



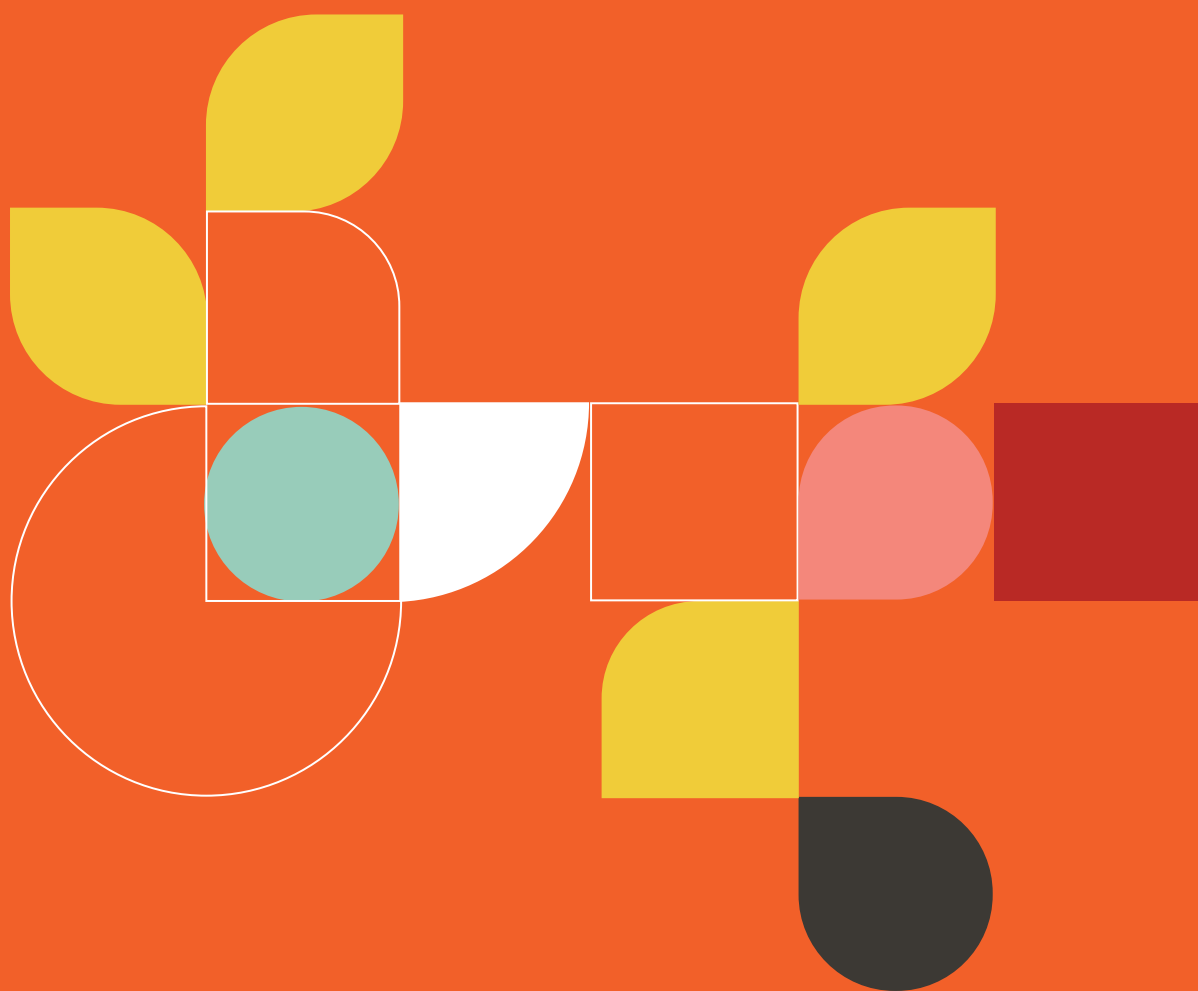
Empowering People

Annual Report 2019/2020



AWWA

Empowering People



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Mission

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

Values

Care and Concern
Commitment
Integrity
Responsibility
Teamwork

Strategic Thrusts

Empowered persons with additional needs, and families and seniors with psycho-social and health needs, across the life span.

