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Ms Chung Wei Han	Board Director	11/2/2015	4/4	<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
Mr Marcus Heng	Board Director	28/1/2023	2/4	<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 • HR Committee Member for the Samaritans of Singapore since 2019
Ms Eleanor Lee	Board Director	18/9/2017	4/4	<ul style="list-style-type: none"> • Partner, Ernst & Young LLP • More than 26 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, SUSS • BAcc (Hons), National University of Singapore

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Ms Lim Sok Hia	Board Director	18/9/2020	3/4	<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		
Ms Ng Chin Yu	Board Director	11/2/2015	4/4	<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	4/4	<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		

Board Committees

Audit		Committee Meeting Attendance*
Ms Eleanor Lee	Chairperson	3/3
Ms Varsha Bipinchandra	Member	2/3
Ms Lim Sok Hia	Member	2/3
Mr Kevin Ohng	Member	3/3
Ms Meiko Otsuki	Member	1/3
Ms Patricia McKean	Member (End of term 15 September 2023)	0/1

Community Partnership		Committee Meeting Attendance*
Ms Clara Yue	Chairperson	3/3
Ms Kemmy Koh	Vice Chairperson	3/3
Ms Woo Sin Yue	Member	3/3
Mrs Elizabeth Choy	Member	3/3
Mrs Maureen Chan	Member	1/3
Ms Shan Tjio	Member	0/3
Ms Charlene Lee	Member	2/3
Mr Vincent Lee	Member	1/3
Mr Frank Khoo	Member	3/3
Ms Beatrice Chen	Member (Resigned 15 September 2023)	1/1

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	3/3
Ms Allison Cheung	Member	2/3
Mrs Rosana Quek	Member (Resigned 30 April 2024)	3/3

Human Resource		Committee Meeting Attendance
Mr Marcus Heng	Chairperson	3/3
Ms Angie Tan	Member	0/3
Ms Leona Tan	Member	1/3
Ms Han Yan	Member	2/3
Mr Stephen Tjoa	Member	3/3
Professor Ma Kheng Min	Member	3/3

Investment		Committee Meeting Attendance
Mr Chng Lay Chew	Chairperson	5/6
Ms Ng Chin Yu	Member	6/6
Mrs Rosana Quek	Member	6/6
Mr Dieu Eng Luke	Member	3/6
Ms Tracy Ang	Member	6/6

Nominations		Committee Meeting Attendance*
Mr Chan Wai Leong	Chairperson	4/4
Ms Chung Wei Han	Member	4/4
Mr Chng Lay Chew	Member	4/4
Mr Marcus Heng	Member (Appointed 18 August 2023)	1/1

Board Committees

Programmes and Services		Committee Meeting Attendance*
Ms Ng Chin Yu	Chairperson	4/4
Dr Chen Shiling	Member	1/4
Mr Chin Yi Zuan	Member	3/4
Ms Lim Sok Hia	Member	3/4
Professor Ma Kheng Min	Member	4/4
Mr Rahul Aggarwal	Member	4/4
Mrs Rosana Quek	Member	4/4
Mr Tan Shuo Yan	Member	4/4
Ms Meena Damodaran	Member (Appointed 16 September 2023)	2/2
Mr Paul Ng	Member (Appointed 24 November 2023)	1/1
Associate Professor Chan Yoke Hwee	Member (Appointed 24 November 2023)	1/1
Mr Chng Lay Chew	Member (End of term 15 September 2023)	2/2
Ms Beatrice Chen	Member (End of term 15 September 2023)	2/2
Ms Ayadurai Jeyamalar	Member (End of term 15 September 2023)	1/2

Risk Management		Committee Meeting Attendance
Ms Varsha Bipinchandra	Chairperson	3/3
Mr See Yong Hwee	Member	2/3
Mr Lee Chih-Wei	Member	2/3
Mr Gerry Chng	Member (Resigned 13 June 2024)	2/3

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)	3/3
Ms Low Wai Peng	Member (End of term 30 June 2023)	1/1

School Management		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson	6/6
Ms Meena Damodaran	School Supervisor	6/6
Mr Tan Zing Yuen	Member (End of term 31 March 2024) Honorary Treasurer (Appointed 1 April 2024)	2/6 0/0
Mrs Rosana Quek	Honorary Treasurer (End of Term 31 March 2024) Member (Appointed 1 April 2024)	5/6 0/0
Mr J R Karthikeyan (Karthik)	Member	5/6
Ms Amy Tan	Member (End of term 31 March 2024) Secretary (Appointed 1 April 2024)	6/6 0/0
Mrs Lisa Goh	Member, Ministry of Education Representative	6/6
Mrs Ruby Seah	Secretary (Resigned 9 December 2023)	4/4
Ms Morene Sim	Member, National Council of Social Service (Resigned 15 September 2023)	2/3
Mrs Linda Tan	Member (Appointed 1 April 2024)	0/0
Associate Professor Tan Bhing Leet	Member (Appointed 1 April 2024)	0/0
Mr Tay Meng Kiat	Member, Ministry of Education Representative (Appointed 1 April 2024)	0/0

*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.

AWWA Leadership



Mr J R Karthikeyan (Karthik)

Chief Executive Officer
Joined 23/11/2007
Appointed 1/1/2019



Mrs Selina Foong

Chief Operating Officer
Joined 26/2/2018
Appointed 1/1/2021



Ms Ng Lee Lee

Director, Disability & Inclusion
Joined 1/3/2016
Appointed 1/1/2023



Ms Huixia See Toh

Director,
Family Services
Joined 6/6/2005
Appointed 1/1/2023



Mr Sean Tan

Director,
Health & Senior Care
Joined 19/4/2023



Ms Joyce Lum

Deputy Director,
Allied Health Professional Group
Joined 25/5/2015
Appointed 1/1/2019



Ms Michelle Yeo

Director, Human Resource
Joined 2/1/2019
Appointed 1/1/2024



Mrs Linda Tan

Principal, AWWA School @ Bedok
Joined 15/12/2023



Ms Amy Tan

Principal, AWWA School @ Napiri
Joined 2/5/2017
Appointed 15/12/2021

TOTAL ANNUAL REMUNERATION FOR TOP 3 SENIOR EXECUTIVES

Remuneration Bands	No of Executives
S\$200,000 - \$299,000	1
S\$300,000 - \$399,000	1
S\$400,000 - \$499,000	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	4/4	<ul style="list-style-type: none">Experienced clinician with over 20 years of comprehensive experience managing cross functional teams in multiple countries.BOT, Annamalai UniversityMsc in Fitness, Exercise Rehabilitation and Nutrition Care, Madras UniversityAdvance Training in Sensory Integration Theory and Treatment, University of Southern CaliforniaCertification in Neuro Developmental Treatment (Bobath) - Pediatric, Neuro Development Treatment Association, USAAlumni, Harvard Business School General Management Programme3rd Leaders for Singapore Healthcare, Healthcare Leadership

Mrs Ruby Seah's secondment from the Ministry of Education to AWWA School @ Bedok ended on 9 December 2023.

Panel of Experts

At AWWA, we aspire to uphold and enhance service quality by consolidating updated and relevant knowledge and best practices from a diverse set of in-house professionals and a Panel of Experts. Together, we explore a variety of informed and expert viewpoints to formulate action plans and solutions to achieve optimal efficiency and effectiveness, thus resulting in holistic client outcomes for the people we serve.