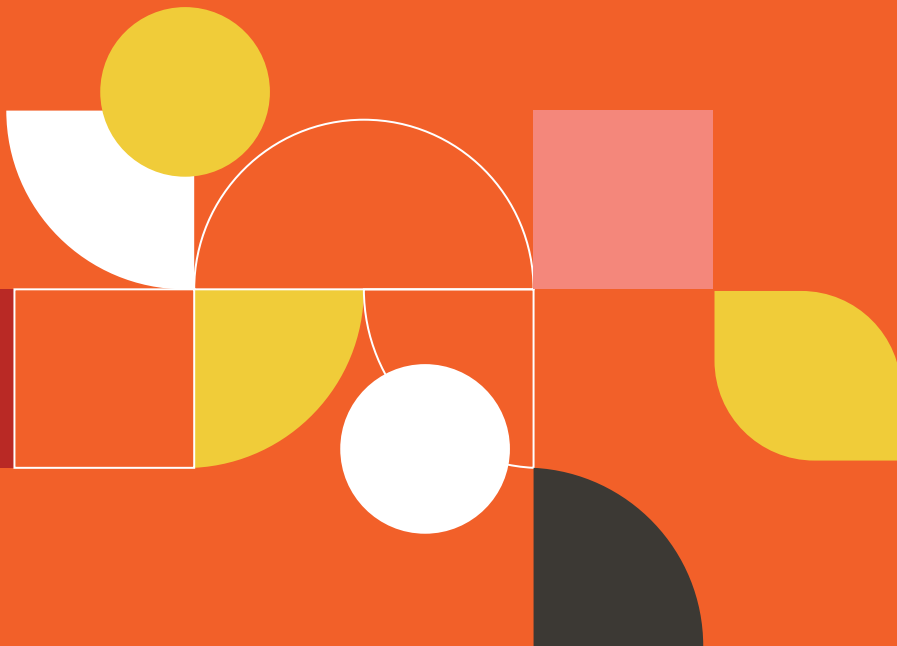
Effective organisation that delivers impactful, high-quality programmes which impact sector practices.

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

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

AWWA

AWWA is a social service organisation, which serves persons of different demographics across life-stages. Services include early intervention for pre-schoolers, education and disability support for children and adults with additional needs, assistance to low income families, caregivers, and health and social assistance for vulnerable seniors. AWWA is Singapore-based, with an Institution of a Public Character (IPC) status.



Corporate Information of the Association and AWWA

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

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

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

ASSOCIATION

UEN No	S70SS0021J
Date of Registration	16 June 1970
Date Established as Charity	7 November 1984
Registered Address	9 Lorong Napiri, Singapore 547531
Bankers	DBS Bank, OCBC Bank
Auditors	Baker Tilly TFW LLP

AWWA

UEN No	201500785Z
Date of Incorporation	7 January 2015
Date Approved as IPC	1 April 2015 (last renewal approved with validity till 30 September 2020)
Registered Address	9 Lorong Napiri, Singapore 547531
Bankers	DBS Bank, United Overseas Bank Ltd, Standard Chartered Bank (S) Ltd, Bank of China Limited Singapore Branch
Auditors	Baker Tilly TFW LLP
Company Secretaries	Chan Wan Mei, Gan Lee Teng

President's Message

“We know that you will be walking alongside us as we continue our mission to empower the disadvantaged to maximise their potential to lead independent and dignified lives.”

Dear friends of AWWA,

As I write this message, Singapore has just emerged from almost two months of circuit breaker measures and AWWA is two weeks shy of turning 50. All celebrations have been postponed but perhaps this is an appropriate time to reflect and ponder on what we ought to preserve from the past, while looking ahead and defining our aspirations for the future.



AWWA was started in 1970 by a group of like-minded Asian women. Back then, wives of the British expatriates had been providing welfare services to the poor, but this stopped when the British troops evacuated from Singapore in the late 1960s. AWWA's founding members banded together to help when they saw the need in the community. They did not wait around for others to step in and resolve the issue, nor did they wait for officials to make the first move. It is this courage, imagination, creativity, and resourcefulness shown by our founders that AWWA must preserve and hold on to. We have grown from strength to strength – from distributing handouts, to starting a play group for children with disabilities, to building a community home for the destitute elderly, to operating over 10 centres for more than 20 services today. I am pleased that we have come this far, and that these values that I have highlighted are still in place today.

In some ways, it is harder to identify the gaps in the community today as Singapore has leapt from third world to first world, and social needs are much more complex. The social service sector has also evolved and matured over the years and there are many other agencies providing similar services. Regardless, the COVID-19 pandemic has revealed how fragile we are, and that the only certain thing about the future is its uncertainty.

But these challenges are a call to action for AWWA to be constantly on its toes, to not take anything for granted, and to be a generative thinker that constantly evaluates and reinvents itself. There is so much we can be proud of today like our CEO, Karthik, enunciated in his message, but we must also be aware that there is so much more that we can do. We will continue to strive to deliver services that are driven by data and evidence-based

practices. We will continue to harness technology to create more imaginative, efficient and effective ways to care for our clients. We will step up to lead and push the boundaries in areas where our core strengths lie. But we will also have the humility to seek collaborations or leave the field to others, in areas where they have more experience and expertise. Above all, we will advocate for a community that is inclusive and less self-centred. Together with you, we hope to build a social compact that makes us look beyond our families and to foster a sense of obligation to help one another.

The COVID-19 pandemic has created much suffering and pain, but like all the crises that mankind has faced, this too will pass. We are grateful for the acts of generosity and kindness that many of you have extended to us. We are proud of the extraordinary resilience and compassion that our staff have shown. We look forward to the future with hope and joy because we know we do not walk our journey alone: in recent years, the support from the government, the pilot projects with Lien Foundation, and our donors and partners, have enabled us to improve our services and initiate new programmes and processes. We know that you will be walking alongside us as we continue our mission to empower the disadvantaged to maximise their potential to lead independent and dignified lives.

Once again, thank you for your support. Till we meet again, stay safe and healthy.

CHUNG WEI HAN

President

Asian Women's Welfare Association

Chief Executive Officer's Message

“This year, we are proud to announce that we received our first Charity Transparency Award. This is testament to the good governance and disclosure practices that we have upheld and adhered to. ”

Dear friends of AWWA,

The past year has been both meaningful and eventful – we impacted the lives of many, by continuing to focus on enhancing client outcomes and positive experiences in a bid to be effective and efficient. AWWA was selected as one of ten agencies to participate in a three-year project – the Tote Board Non-Profit Sector Transformation Initiative - Organisation Development (OD) Programme. Results from a Phase-One Diagnosis conducted by an external agency were heartening – we scored commendably in multiple domains including having alignment in leadership to drive organisational excellence, being innovative in creating solutions for clients and aligning our strategy with sectoral needs.

IN PURSUIT OF ORGANISATIONAL EXCELLENCE

This year, we are proud to announce that we received our first Charity Transparency Award. This is testament to the good governance and disclosure practices that we have upheld and adhered to. Good governance is particularly crucial for non-profit and social service agencies and this award is a significant indicator of how we manage our resources, systems, policies and operations well.

We are pleased that our Special Student Care Centre (SSCC) has attained Commission on Accreditation of Rehabilitation Facilities (CARF) certification with a three-year tenure, our second consecutive accreditation. Accreditation is awarded to service providers who commit to quality improvement, focus on the unique needs of each person the provider serves, and monitor the results of services. Started in 2006, AWWA SSCC is currently the only SSCC with CARF certification in Singapore, and close to 50 of our students participated in over 260 activities and outings this year.

LEADERSHIP TO DRIVE EXCELLENCE

Our ever-growing family has increased to comprise over 740 different staff with varied skillsets but with a common passion for our mission, which has allowed us to enhance and expand the support rendered to those we serve. In line with our nation's efforts to build more dementia-friendly communities, we took on two mental health programmes within our Health and Senior Care arm – CREST and Silver Station, our first foray within this space. Through community outreach initiatives for mental health conditions and dementia, both services promote early detection, bolstered by the fostering of good ties with community partners within the area. Since April 2019, we have reached out to over 5,000 persons.

INNOVATION IN CREATING SOLUTIONS

On the topic of community partners, our mission of empowering the disadvantaged hinges on quality support from various stakeholders like our patron, President Halimah Yacob. Madam Halimah visited our Early Intervention Centre (EIC) at Fernvale in August 2019, during which she participated directly in activities with our children, and even created her own terrarium with caregivers during a Kopi Chat session. Conceptualised in AWWA in 2017, Kopi Chat comprises self-empowering peer coaching sessions for caregivers to learn from one another's experiences, pick up useful intervention strategies, and engage in self-care. Through this, hundreds of our caregivers have benefitted from reduced anxiety and greater confidence in their abilities to better support their children's developmental needs.

ALIGNING STRATEGY WITH SECTORAL NEEDS

Our efforts to contribute to the sector and develop AWWA in tandem with it include the successful delivery of the second and third runs of the AWWA Inclusion Expert Series (AIES), this year. Topics covered include universal design for learning and engagement of different stakeholders to drive inclusion across multiple educational settings. Past attendees of AIES include Minister of State Faishal Ibrahim, Mr Eugene Leong, then CEO of Early Childhood Development Agency (ECDA), and Parliamentary Secretary Rahayu Mahzam. To date, AIES has reached out to over 1,500 diverse persons from educators, to early childhood professionals and allied health professionals.