Ms Loy Wee Mee

Director, Pre-School By-The-Park

Dr Ng Kok Hoe, PhD (LSE)

Senior Research Fellow / Head, Case Study Unit and Social Inclusion Project, Lee Kuan Yew School of Public Policy, National University of Singapore

Professor Jasjit Singh

Professor of Strategy, The Paul Dubrule Chaired Professor of Sustainable Development, INSEAD

Mr Tan Kong Hwee

Executive Vice President, Economic Development Board

Mr Luc Grimond

Partner and Managing Director, The Boston Consulting Group

Dr Lian Wee Bin

Paediatrics and Neonatal Specialist, SpecialKids Child Health & Development Clinic

Dr Aishworiya Ramkumar

Consultant, Division of Developmental and Behavioural Paediatrics, Department of Paediatrics, Khoo Teck Puat – National University Children’s Medical Institute, National University Hospital

Assistant Professor, Department of Paediatrics, Yong Loo Lin School of Medicine, National University of Singapore

Dr Jasper Tong

Director, Allied Health, KK Women’s and Children’s Hospital

Sector Impact

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

MR J R KARTHIKEYAN (KARTHIK)

Chief Executive Officer

- AIC Enabling Technology Advisory Group, Member
- AIC Community Care Technology Council, 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 Fellowship Selection Panel, Member
- MSF Leadership Selection Panel, Member
- MSF Resource Panel for Leadership and Development Scheme Programmes, Member
- MSF Social Service SkillsFuture Tripartite Taskforce, Member
- MSF Enabling Masterplan 2030 (EMP2030) Steering Committee Meeting, Member
- NCSS Career Development Panel, Member
- NCSS Social-Health Integration Working Group, Member
- NCSS Social Service Fellow
- NHG Cares Alliance for Social Prescribing, 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
- TTSH Community Fund, Board Member
- WSG Volunteer Care Advisor Member

MRS SELINA FOONG

Chief Operating Officer

- Singapore Disability Sports Council, Honorary Assistant Treasurer

MS N G LEE LEE

Director, Disability & Inclusion

- MSF Workgroup on Care and Programme Staff in the Disability Sector, Member
- MSF Taskforce on Supporting Community Living for PWDs, Member
- SG Enable Disability Network, Member

MS SEE LAY KIM

Head of Home, AWWA Home

- SIT Associate Faculty (Occupational Therapy)

MS VINCENT RAJ FERIDA

Deputy Director, Early Intervention

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

MS PARVEEN KAUR SIDHU D/O BALWANT SINGH

Programme Lead, Allied Health Professional Group

- SIT Adjunct Lecturer, Pediatric Cardiopulmonary Module

DR SHIRLEY SOH

Assistant Director, Early Childhood and Inclusion

- NIEC Adjunct Lecturer, Practicum Supervisor
- SUSS Practicum Supervisor
- Yew Chung College of ECE (HK), Adjunct Lecturer

MS RACHEL GOH

Manager, Preschool Support Services

- Early Intervention Conference 2024, Organising Committee Member
- ECDA Inclusion Coordinator (ICOs) Community of Practices, appointed for North & Northeast Region
- Inclusive Support Programme (INSP), Coordinator for Technical Assistant Coaches

MS JOCELYN CHOO

Senior Educational Therapist, Preschool Support Services

- ECDA Inclusion Coordinator (ICOs) Community of Practices, appointed for North & Northeast Region

MS KIM KOON LEE

Senior Educational Therapist, Preschool Support Services

- Inclusive Support Programme (INSP), Technical Assistant Coach

DR KELVIN LEE

Vice Principal, AWWA School @ Bedok

- 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

MS SITIKHALIJAH BTE ABDUL AZIZ

Principal Physiotherapist, Allied Health Professional Group

- 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 EBBA FERNANDEZ

Clinical Head, Allied Health Professional Group

- MOH Curriculum Review Standing Committee, Member
- MSF Skills Future Tripartite Taskforce, Member

MS SHARIFAH RAWIAH BTE MATNOR

Senior Occupational Therapist, Allied Health Professional Group

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

MS HU SHUYING

Music Therapist, Allied Health Professional Group

- Association for Music Therapy (Singapore), Member

MS WANG YUHUI

Deputy Director, Health and Senior Care

- Member of the MOH Frailty Implementation Workgroup
- Digital CoC Adoption Committee (NHG), Member

MS CHUA SHI JIA

Senior Occupational Therapist, Health and Senior Care

- Singapore Association of Occupational Therapists (SAOT), Workplace Ambassador
- Ministry of Health: Community Rehabilitation Transformation Workgroup (CRTW), Member

MS YAP LIWEN

Principal Occupational Therapist, Health and Senior Care

- SAOT, Vice-President (Finance)
- SAOT Participation and Disability Special Interest Steering Committee, Lead

- Member of Allied Health Professions Council, Occupational Therapy Credentials Committee/ Curriculum and Organisation Review Committee (CORG)
- Workforce Singapore, Volunteer Career Advisor
- Singapore Institute of Technology, Clinical Instructor
- National Institute of Education, Part-time Lecturer

MS FOO JIA XIN

Senior Occupational Therapist, Health and Senior Care

- SAOT OT L.E.A.D. (Leadership, Engagement, Action, Development) 2023, Mentee

MS HUIXIA SEE TOH

Director, Family Services

- National Heart Centre Medifund Committee, Member
- SASW Housing Support Network, Member
- SSI Adult Educator: Family-based Casework Training (FBCT)

MS GRACE XU YU QI

Head Social Worker, Transitional Shelter

- SASW Housing Support Network, Member
- Singapore Police Force, Police Psychological Services Department, Victim Care Officer (Volunteer)

MS NUR ATIKAH BTE HAMDAN

Social Worker, Transitional Shelter

- Friends of SASW Housing Support Network

MS SUTRAIMA SAPHADI

Social Worker, Family Service Centre

- Central Family Violence Working Group, Member

MS MICHELE GAN

Senior Social Worker, Family Service Centre

- Central Family Violence Working Group, Member
- Singapore Association for Counselling Community, Counsellors Committee, Member
- SSI Adult Educator: Family-based Casework Training (FBCT)

DR NICODEMUS LIM

Lead Social Worker, Family Service Centre

- SSI Adult Educator: Family-based Casework Training (FBCT), Management of Family Violence (MFV) – Introduction, MFV – Intervention
- MOH & MSF Interagency Taskforce on Mental Health and Well-being (ITFMHW), Workgroup 2 (Service Integration), Member
- ITFMHW Implementation Committee for Tiered Care Model (Adult) of Mental Health, Member
- SASW Publications Standing Committee, 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 FY24/25.

Save as may be permitted under the Code of Governance, no Director shall serve as a Director for a consecutive period of more than 10 years at any one time, but shall be eligible for re-appointment/re-election after the lapse of two years.

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 in November 2023 via the BoardPulse programme administered by the National Volunteer & Philanthropy Centre. An external consultant was engaged to assist the board in the post evaluation discussion with the board members.

A Board evaluation will be conducted every two 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 four 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.

Committee Report

During the year, the AC supported the Board by overseeing the external audit process for AWWA’s financial statements, ensuring that the audit was properly planned and executed and that any audit risks and issues were appropriately addressed.

Additionally, together with the Risk Management Committee (RMC), the AC reviewed those internal audit findings related to financial controls, ensuring that financial risks were identified and mitigated effectively.

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 worked closely with the Stakeholder Engagement team to co-create fundraising and volunteer management strategies.

The Committee also worked alongside the team to meet prospective donors, and participated actively in engaging long-standing partners to ensure their sustained support to better meet fundraising targets. A review of policies was also undertaken to ensure adherence to regulatory requirements.

As a multi-service social service agency, fundraising is a critical activity that supports the organisation’s ethos of supporting clients across life stages with essential services, including those enrolled in underfunded or non-funded programmes. The AWWA team exercises professional care to ensure that donors understand the causes they are contributing towards, that their donations are directed to the intended services, and that anti-money laundering policies are adhered to in the receipt and utilisation of donations.

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 collaborated closely with the Management team to plan for the long-term sustainability of the organization by revising the reserve management policy. During this process, the Committee provided guidance on the efficient use of reserves, establishing guidelines to ensure that reserves are utilized to benefit clients and staff while supporting the organization's forward planning. The FC also served as a sounding board for the Finance department as needed.

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 the enhancement of AWWA’s performance appraisal grading system ensuring clarity in the descriptors and achievability. In connection with this, the HRC was involved in several major projects that are still ongoing:

- a. People-related practices: IHRP’s The Human Capital Diagnostics Tool (Professional) Report for measuring organisational “health check”;
- b. Compensation: A review of salary benchmarking and job against the new guidelines issued by NCSS, MOE and MOH;
- c. Capability building: Review of employee competency roadmaps to strengthen career pathways and alignment with SkillsFuture framework;
- d. Digitalisation: Continued review of HR Management Systems to further improve current process and enhancement of the Learning Management System to support AWWAcademy; and
- e. Policy: Provided advisory input on the revision of HR policies and practices, including the Overseas Learning Journey Bond Policy and the review of the Housing Allowance.