Speaking of diversity and reaching out, AWWA is very heartened that amidst COVID-19, people from all walks of life came forward to readily donate supplies such as masks, sanitisers, food and essentials for our clients and our people, alongside monetary contributions. Our gratitude for the selflessness we have seen during this period transcends words. But as we look ahead to commemorating AWWA's 50th anniversary, we are confident of continuing AWWA's mission come rain or shine, because of this collective desire

to give and serve – after all empowering others is neither complete nor meaningful without having community partners like you, walk this journey with us.

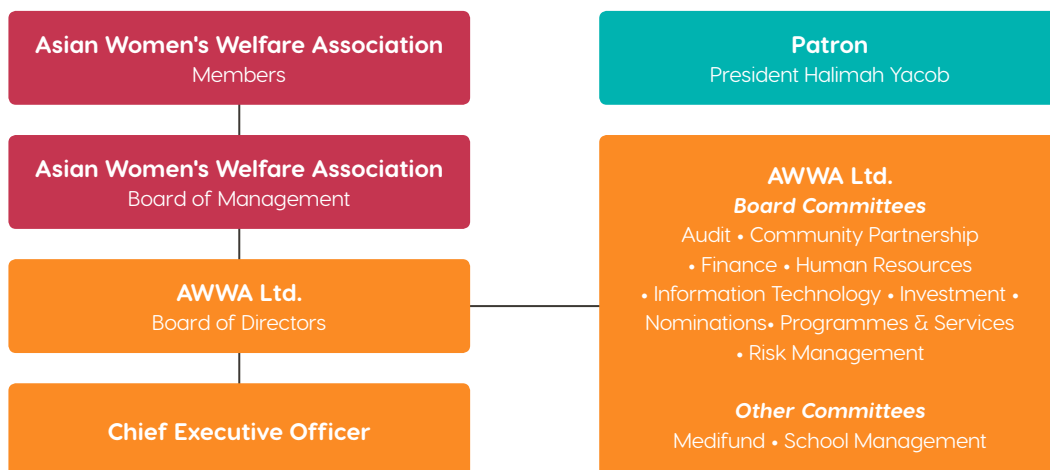
Until we get to meet again in person, stay safe and stay healthy.

J R KARTHIKEYAN (KARTHIK)

Chief Executive Officer
AWWA Ltd



Corporate Structure



BOARD OF MANAGEMENT OF THE ASSOCIATION

Name	Current Designation	Year of first appointment to the Board	Board of Management meeting attendance**
Ms Chung Wei Han	President*	2011	2/2
Mrs Rosana Quek	Honorary Secretary*	2011	1/1
Ms Ng Chin Yu	Honorary Treasurer	2015	2/2
Ms Ayadurai Jeyamalar	Member*	2012	1/1
Ms Beatrice Chen	Member*	2013	1/1
Mr Natarajan Subramaniam	Member*	2009	1/1

*Appointed at the Annual General Meeting of the Association on 14 September 2019.

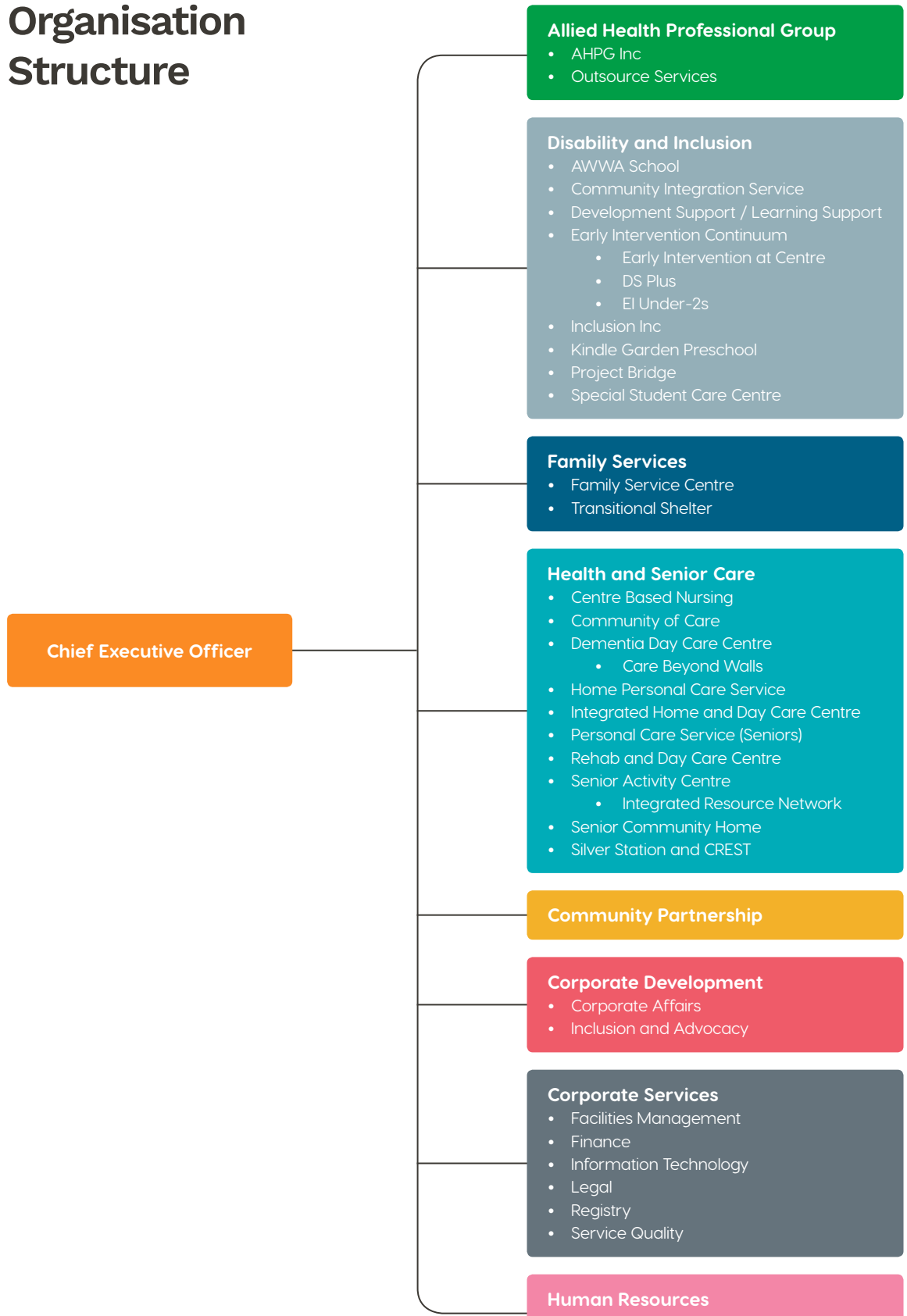
**Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As some Association members were appointed to the Board of Management during the financial year, the number of meetings scheduled may vary.

During the financial year, Janice Ang, Claire Lim, Loy Wee Khim and Kimarie Cheang ended their term of appointment on the Board of Management of the Association on 14 September 2019.

To ensure good governance, the Board of Management of the Association has taken the view that the number of years served on the Board of Management of the Association as well as on the Board of AWWA ("AWWA Board" or "Board") should be taken into account when considering the number of years a director has served in AWWA. As at 30 July 2020, Janice Ang, Claire Lim and Natarajan Subramaniam have served on the AWWA Board for more than 10 consecutive years. Janice Ang and Claire Lim will retire from the Board and not seek re-election (pursuant to Regulation 36 of the Constitution) at the annual general meeting of AWWA to be held in September 2020. The AWWA Board would like to record its thanks for their invaluable contributions and dedicated service to AWWA.

The Nominations Committee has reviewed and concluded that AWWA will benefit from Natarajan Subramaniam continuing as a director of the AWWA Board. With a long and distinguished career in the private sector, Natarajan Subramaniam consistently makes effective and valuable contributions to discussions and decision-making at Board meetings. His vast experience in AWWA will continue to provide the Board with valuable insights and direction. The AWWA Board has accepted the recommendation of the Nominations Committee.

Organisation Structure



Board Directors of AWWA

Scan the QR codes to go to each bio.