INVESTMENT

Terms of Reference

The Investment Committee (“IC”) advises the Board on matters concerning AWWA’s investment strategy for its long-term funds. It oversees AWWA’s investment portfolio in accordance with investment policy and mandate and policies approved by the Board.

Committee Report

During the year, the IC provided oversight of AWWA's investment portfolio on behalf of the Board and kept the Board informed of the performance of the investment portfolio. The IC took actions to manage the investment portfolio to achieve the investment objectives as stated in the Investment policy and mandate. It also reviewed the performance of appointed fund managers. During the year, the IC reviewed and recommended the following for Board approval:

- a. updates to the investment policy and mandate
- b. selection of suitably qualified fund managers and funds to invest in.

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 three individuals to join Board Committees as part of the process of developing a pipeline of potential board members. NC also initiated the biennial board evaluation process.

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

The Programmes and Services Committee continued to monitor and review the progress and outcomes of all AWWA's programmes and services. It also reviewed the effectiveness and continuing relevance of the programmes and services through environmental scans. This year the committee looked into the evolving needs of the community including the government's Healthier.SG initiative and AWWA's alignment in the health and senior care space, the Family Service Centres, Transitional Shelters and the Development Support and Learning Support (DS-LS) programs. The committee visited the Early Intervention Centre (EIC) at Fernvale Woods, which commenced operations during the year.

These reviews are done under the principle that all programmes and services are directed towards achieving AWWA’s mission. Resource capability building initiatives were supported and recommended to the board to manage the ever changing operational needs.

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

Throughout the year, RMC diligently oversaw the AWWA’s risk management strategy and associated policies. In doing so, collaborated closely with the management team to define the scope, plan, and review the findings of the internal auditor's assessments. Regular evaluations were conducted to gauge the adequacy and effectiveness of AWWA’s overarching risk framework, while simultaneously monitoring the implementation of risk mitigation plans.

RMC has also instituted a centralized Risk Register, which serves as a comprehensive repository for recording and tracking all incidents. This register enables meticulous monitoring of each incident's impact and facilitates the implementation of appropriate resolution.

Furthermore, the Risk Dashboard provides a consolidated view of the major risks faced by AWWA. This dashboard ensures that risk owners are empowered to proactively manage and mitigate the identified risks within their respective domains.

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 Assistant Director who heads the Finance and Procurement 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, collection, 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 or treasury bills 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 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 reserves of restricted funds to be between six to nine 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.

The FY23/24 unrestricted reserve ratio stands at 2.72.

HUMAN RESOURCE MANAGEMENT

As of 31st March 2024, AWWA has 969 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 enhanced its performance appraisal system with a better defined rating scale and recognise 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 FY23/24 AWWA awarded two 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, AWWAcademy was launched during AWWA's Learning Conference. AWWAcademy aims to provide a comprehensive learning framework to ensure curriculum, and standardisation of core programmes across all services and job families as well as upskilling staff to achieve higher levels of competencies.

In line with national Skillsfuture framework, AWWA has adopted and contextualised the skillsfuture competency framework. With the adoption of Skillsfuture competency framework, it has provided better, clearer career pathways and competency grading of staff which leads to staff compensation pegged at the right level. To improve process efficiency and enhance employee experience, the HR department is continuously improving the HR management system processes. 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 and has in place flexi work schedule.

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 team as they provide skills, expertise and time to support clients across life stages. AWWA has over 1,000 volunteering opportunities across all services annually, and the Stakeholders Engagement team engages individuals, schools, community groups and, corporate partners.

New volunteers go through due process which includes compliance with the Personal Data Protection Act 2012 (the "PDPA") and Pledge of Confidentiality. The team also adheres to other regulations such as ensuring that relevant volunteers go through the Ministry of Social and Family Development Suitability Assessment process. All volunteers are provided with the AWWA Volunteer Handbook, which gives an overview of volunteer etiquette, rights, and goals of programmes in AWWA so that AWWA's mission and values are understood. Volunteers are required to undergo an e-orientation (online training modules) programme, and an on-site briefing is also provided on the day of the volunteering activity. On-the-job training is conducted for regular volunteers

CONFLICT OF INTEREST POLICY

AWWA has a Conflict of Interest Policy and operating procedures are in place to avoid and manage situations with actual or perceived conflicts of interest. The Policy is read and acknowledged by each Member of the Board, Board Committees, staff 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, staff are not allowed to be members of the Board of AWWA and Board Committees. In addition, members of the Board of AWWA and Board Committees are not paid for their services.

No paid staff is a close member of the family of the CEO, Board of AWWA, Board Committees, and other Committees.

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 Privacy Notice 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, Board Committee, 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 FY23/24, AWWA raised \$4,062,555 in tax-deductible and non-tax-deductible donations. This was made possible with the support of our invaluable individual, community and corporate partners through various initiatives, including online campaigns. Their generosity and spirit of giving enables AWWA to deliver quality early childhood experiences for children of all abilities, and provide support to individuals with additional needs, families facing complex social issues and seniors in the community, fostering their independence, integration, and inclusion in society. AWWA ensures that funds are properly documented and received, and that donor confidentiality is respected. AWWA currently does not use commercial fundraisers.

If you share our vision for a more inclusive tomorrow and want to make a difference, visit www.awwa.org.sg/donate.

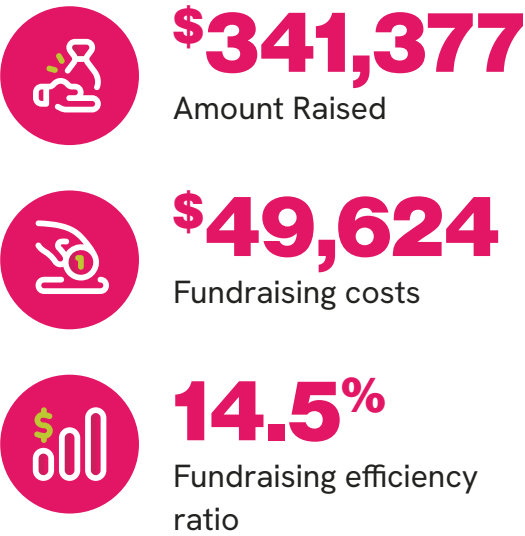
PROFILE OF DONORS



BREAKDOWN OF DONATIONS



THROUGH 11 ONLINE CAMPAIGNS



Volunteering



AWWA was founded in 1970 by a group of volunteers, and we are thankful for the continued support of volunteers who drive our ability to make a difference in our clients' lives. In FY 23/24, over 14,000 hours were contributed by corporates, institutions, and community volunteers, who supported more than 1,300 activities.

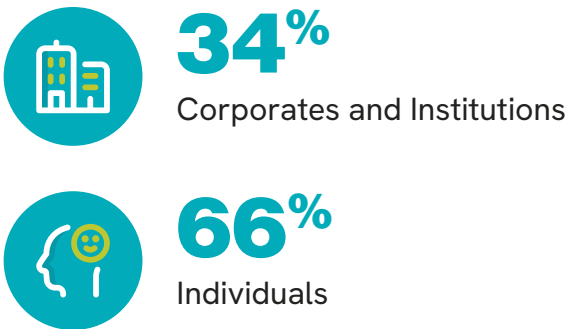
Their dedication is invaluable, and we extend our heartfelt gratitude to each volunteer for their role in enriching the lives of our clients, so that they can lead more meaningful and fulfilling lives.

Join our cause and witness your impact firsthand. Volunteer with us today! More information can be found on our Telegram channel: [@awwasg](https://t.me/awwasg)

VOLUNTEERING BY THE NUMBERS



BREAKDOWN OF VOLUNTEERS



Code of Governance for Charities and IPCs – Governance Evaluation Checklist

S/N	Description	Code ID	Response Drop List
Board Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there Board members holding staff ¹ 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

S/N	Description	Code ID	Response Drop List
Human Resource and Volunteer ² Management			
13	The Board approves documented human resource policies for staff ¹ .	5.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
14	There is a documented Code of Conduct for Board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are there volunteers ² serving in the charity? (Skip item 16 if “No”)			<input checked="" type="radio"/> Yes <input type="radio"/> No
16	There are volunteer management policies in place for volunteers ² .	5.7	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
19	The Board ensures reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity’s key risks.	6.1.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
21	The Board approves an annual budget for the charity’s plans and regularly monitors its expenditure.	6.2.1	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if “No”)			<input checked="" type="radio"/> Yes <input type="radio"/> No
22	The charity has a documented investment policy approved by the Board.	6.4.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (Skip item 23 if “No”)			<input checked="" type="radio"/> Yes <input type="radio"/> No
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Did the charity receive donations in kind during the financial year? (Skip item 24 if “No”)			<input checked="" type="radio"/> Yes <input type="radio"/> No
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Disclosure and Transparency			
25	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member’s attendance.	8.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied

S/N	Description	Code ID	Response Drop List
Are Board members remunerated for their Board services? (Skip items 26 and 27 if “No”)			<input type="radio"/> Yes <input checked="" type="radio"/> No
26	No Board member is involved in setting his or her own remuneration Complied	2.2	<input type="radio"/> Complied <input type="radio"/> Not Complied
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	<input type="radio"/> Complied <input type="radio"/> Not Complied
Does the charity employ paid staff? (Skip items 28, 29 and 30 if “No”)			<input checked="" type="radio"/> Yes <input type="radio"/> No
28	No staff ¹ is involved in setting his or her own remuneration.	2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
29	The charity discloses in its annual report: i. The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, 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 FY23/24.

\$500,000 AND ABOVE

Lien Foundation
Singapore Exchange Limited

\$50,000 AND ABOVE

Deutsche Bank Aktiengesellschaft
Oversea-Chinese Banking Corporation Limited

\$10,000 AND ABOVE

Baker Tilly TFW LLP
BHP Billiton Marketing Asia Pte. Ltd.
Chew How Teck Foundation
Christine Pushpam Tambyah
Clara Yue Kar Sin
Dilhan Pillay Sandrasegara
Elizabeth Hsu Jia Huey
ExxonMobil Asia Pacific Pte. Ltd.
Francis Chen Che Cheng
Hong Leong Foundation
Hoong Yik Luen
Marina Bay Sands Pte. Ltd.
Ng Kok Thai
Petrine Yap Eng Sui
Pico-Chia Brothers (Charity Funds) Pte. Ltd.
Priscilla Yap Eng Cheng
Republic of Singapore Air Force
Richard Tan Bing Hong
Salesforce.com Singapore Pte. Ltd.
SATS Ltd.
Schroders Investment Management (S) Ltd.
Selina Foong
Subramaniam Natarajan
Tan Tze Loong
The Japanese Association, Singapore
Tony Tan Choon Keat
UOL Group Limited
Vivien Tan Hui Ling
Warburg Pincus Singapore Pte. Ltd.

Donations-in-Kind

\$5,000 AND ABOVE

Marina Bay Sands Pte. Ltd.
Puma Southeast Asia Pte. Ltd.
Sian Chay Medical Institution



Your support helps children, persons with additional needs, families facing complex social issues, and seniors across stages of health, live fulfilling lives.



“Your generosity supports a brighter future for students with additional needs as they hone essential life skills and independence through holistic activities.”

Hephziba Shirley, Programme cum Admin Assistant, AWWA Special Student Care Centre

“

At Kindle Garden we maximise every preschooler’s potential with an inclusive pedagogy that cultivates values of compassion and conscientiousness while our immersive bilingual curriculum stretches their academic capabilities during their formative years.”

Lakshanaa Ganeson, Teacher, Kindle Garden Preschool



“

Your contributions help us break barriers as we build communities so that seniors can continue to thrive throughout their golden years.”

So Man Shan, Assistant Manager, AWWA Active Ageing Centre



“

With your contribution, every step becomes a stride towards independence for adults with severe and profound additional needs.”

Korrine Koh, Occupational Therapist, AWWA Home



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
✉ ahpoutsource@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 @ FERNVALE WOODS

📍 455 Sengkang West Ave #02-03 Singapore 790455
☎ 6511 1690

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 7025

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

KAMPUNG AWWA

📍 130 Ang Mo Kio Ave 3 #01-1565 Singapore 560130
☎ 8908 9357
☎ 9478 7393 (Gym Tonic Appointments)

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



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 2024.

In the opinion of the directors:

- (i) the financial statements set out on pages 83 to 120 are drawn up so as to give a true and fair view of the balance sheet of the Company as at 31 March 2024 and of the financial activities, changes in funds and cash flows of the Company for the financial year ended 31 March 2024 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:

Beatrice Chen Bea Chuan	(Chairman, appointed on 16 September 2023)
Chan Wai Leong	(Deputy Chairman, appointed on 16 September 2023)
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	
Marcus Heng Chiang Huat	
Chung Wei Han	

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.


AWWA LTD.

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

Independent auditor

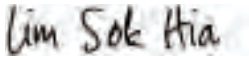
The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Beatrice Chen Bea Chuan
Director

25 July 2024



Lim Sok Hia
Director

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 83 to 120, which comprise the balance sheet as at 31 March 2024 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 2024 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 pages 78 to 79 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

25 July 2024

AWWA LTD.

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

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 March 2024

	Note	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Income					
Income from generated funds:					
- Voluntary income	3	438,184	3,282,994	3,721,178	1,963,023
- Activities for generating funds	4	23,423	317,954	341,377	808,793
Investment income	5	762,478	1,942,768	2,705,246	1,079,332
Income from charitable activities	6	1,773,002	83,572,876	85,345,878	82,028,551
Total income		2,997,087	89,116,592	92,113,679	85,879,699
Expenditure					
Cost of generating funds:					
- Cost of generating voluntary income	7	168,191	204,642	372,833	339,977
- Fundraising costs	8	8,521	41,103	49,624	142,293
Charitable activities	9	1,339,658	82,374,892	83,714,550	75,062,951
Governance costs	10	7,285	201,857	209,142	182,153
Total expenditure		1,523,655	82,822,494	84,346,149	75,727,374
Net surplus		1,473,432	6,294,098	7,767,530	10,152,325
Fund transfer	19, 20	(22,500)	22,500	-	-
Reconciliation of funds					
Total funds brought forward		29,752,934	90,803,750	120,556,684	110,404,359
Total funds carried forward		31,203,866	97,120,348	128,324,214	120,556,684

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 2024**

	Note	2024 \$	2023 \$
Non-current assets			
Property, plant and equipment	13	6,844,827	6,519,872
Investments in financial assets	14	19,407,274	18,870,122
		<u>26,252,101</u>	<u>25,389,994</u>
Current assets			
Investments in financial assets	14	5,098,891	-
Receivables	15	15,462,445	11,409,135
Bank and cash balances	16	90,337,372	92,293,161
		<u>110,898,708</u>	<u>103,702,296</u>
Total assets		<u>137,150,809</u>	<u>129,092,290</u>
Current liabilities			
Payables	17	8,564,933	7,967,399
Provision for gratuity	18	261,662	568,207
		<u>8,826,595</u>	<u>8,535,606</u>
Total liabilities		<u>8,826,595</u>	<u>8,535,606</u>
Net assets		<u>128,324,214</u>	<u>120,556,684</u>
Funds			
Unrestricted funds	19	31,203,866	29,752,934
Restricted funds	20	97,120,348	90,803,750
Total funds		<u>128,324,214</u>	<u>120,556,684</u>