MS CHUNG WEI HAN
Chairman & Ex-officio
for all Board Committees



MRS ROSANA QUEK
Vice Chairman & Chairperson
of School Management
Committee & Programmes and
Services Committee



MS JANICE ANG
Board Director



MS CLAIRE LIM
Board Director



MR CHAN WAI LEONG
Board Director & Chairperson
of Nominations Committee



MS BEATRICE CHEN
Board Director & Chairperson
of Community Partnership
Committee



MS AYADURAI JEYAMALAR
Board Director & Chairperson
of Human Resource Committee



MS NG CHIN YU
Board Director & Chairperson
of Finance Committee



MR NATARAJAN SUBRAMANIAM
Board Director & Chairperson
of Risk Management Committee



MS ELEANOR LEE
Board Director & Chairperson
of Audit Committee



MS LOY WEE KHIM
Board Director & Chairperson
of Investment Committee



MR JAMES WOO
Board Director & Chairperson
of Information Technology
Committee

Board of Directors of AWWA

Name	Designation	Date of Appointment	Board Meeting Attendance	Qualification and Experience
Ms Chung Wei Han	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • More than 20 years in Corporate Finance, M & A, Commercial Law • Worked in KhattarWong, Clifford Chance, Baker and McKenzie, B&Q PLC • LL.B (Hons), National University of Singapore
	Chairman*	14/9/2019		
Mrs Rosana Quek	Board Director	11/2/2015	5/6	<ul style="list-style-type: none"> • Investment Specialist for 26 years in Global Markets/Treasury Departments of Chemical Bank (London and Singapore), Chase Manhattan Bank, Hongkong Bank and Standard Chartered Bank • 15 February 2017 to present: Member, St Luke's Hospital Investment Committee • 26 January 2017 to present: Non Executive Board Director, Vanguard Health Fund Ltd • 1 July 2016 to present: Chairperson, Vanguard Healthcare Medifund Committee • April 2009 to present: Member, Financial Investment Panel, Methodist Church in Singapore • 1 December 2019 to present: Board Director, St Luke's Hospital • 1 February 2020 to present: Treasurer, St Luke's Hospital • BSc (First Class Hons) in Economics, London School of Economics • MSc in Management Science, Imperial College, London
	Vice Chairman	14/9/2019		
	Chairperson of School Management Committee	13/3/2017		
	Chairperson of Programmes and Services Committee	15/9/2019		
Ms Janice Ang	Board Director	7/1/2015	6/6	<ul style="list-style-type: none"> • Chartered Accountant • Former CFO of a major international bank for more than 20 years • BSc (Hons) in Economics, London School of Economics
Mr Chan Wai Leong	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • Executive search since 2006 • Board experience (listed and non-listed) • MD and VP experience at global MNCs • MBA and M.Eng, Cornell University
	Chairperson of Nominations Committee	29/5/2015		

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Ms Beatrice Chen	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • Media and Marketing • Communications (broadcast) • Business Support roles • Worked in MediaCorp and Russell Reynolds Associates • 1 July 2019 to present: Board Director, Assisi Hospice • BA, University of British Columbia
	Chairperson of Community Partnership	15/9/2019		
Ms Ayadurai Jeyamalar	Board Director	11/2/2015	5/6	<ul style="list-style-type: none"> • 10 years in Public Sector: Ministry of Finance, Public Services Division, Civil Service College • 20 years in Private Sector: DBS, UBS, SGX and SingPost • 15 years of consulting experience • BA, National University of Singapore • MSc, Organisation Development, University of Sheffield
	Chairperson of Human Resources Committee	29/5/2015		
Ms Claire Lim	Board Director	11/2/2015	5/6	<ul style="list-style-type: none"> • 10 years in the legal department of a bank • 12 years in legal practice as a lawyer and partner in a law firm in Singapore • LL.B (Hons), National University of Singapore
Ms Ng Chin Yu	Board Director	11/2/2015	6/6	<ul style="list-style-type: none"> • 15 years in Accounting and Finance • 10 years in Education • Worked in KPMG, Standard Chartered Bank, Bankers Trust Company and Merrill Lynch Singapore • BAcc (Hons), National University of Singapore • MBA Cranfield School of Management
	Chairperson of Finance Committee	27/7/2017		
Mr Natarajan Subramaniam	Board Director	24/4/2015	4/6	<ul style="list-style-type: none"> • Chartered Accountant • 26 years with Ernst & Young from 1967 • Thakral Corporation Ltd – Board Member (from 1995), Chairman (from 2012) • BA, University of Malaya
	Chairperson of Risk Management Committee	27/5/2016		

Board Directors of AWWA

Name	Designation	Date of First Appointment	Board Meeting Attendance	Qualification and Experience
Ms Eleanor Lee	Board Director	18/9/2017	5/6	<ul style="list-style-type: none"> • Partner, Ernst & Young LLP • More than 25 years' experience • Fellow of the Institute of Singapore Chartered Accountants • BAcc (Hons), National University of Singapore
	Chairperson of Audit Committee	18/9/2017		
Ms Loy Wee Khim	Board Director	20/9/2017	5/6	<ul style="list-style-type: none"> • 30 years in Risk Management and Controls • Worked in HSBC, Bank of China, Standard & Poors • BAcc, National University of Singapore
	Chairperson of Investment Committee	20/9/2017		
Mr James Woo	Board Director	1/1/2019	4/6	<ul style="list-style-type: none"> • Currently, APAC Healthcare Practice Leader with Zebra Technologies Asia Pacific • Deputy CIO for 25 years in various organisations such as Farrer Park Hospital, MOH Holdings, National Healthcare Group, StarHub and Indovision (Jakarta) • 2017 to May 2019: Member of SGTECH TeSA Sector Committee for Healthcare • BA, Mathematics, Concordia College, New York
	Chairperson of Information Technology Committee	1/1/2019		

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

Woo Sin Yue and Kimarie Cheang have resigned from the AWWA Board on 14 September 2019 and 4 October 2019 respectively.

Board Committees

AUDIT		Committee Meeting Attendance*
Ms Eleanor Lee	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Ms Patricia McKean	Member	2/3
Ms Chung Wei Han	Ex-Officio	2/2

COMMUNITY PARTNERSHIP		Committee Meeting Attendance*
Ms Beatrice Chen	Chairperson (Appointed 15 September 2019)	5/5
Ms Kemmy Koh	Vice Chairperson (Appointed 15 September 2019)	4/5
Mr Puneet Singh	Member	1/5
Mrs Maureen Chan	Member	3/5
Mrs Elizabeth Choy	Member	4/5
Ms Clara Yue	Member	3/5
Ms Shan Tjio	Member	3/5
Ms Diana Neo	Member	2/5
Ms Woo Sin Yue	Member	5/5
Ms Chung Wei Han	Ex-Officio	2/2
Ms Kwan Liling	Member (Resigned 15 June 2019)	0/1

The Fund Raising Committee and the Corporate Communications Committee were merged into the Community Partnership Committee on 15 September 2019. Consequently, the members' appointments were transferred to the Community Partnership Committee.

Woo Sin Yue resigned from the AWWA Board on 14 September 2019. She continues to serve as a member of the Community Partnership Committee.

FINANCE		Committee Meeting Attendance*
Ms Ng Chin Yu	Chairperson	3/3
Ms Clara Yue	Member	3/3
Ms Loy Wee Khim	Member	3/3
Ms Sheila Ng	Member	3/3
Ms Tio Guat Kuan	Member	3/3
Mr Charles Yap	Member (Appointed 15 September 2019)	2/2
Ms Chung Wei Han	Ex-Officio	2/2
Mr Natarajan Subramaniam	Member (Term ended on 14 September 2019)	1/1

HUMAN RESOURCES		Committee Meeting Attendance*
Ms Ayadurai Jeyamalar	Chairperson	3/3
Mr Paul O'Malley	Member	3/3
Mr Jayakody Vengadaselam	Member	3/3
Ms Angie Tan	Member	3/3
Ms Chung Wei Han	Ex Officio	2/2
Mr Soumitra Gupta	Member (Term ended on 14 September 2019)	0/1

Board Committees

INFORMATION TECHNOLOGY		Committee Meeting Attendance*
Mr James Woo	Chairperson	4/4
Mr Stan Lin	Member	2/4
Mr Joseph Choo	Member	3/4
Mr Vincent Lee	Member	2/4
Mr Chan Wai Leong	Member	2/4
Mr Ho Khai Leng	Member (Appointed 29 November 2019)	1/1
Ms Chung Wei Han	Ex Officio	2/2
Mr Ng Chun Kiam	Member (Resigned 10 September 2019)	0/2

INVESTMENT		Committee Meeting Attendance*
Ms Loy Wee Khim	Chairperson	3/3
Ms Ng Chin Yu	Member	3/3
Mrs Rosana Quek	Member	3/3
Ms Chung Wei Han	Ex Officio	1/2

NOMINATIONS		Committee Meeting Attendance*
Mr Chan Wai Leong	Chairperson	3/3
Ms Saleemah Ismail	Member	3/3
Mr Yoon Wai Nam	Member	3/3
Mr Syed Ali Abbas	Member	3/3
Ms Janice Ang	Member (Appointed 15 September 2019)	2/2
Ms Chung Wei Han	Ex Officio	1/2
Mrs Sandra Berrick	Member (Term ended 14 September 2019)	0/1