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 2024**

	2024 \$	2023 \$
Cash flows from operating activities		
Net surplus	7,767,530	10,152,325
Adjustments for:		
Depreciation of property, plant and equipment	2,803,874	3,005,304
Written off of property, plant and equipment	5,706	13,385
Dividend income	(537,152)	(370,122)
Interest income	(1,987,492)	(649,629)
Treasury bills interest income	(180,523)	-
Gain on redemption of unit trusts upon maturity	-	(59,581)
	<u>7,871,943</u>	<u>12,091,682</u>
Operating cash flows before movements in working capital	7,871,943	12,091,682
Receivables	(4,052,650)	1,707,282
Payables	446,562	(1,648,098)
Provision for gratuity	(306,545)	(27,036)
Restricted cash - bank balance for provision for gratuity	301,117	21,754
Restricted cash - bank balance for Medifund	(39,583)	21,290
Restricted cash - bank balance for FAS	(11,000)	-
	<u>4,209,844</u>	<u>12,166,874</u>
Net cash flows generated from operations	<u>4,209,844</u>	<u>12,166,874</u>
Cash flows from investing activities		
Interest received	2,312,656	168,368
Dividend received	537,152	370,122
Purchases of property, plant and equipment (Note A)	(3,309,387)	(4,218,327)
Additional investment in financial assets	(10,019,440)	(8,370,122)
Proceeds from redemption of treasury bills	4,563,920	-
Proceeds from redemption of unit trusts	-	2,559,581
	<u>(5,915,099)</u>	<u>(9,490,378)</u>
Net cash flows used in investing activities	<u>(5,915,099)</u>	<u>(9,490,378)</u>
Net (decrease)/increase in cash and cash equivalents	<u>(1,705,255)</u>	<u>2,676,496</u>
Cash and cash equivalents at beginning of financial year	91,524,834	88,848,338
Cash and cash equivalents at end of financial year (Note 16)	<u>89,819,579</u>	<u>91,524,834</u>

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 (cont'd)
For the financial year ended 31 March 2024

	2024 \$	2023 \$
Note A: Purchases of property, plant and equipment		
Aggregate cost of property, plant and equipment	3,460,359	4,156,179
Add: Payables brought forward at 1 April	206,240	268,388
Less: Outstanding payables at 31 March	(357,212)	(206,240)
Net cash outflow for purchases of property, plant and equipment	3,309,387	4,218,327

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 2024

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 financial activities of the Company which comprise the following services:

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

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.

AWWA LTD.

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

a) Basis of preparation (cont’d)

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.

Interest income

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

AWWA LTD.

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

b) Income recognition (cont’d)

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.

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.

AWWA LTD.

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

c) Expenditure (cont’d)

Support costs

Support costs (i.e Shared corporate service 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 comprise the manpower and operating cost of Finance, Procurement Team, Human Resource, Community Partnership, Corporate Affairs, Information Technology, Facilities, Impact and Special Projects, Governance and Risk Management 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.

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.

AWWA LTD.

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

f) Property, plant and equipment (cont’d)

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 unit trusts and treasury bills 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 unit trust 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.

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.

AWWA LTD.

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

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. Transactions 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, and 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.

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.

AWWA LTD.

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

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.

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 2024 \$	Total 2023 \$
Donations				
- Tax deductible	316,466	499,614	816,080	923,108
- Non-tax deductible	121,718	2,783,380	2,905,098	1,039,915
	438,184	3,282,994	3,721,178	1,963,023

AWWA LTD.

3. Voluntary income (cont'd)

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 \$1,122,875 (2023: \$1,524,952).

4. Activities for generating funds

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Fundraising income				
- Tax deductible	23,188	283,607	306,795	601,844
- Non-tax deductible	235	34,347	34,582	206,949
	23,423	317,954	341,377	808,793
Fundraising costs (Note 8)	(8,521)	(41,103)	(49,624)	(142,293)
	14,902	276,851	291,753	666,500

5. Investment income

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Bank and Fixed Deposit interest income	144,543	1,842,948	1,987,491	649,629
T-Bills Interest Income	80,783	99,820	180,603	-
Dividend income from unit trusts	537,152	-	537,152	370,122
Gain on redemption of unit trusts upon maturity	-	-	-	59,581
	762,478	1,942,768	2,705,246	1,079,332

AWWA LTD.

6. Income from charitable activities

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Programme fees, school fees and therapist income	-	7,723,396	7,723,396	7,030,412
Transport fees	-	461,892	461,892	425,037
Subventions and grants	608,333	72,524,688	73,133,021	69,553,436
Subsidy for rental expenses	732,072	1,148,612	1,880,684	1,515,272
Other grants and incentives	367,846	1,045,705	1,413,551	2,893,509
Wage credit/Special employment credit	35,044	-	35,044	60,459
Miscellaneous income	29,707	668,583	698,290	550,426
	1,773,002	83,572,876	85,345,878	82,028,551

7. Cost of generating voluntary income

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Shared corporate costs (Note 11)	168,191	204,642	372,833	339,977

8. Fundraising costs

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Fundraising costs	6,174	9,247	15,421	2,218
Shared corporate costs (Note 11)	2,347	31,856	34,203	140,075
	8,521	41,103	49,624	142,293

AWWA LTD.

9. Charitable activities

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Manpower and staff related costs (Note 12)	303,115	65,627,620	65,930,735	58,650,772
Depreciation of property, plant and equipment (Note 13)	131,886	2,671,988	2,803,874	3,005,304
Programme activities	42,136	5,086,361	5,128,497	4,364,396
Rental expense	732,754	1,777,417	2,510,171	2,067,970
Repairs, maintenance and utilities	85,142	4,285,494	4,370,636	3,633,372
Replacement/Purchase of equipment	103,483	1,441,670	1,545,153	1,867,036
Supplies and materials	(70,544)	1,286,926	1,216,382	1,166,448
Others	11,686	197,416	209,102	307,653
	1,339,658	82,374,892	83,714,550	75,062,951

Included in total expenditure in charitable activities of \$83,714,550 (2023: \$75,062,951) above are shared corporate cost of \$9,604,919 (2023: \$9,397,204) (Note 11).

10. Governance costs

	Unrestricted funds \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Statutory audit fees	922	79,078	80,000	80,000
Other assurance fees	-	51,900	51,900	53,200
Internal audit fees	3,617	49,184	52,801	27,500
Prior year (over)/under provision	2,746	21,695	24,441	21,453
	7,285	201,857	209,142	182,153

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.

AWWA LTD.

11. Support costs disclosures

	Cost of generating voluntary income (Note 7) \$	Fundraising costs (Note 8) \$	Charitable activities (Note 9) \$	Total costs \$
2024				
Shared corporate costs	372,833	34,203	9,604,919	10,011,955
2023				
Shared corporate costs	339,977	140,075	9,397,204	9,877,256

Under CAS requirement, support costs comprise corporate service expenditure for manpower and operating cost as per Note 2c, 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:

	2024 \$	2023 \$
Short-term employee benefits	58,131,801	51,897,005
Contributions to defined contribution plan	8,205,970	7,233,819
	66,337,771	59,130,824

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 \$65,930,735 (2023: \$58,650,772) (Note 9) and portion of support costs amounting to \$407,036 (2023: \$480,052) (Note 11).

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

	2024 \$	2023 \$
Short-term employee benefits	1,728,379	1,692,178
Contributions to defined contribution plan	121,932	130,678
	1,850,311	1,822,856

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.

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13. Property, plant and equipment

Cost	Leasehold building \$	Leasehold improvements \$	Office and other equipment \$	Furniture and fittings \$	Computers \$	Motor vehicles \$	Construction in progress \$	Total \$
At 1.4.2022	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
Additions	-	2,454,107	497,549	62,203	123,855	181,146	141,499	3,460,359
Written off	-	(786,970)	(78,827)	(95,813)	(45,872)	-	-	(1,007,482)
Reclassification	-	434,686	-	-	51,547	-	(486,233)	-
Reclassification to prepayment (a) (Note 15)	-	-	-	-	-	-	(325,824)	(325,824)
At 31.3.2024	6,793,666	12,746,493	3,339,628	519,227	1,249,782	931,834	141,499	25,722,129
Accumulated depreciation								
At 1.4.2022	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
Depreciation charge	-	1,913,935	595,047	57,334	143,576	93,982	-	2,803,874
Written off	-	(782,393)	(78,827)	(94,684)	(45,872)	-	-	(1,001,776)
At 31.3.2024	6,793,666	9,200,200	1,221,365	389,525	987,892	284,654	-	18,877,302
Net carrying amount								
At 31.3.2023	-	2,576,012	2,215,761	125,962	230,064	560,016	812,057	6,519,872
At 31.3.2024	-	3,546,293	2,118,263	129,702	261,890	647,180	141,499	6,844,827

(a) The advance payment made in prior year for implementation costs of CARES system upon signing the software license agreement was reclassified to prepayment.

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

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

	2024 \$	2023 \$
Unrestricted funds	131,886	408,475
Restricted funds		
- Deferred capital fund	1,840,781	1,303,345
- Accumulated fund	831,207	1,293,484
Restricted funds	2,671,988	2,596,829
	2,803,874	3,005,304

14. Investments in financial assets

	2024 \$	2023 \$
<i>Unit Trusts</i>		
Balance at beginning of financial year	18,870,122	13,000,000
Additional investment	537,152	8,370,122
Less: Redemption	-	(2,500,000)
Balance at end of financial year	19,407,274	18,870,122
<i>Treasury Bills</i>		
Balance at beginning of financial year	-	-
Additional investment	9,482,288	-
Less: Redemption	(4,563,920)	-
Add: Interest Income	180,523	-
Balance at end of financial year	5,098,891	-
Representing:		
Non-current asset	19,407,274	18,870,122
Current asset	5,098,891	-
	24,506,165	18,870,122

As at 31 March 2024, the investments in financial assets represent investments in unit trusts and treasury bills issued and backed by the Singapore Government. The investments in unit trusts are held by fund managers and pre-approved by the board.

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14. Investments in financial assets (cont'd)

The market value of the investments in unit trusts as at end of financial year amounted to \$19,354,405 (2023: \$18,378,634).

During the financial year, the Company has invested in treasury bills with various maturity dates from 6 February 2024 to 2 April 2024.

15. Receivables

	2024 \$	2023 \$
Sundry receivables	1,696,916	1,612,540
Less: Allowance for impairment ^(a)	(81,503)	(88,753)
	1,615,413	1,523,787
Interest receivables	194,931	520,094
Deposits and prepayments	1,850,798	963,695
Reclassification from property, plant and equipment (Note 13)	325,824	-
Grant receivables	11,475,479	8,401,559
	15,462,445	11,409,135

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

	2024 \$	2023 \$
Balance at beginning of financial year	88,753	62,236
Impairment made	(7,250)	26,517
	81,503	88,753

During the financial year, the Company has written off an amount of \$102,580 (2023: \$69,759) from the sundry receivables directly to the financial statement of activities and an additional write off (\$7,250) (impairment made in 2023: \$26,517) has been provided. These amounts are recognised in the statement of financial activities under charitable activities expenses-others.

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16. Bank and cash balances

	2024 \$	2023 \$
Bank and cash balances	18,026,170	32,528,057
Fixed deposits	72,311,202	59,765,104
	90,337,372	92,293,161
Bank and cash balances at end of financial year		
Less:		
Pledged fixed deposits *	(169,200)	(169,200)
Bank balance for Medifund (Note 20a)*	(90,966)	(51,383)
Bank balance for MOH Financial Assistance Scheme (Note 20a)*	(11,000)	-
Bank balance for provision for gratuity (Note 18) *	(246,627)	(547,744)
	89,819,579	91,524,834
Cash and cash equivalents at end of financial year		
Cash and cash equivalents comprise:		
Unrestricted cash	13,931,803	11,856,327
Restricted cash for services (Note 20a)	75,887,776	79,668,507
	89,819,579	91,524,834

Fixed deposits bear interest at interest rates ranging from 1.40% to 3.92% (2023: 0.10% to 4.10%) per annum at the balance sheet date and will mature within 1 to 5 (2023: 1 to 11) months after the balance sheet date.

* Included in fixed deposits are restricted amounts of \$169,200 (2023: \$169,200) which is pledged to a bank as security for the land lease, bank balance of \$246,627 (2023: \$547,744) which is set aside for provision for gratuity for foreign staff, bank balance of \$90,966 (2023: \$51,383) which is for Medifund and bank balance of \$11,000 (2023: Nil) which is for MOH Financial Assistance Scheme (FAS) [Note 20(b)].

AWWA LTD.**17. Payables**

	2024 \$	2023 \$
Accrued operating expenses	4,266,452	4,503,160
Refundable deposits	424,677	457,737
Sundry creditors	1,017,219	722,231
Grants received in excess ^(a)	893,896	1,310,041
Deferred income ^(b)	1,962,689	974,230
	8,564,933	7,967,399

^(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:

	2024 \$	2023 \$
Balance at the beginning of financial year	974,230	2,443,398
Recognised to Statement of Financial Activities as charitable activities	(919,474)	(2,182,062)
Recognised receipts during the year as deferred income	1,907,933	714,019
Unutilised grant returned to grantor during the year	-	(1,125)
Balance at the end of financial year	1,962,689	974,230

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:

	2024 \$	2023 \$
Balance at the beginning of financial year	568,207	595,243
Provision made and included in employee benefits	269,725	335,381
Payments during the financial year	(576,270)	(362,417)
Balance at the end of financial year	261,662	568,207

AWWA LTD.**19. Unrestricted funds**

	2024 \$	2023 \$
<u>AWWA HQ</u>		
Balance at beginning of financial year	29,752,934	28,270,936
Income	2,997,087	2,999,645
Expenditure	(1,523,655)	(1,750,088)
Net surplus	1,473,432	1,249,557
Fund transfer (to)/from restricted funds (Note 20) ^(a)	(22,500)	232,441
Balance at end of financial year	31,203,866	29,752,934

^(a) Being fund transfer from unrestricted funds to restricted funds for AWWake project. AWWake project aims to foster employee development and to initiate innovation within the organisation. (2023: Being fund transfer from closure of service from restricted funds to unrestricted funds).

20. Restricted funds

	2024 \$	2023 \$
Balance at beginning of financial year	90,803,750	82,133,423
Income	89,116,592	82,880,054
Expenditure	(82,822,494)	(73,977,286)
Net surplus	6,294,098	8,902,768
Fund transfer from/(to) unrestricted funds (Note 19) ^(a)	22,500	(232,441)
Balance at end of financial year	97,120,348	90,803,750

^(a) Being fund transfer from unrestricted funds to restricted funds for AWWake project. AWWake project aims to foster employee development and to initiate innovation within the organisation. (2023: Being fund transfer from closure of service from restricted funds to unrestricted funds).

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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 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
AWWA HQ	5,813,396	4,670,425	(828,961)	3,841,464	(3,504,353)	6,150,507
- Deferred capital fund	199,697	-	(120,857)	(120,857)	-	78,840
- Medifund	51,482	225,920	-	225,920	(186,436)	90,966
- MOH Financial Assistance Scheme (FAS)	-	11,000	-	11,000	-	11,000
- OD Transformation	1,455	(14,182)	12,727	(1,455)	-	-
- Lien Foundation (Medbridge)	48,830	-	(48,830)	(48,830)	-	-
- Lien Foundation (KKH)	-	1,221,000	-	1,221,000	(1,257)	1,219,743
- Family Empowerment Programme	418,580	-	(345,599)	(345,599)	-	72,981
- Community Silver Trust fund	4,762,624	3,023,382	-	3,023,382	(3,337,660)	4,448,346
- VWOs - Charities Capability Fund	26,106	112,396	(138,502)	(26,106)	-	-
- Others	304,622	90,909	(187,900)	(96,991)	21,000	228,631
Community Integration Service	4,584,682	2,780,883	(3,386,956)	(606,073)	(1,000,000)	2,978,609
- Accumulated fund	4,529,112	2,780,883	(3,381,402)	(600,519)	(996,973)	2,931,620
- Programme development	-	-	-	-	-	-
- Deferred capital fund	28,362	-	(5,554)	(5,554)	(3,027)	19,781
- Others	27,208	-	-	-	-	27,208
Special Student Care Centre	1,285,070	854,111	(784,076)	70,035	-	1,355,105
- Accumulated fund	1,099,344	820,862	(679,163)	141,699	-	1,241,043
- Deferred capital fund	1,548	-	(1,548)	(1,548)	-	-
- Smiles fund	138,535	31,922	(70,457)	(38,535)	-	100,000
- Others	45,643	1,327	(32,908)	(31,581)	-	14,062
AWWA School @ Napiri	11,672,168	14,082,878	(14,065,212)	17,666	(891,775)	10,798,059
- Accumulated fund	11,070,480	13,257,649	(13,115,656)	141,993	(891,766)	10,320,707
- Programme development	137,050	8,000	(43,068)	(35,068)	-	101,982
- Pupil welfare	114,743	11,422	(16,875)	(5,453)	-	109,290
- Deferred capital fund	24,881	-	(18,713)	(18,713)	94,798	100,966
- UOB Donation	84,646	-	(34,614)	(34,614)	(50,032)	-
- Others	240,368	805,807	(836,286)	(30,479)	(44,775)	165,114
AWWA School @ Bedok	436,015	6,693,053	(7,343,607)	(650,554)	892,275	677,736
- Accumulated fund	(507,525)	5,949,441	(6,317,784)	(368,343)	891,775	15,907
- Renovation fund	537,336	(308,577)	-	(308,577)	(228,759)	-
- Equipment fund	-	308,577	(62,923)	245,654	(44,790)	200,864
- Deferred capital fund	313,506	-	(282,745)	(282,745)	300,637	331,398
- Others	92,698	743,612	(680,155)	63,457	(26,588)	129,567

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20. Restricted funds (cont'd)

	Balance at 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
Early Intervention Centre - Hougang	10,357,842	10,523,805	(8,151,404)	2,372,401	-	12,730,243
- Accumulated fund	9,998,575	10,142,498	(7,793,961)	2,348,537	-	12,347,112
- Deferred capital fund	44,672	-	(36,948)	(36,948)	-	7,724
- Pupil welfare	134,776	(6,601)	(3,599)	(10,200)	-	124,576
- Others	179,819	387,908	(316,896)	71,012	-	250,831
Early Intervention Centre - Fernvale Link	8,040,029	9,023,566	(6,840,923)	2,182,643	-	10,222,672
- Accumulated fund	7,998,971	9,023,566	(6,819,710)	2,203,856	-	10,202,827
- Deferred capital fund	41,058	-	(21,213)	(21,213)	-	19,845
- Others	-	-	-	-	-	-
Early Intervention Centre - Kim Keat	2,887,702	3,782,253	(3,053,198)	729,055	-	3,616,757
- Accumulated fund	2,883,983	3,737,855	(3,007,737)	730,118	-	3,614,101
- Deferred capital fund	3,719	-	(1,063)	(1,063)	-	2,656
- Others	-	44,398	(44,398)	-	-	-
Early Intervention Centre - Fernvale Woods	74,697	1,787,219	(2,086,327)	(299,108)	-	(224,411)*
- Accumulated fund	(125,303)	1,625,804	(1,908,275)	(282,471)	-	(407,774)
- Deferred capital fund	-	-	(13,669)	(13,669)	75,048	61,379
- MSF Equipment	-	161,415	(139,893)	21,522	(23,214)	(1,692)
- Others	200,000	161,415	(24,490)	(24,490)	(51,834)	123,676
Development Support and Learning Support	2,725,726	4,346,358	(4,517,050)	(170,692)	-	2,555,034
- Accumulated fund	2,685,823	4,241,753	(4,405,573)	(163,820)	-	2,522,003
- Others	39,903	104,605	(111,477)	(6,872)	-	33,031
Kindle Garden Preschool	484,975	1,731,830	(1,716,241)	15,589	-	500,564
- Accumulated fund	128,311	1,795,352	(1,645,000)	150,352	-	278,663
- Lien Foundation	-	-	-	-	-	-
- Deferred capital fund	201,564	-	(44,936)	(44,936)	-	156,628
- Others	155,100	(63,522)	(26,305)	(89,827)	-	65,273

* Early Intervention Centre - Fernvale Woods started its operations in July 2023. The deficit in reserves were due to the lower enrolment as the service is still within its first year of operation. Early Intervention Centre - Fernvale Woods already has plans to increase its income to recover from the deficit reserves in the next few years. Furthermore, Ministry of Social and Family Development ("MSF") allowed social service agencies such as Early Intervention Centre - Fernvale Woods to apply for the transfer of restricted reserves within and across MSF-funded programs under certain criteria.

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20. Restricted funds (cont'd)

	Balance at 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
Senior Community Home	4,215,516	2,108,383	(2,677,908)	(569,525)	(1,356,749)	2,289,242
- Accumulated fund	3,578,048	2,040,453	(2,340,819)	(300,366)	(1,500,000)	1,777,682
- Programme development	-	-	-	-	-	-
- Clients' fund	48,655	58,430	(57,633)	797	-	49,452
- Community Silver Trust fund	-	-	(145,039)	(145,039)	145,039	-
- Community garden	93,270	-	(3,220)	(3,220)	-	90,050
- Deferred capital fund	468,445	-	(125,592)	(125,592)	-	342,853
- Others	27,098	9,500	(5,605)	3,895	(1,788)	29,205
Rehab and Day Care Centre	4,518,286	2,628,169	(2,510,842)	117,327	376,326	5,011,939
- Accumulated fund	4,015,630	2,440,934	(2,190,917)	250,017	-	4,265,647
- Clients' fund	94,968	-	(9,204)	(9,204)	-	85,764
- Community Silver Trust fund	-	-	(122,460)	(122,460)	122,323	(137)
- Deferred capital fund	345,312	-	(93,824)	(93,824)	234,991	486,479
- Medifund	-	(37,983)	-	(37,983)	37,983	-
- Lien Foundation (Airmaster)	-	162,850	(15,714)	147,136	-	147,136
- Others	62,376	62,368	(78,723)	(16,355)	(18,971)	27,050
Active Ageing Centre	1,194,896	684,759	(423,082)	261,677	68,385	1,524,958
- Accumulated fund	1,056,377	482,058	(185,769)	296,289	14,941	1,367,607
- Programme development	33,374	-	(9,846)	(9,846)	-	23,528
- Communities of Care 2.0	-	167,043	(153,716)	13,327	-	13,327
- Community Silver Trust fund	-	-	(53,444)	(53,444)	53,444	-
- Others	105,145	35,658	(20,307)	15,351	-	120,496
Dementia Day Care Centre - Ang Mo Kio	4,824,112	1,467,535	(1,547,794)	(80,259)	419,852	5,163,705
- Accumulated fund	2,020,754	1,425,324	(854,613)	570,711	-	2,591,465
- Deferred capital fund	211,682	-	(141,564)	(141,564)	1,149,444	1,219,562
- Community Silver Trust fund	-	-	(56,917)	(56,917)	56,917	-
- Medifund	-	(42,075)	-	(42,075)	42,075	-
- Care Beyond Walls	2,478,399	-	(425,609)	(425,609)	(828,977)	1,223,813
- Centre Based Nursing (CBN)	113,354	24,967	(14,489)	10,478	-	123,832
- Others	(77)	59,319	(54,602)	4,717	393	5,033
Dementia Day Care Centre - Yishun	939,592	1,621,827	(1,452,996)	168,831	95,163	1,203,586
- Accumulated fund	854,798	1,579,466	(1,273,018)	306,448	-	1,161,246
- Community Silver Trust fund	-	-	(81,116)	(81,116)	81,116	-
- Deferred capital fund	92,019	-	(48,537)	(48,537)	-	43,482
- Medifund	-	(14,047)	-	(14,047)	14,047	-
- Others	(7,225)	56,408	(50,325)	6,083	-	(1,142)

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20. Restricted funds (cont'd)

	Balance at 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
Personal Care Service (Senior)	43,610	(43,610)	-	(43,610)	-	-
- Accumulated fund	43,610	(43,610)	-	(43,610)	-	-
- Deferred capital fund	-	-	-	-	-	-
- Others	-	-	-	-	-	-
Integrated Home and Day Care	1,311,831	1,199,464	(1,882,683)	(683,219)	1,700,803	2,329,415
- Accumulated fund	1,177,079	1,274,197	(1,269,902)	4,295	-	1,181,374
- Deferred capital fund	38,647	-	(368,692)	(368,692)	1,476,721	1,146,676
- Community Silver Trust fund	-	379	(242,549)	(242,170)	242,169	(1)
- Medifund	-	(92,332)	-	(92,332)	92,332	-
- Others	96,105	17,219	(1,540)	15,680	(110,419)	1,366
Home Personal Care Service	682,772	557,011	(701,495)	(144,484)	-	538,288
- Accumulated fund	668,625	557,014	(692,998)	(135,984)	-	532,641
- Deferred capital fund	-	-	-	-	-	-
- Others	14,147	(3)	(8,497)	(8,500)	-	5,647
Family Service Centre	5,771,039	2,803,853	(2,615,358)	188,495	(3,140,868)	2,818,666
- Accumulated fund	5,390,604	2,793,536	(2,537,427)	256,109	(3,100,000)	2,546,713
- Deferred Capital fund	168,676	-	(49,377)	(49,377)	(4,586)	114,713
- Renovation fund	-	(4,586)	-	(4,586)	4,586	-
- Others	211,759	14,903	(28,554)	(13,651)	(40,868)	157,240
Transitional Shelter @ Lengkok Bahru	1,461,990	934,594	(808,473)	126,121	(19,884)	1,568,227
- Accumulated fund	1,403,492	934,594	(782,586)	152,008	-	1,555,500
- Deferred capital fund	2,557	-	(2,557)	(2,557)	-	-
- Others	55,941	-	(23,330)	(23,330)	(19,884)	12,727

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20. Restricted funds (cont'd)

	Balance at 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
Transitional Shelter @ Jalan Tenteram	294,926	900,212	(1,092,707)	(192,495)	360,751	463,182
- Accumulated fund	212,920	895,612	(978,659)	(83,047)	300,000	429,873
- Deferred Capital Donation	81,606	-	(52,667)	(52,667)	-	28,939
- Others	400	4,600	(61,381)	(56,781)	60,751	4,370
Allied Health Professional Services	11,037,193	13,816,805	(13,000,289)	816,516	-	11,853,709
- Accumulated fund	10,395,211	13,486,411	(12,855,412)	630,999	-	11,026,210
- Others	641,982	330,394	(144,877)	185,517	-	827,499
Outsource Service	2,323,372	6,037,343	(5,494,464)	542,879	-	2,866,251
- Accumulated fund	2,154,742	5,894,768	(5,441,519)	453,249	-	2,607,991
- Others	168,630	142,575	(52,945)	89,630	-	258,260
AWWA Home	1,851,802	3,084,510	(4,771,460)	(1,686,950)	5,016,956	5,181,808
- Accumulated fund	(202,110)	2,878,298	(4,196,300)	(1,318,002)	4,993,223	3,473,111
- Renovation fund	662,837	-	(22,912)	(22,912)	(38,089)	601,836
- NCSS Tech Booster Fund	76,159	20,552	(12,160)	8,392	(70,988)	13,563
- Community Silver Trust fund	-	-	(23,233)	(23,233)	23,233	-
- MSF Equipment	12,367	159,660	(122,430)	37,230	(49,597)	-
- Deferred capital fund	1,230,294	-	(332,057)	(332,057)	158,674	1,056,911
- Others	72,255	26,000	(62,368)	(36,368)	500	36,387
Day Activity Centre	718,890	565,498	(738,049)	(172,551)	1,000,000	1,546,339
- Accumulated fund	85,448	559,273	(454,316)	104,957	1,000,000	1,190,405
- NCSS Tech Booster Fund	-	(2,399)	2,399	-	-	-
- MSF Equipment	-	8,624	(8,624)	-	-	-
- Deferred Cap Donation	253,641	-	(78,665)	(78,665)	-	174,976
- Others	379,801	-	(198,843)	(198,843)	-	180,958

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20. Restricted funds (cont'd)

	Balance at 1.4.2023 \$	Income \$	Expenditure \$	Net income/ (expenditure) \$	Fund transfer \$	Balance at 31.3.2024 \$
2024						
Community Mental Health	999,423	778,837	(636,261)	142,576	-	1,141,999
- Accumulated fund	999,423	778,837	(636,261)	142,576	-	1,141,999
- Others	-	-	-	-	-	-
Community of Care - Ang Mo Kio	240,973	132,466	(135,839)	(3,373)	20,559	258,159
- Accumulated fund	240,973	132,466	(115,280)	17,186	-	258,159
- Community Silver Trust fund	-	-	(20,559)	(20,559)	20,559	-
Community of Care - Woodlands						
- Accumulated fund	11,225	25,134	(21,418)	3,716	(14,941)	-
Inter-Service Elimination	90,803,750	99,579,171	(93,285,073)	6,294,098	22,500	97,120,348
	-	(10,462,579)	10,462,579	-	-	-
	90,803,750	89,116,592	(82,822,494)	6,294,098	22,500	97,120,348

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20. Restricted funds (cont'd)

	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

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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

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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)

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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

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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

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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						
- 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						
- Accumulated fund	-	1,391	(1,391)	-	-	-
Inter-Service Elimination	82,133,423	92,587,530	(83,684,762)	8,902,768	(232,441)	90,803,750
	-	(9,707,476)	9,707,476	-	-	-
	82,133,423	82,880,054	(73,977,286)	8,902,768	(232,441)	90,803,750

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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:

	2024 \$	2023 \$
Assets:		
Property, plant and equipment		
- Leasehold improvements	3,495,120	2,493,035
- Office and other equipment	2,061,483	2,142,068
- Furniture and fittings	101,959	94,419
- Computers	256,535	220,964
- Motor vehicles	647,179	560,015
- Construction in progress	141,499	812,057
	6,703,775	6,322,558
Investment in financial assets	7,598,891	2,500,000
Receivables	11,230,913	8,238,485
Cash and cash equivalents	75,887,776	79,668,507
Bank balance for Medifund	90,966	51,383
Bank balance for FAS	11,000	-
Bank balance for provision for gratuity	246,627	547,744
Liabilities:		
Payables	(4,649,600)	(6,524,927)
	97,120,348	90,803,750

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.

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20. Restricted funds (cont'd)

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

▪ *MOH Financial Assistance Scheme (FAS)*

The Financial Assistance Scheme was introduced in March 2011 to support a small group of needy Permanent Residents (PRs) who are on the Medical Fee Exemption Card (MFEC) or ComCare Long-Term Assistance (LTA) for their subsidised ILTC bills incurred at some MediFund-accredited nursing homes, community hospitals, chronic sick hospitals, and inpatient hospices.

▪ *Accumulated fund*

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

▪ *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.

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20. Restricted funds (cont'd)

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

- *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.

- *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*

For purchasing furniture and equipment for AWWA Home, Day Activity Centre and Early Intervention Centre - Fernvale Woods.

- *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).

- *Communities of Care 2.0*

It is to frame the spectrum of capabilities required by each Active Ageing Centre to support aging-in-place and establish systematic partnership formation.

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20. Restricted funds (cont'd)

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

- *VWOs-Charities Capability Fund*

For the purpose to implement new human resource portal for AWWA Wide and Business continuity plan and crisis management framework.

- *Centre Based Nursing ("CBN")*

Centre Based Nursing that provides basic nursing care for seniors.

- *Lien Foundation (KKH)*

For the purpose to implement a palliative care approach aimed at women and children, focusing on those with chronic illness. Key areas of focus include education in pediatric palliative care, support for patient groups with chronic conditions and high levels of suffering and addressing unmanaged chronic pain.

- *Lien Foundation (Airmaster)*

For the formation of a Breathlessness Ecosystem "Air Master". It aimed at reducing reliance on tertiary hospitals by enhancing functional capacity among breathlessness patients, improving their quality of life through upstream CPR services and patient education, and lowering healthcare costs overall.

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 6 to 9 months (2023: 3 to 6 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.

22. Commitments

a) Capital commitments

Capital commitments not provided for in the financial statements:

	2024 \$	2023 \$
Expenditure for property, plant and equipment, approved by Board of Directors and contracted for	664,373	1,938,321

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22. Commitments (cont’d)

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:

	2024	2023
	\$	\$
Within one financial year	2,969,958	2,682,978
In the second to fifth financial year inclusive	1,472,830	1,243,853
	4,442,788	3,926,831

Included in operating lease payments represent land lease rentals payable of \$169,200 (2023: \$169,200) 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 2024 and 31 March 2023.

24. Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 March 2024 were authorised for issue in accordance with a resolution of the Board of Directors dated 25 July 2024.