PROGRAMMES AND SERVICES		Committee Meeting Attendance*
Mrs Rosanna Quek	Chairperson (Appointed 15 September 2019)	2/2
Ms Ayadurai Jeyamalar	Member	4/4
Ms Ng Chin Yu	Member	4/4
Mr Natarajan Subramanian	Member	4/4
Ms Genevieve Tan McCully	Member	3/4
Dr Chen Shiling	Member (Appointed 15 September 2019)	1/2
Ms Lim Sok Hia	Member (Appointed 15 September 2019)	1/2
Professor Ma Kheng Min	Member (Appointed 29 November 2019)	1/1
Ms Chung Wei Han	Ex Officio Chairperson (Term ended 14 September 2019)	2/2 2/2
Ms Jane Lim	Member (Term ended 14 September 2019)	0/2

RISK MANAGEMENT		Committee Meeting Attendance*
Mr Natarajan Subramanian	Chairperson	3/3
Mr Gilbert Ponniah	Member	2/3
Ms Wong Toon Kok	Member	2/3
Mrs Rosana Quek	Member	3/3
Ms Kay Pang Ker-Wei	Member	2/3
Ms Chung Wei Han	Ex Officio	0/2
Ms Kimarie Cheang	Member (Resigned 4 October 2019)	0/1
Mr Edmund Wong	Member (Term ended 14 September 2019)	1/1
Ms Claire Lim	Member (Term ended 14 September 2019)	0/1

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

OTHER COMMITTEES

MEDIFUND		Committee Meeting Attendance*
Ms Tio Guat Kuan	Chairperson (Appointed 1 July 2019)	2/2
Ms Low Wai Peng	Member	2/2
Ms Koh Hui Ngo	Member	2/2

SCHOOL MANAGEMENT		Committee Meeting Attendance*
Mrs Rosana Quek	Chairperson	5/5
Mr Leow Wen Pin	School Supervisor	5/5
Ms Loy Wee Khim	Honorary Treasurer (Appointed 1 April 2020)	5/5
Ms Clara Yue	Member	4/5
Mrs Ruby Seah	Secretary / School Principal	5/5
Mr J R Karthikeyan	Member (Appointed 9 November 2019)	2/2
Dr Eunice Tan	Member (Appointed 1 April 2020)	NA
Ms Janice Beh	Member, Ministry of Education Representative	5/5
Ms Morene Sim	Member, National Council of Social Service	5/5
Ms Ong Sian Tjoe	Member (Term ended 31 March 2020)	4/5
Mrs Leaena Tambyah	Advisor (Resigned 7 January 2020)	NA

*Attendance is indicated as the number of meetings attended over the number of meetings scheduled. As the committee member was appointed during the financial year, the number of meetings scheduled may vary.

Chief Executive Officer and Service Leads

Scan the QR codes to go to each bio.



MR J R KARTHIKEYAN (KARTHIK)
CEO & Ex-officio of Board and Board Committees



MRS SELINA FOONG
Senior Director
Corporate Services



MR EDWIN YIM
Director
Early Intervention



MS NG LEE LEE
Assistant Director
Adult Disability & Inclusion



MS HUIXIA SEE TOH
Assistant Director
Family Services



MS MICHELLE YEO
Acting Head
Human Resources

TOTAL ANNUAL REMUNERATION FOR TOP 3 SENIOR EXECUTIVES

Remuneration Bands	No of Executives
S\$100,000 - S\$199,999	1
S\$200,000 - S\$299,999	2



MR SAIRAM AZAD
Deputy Director
Health and Senior Care



MR MANOJ PATHNAPURAM
Deputy Director
Allied Health Professional Group
(Operations) & Youth Disability



MS POOJA BHANDARI
Deputy Director
Corporate Development



MRS RUBY SEAH
Principal
AWWA School



MS JOYCE LUM
Deputy Director
Allied Health Professional Group
& Corporate Services

BOARD MEETING ATTENDANCE OF CEO

Name	Designation	Board Meeting Attendance
Mr J R Karthikeyan	Chief Executive Officer*	5/6

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

APPOINTMENTS

Appointment	Name	
Acting Head, Human Resources	Ms Michelle Yeo	Appointed (1 February 2020)
Deputy Director, Health and Senior Care	Mr Sairam Azad	Appointed (1 August 2020)
Senior Director, Disability and Inclusion	Mrs June Tham	Contract Ended (31 December 2019)
Director, Health and Senior Care	Mr Ng Herk Low	Resigned (31 July 2020)
Director, Community Partnership	Ms Cynthia Lee	Resigned (31 August 2020)

Corporate Governance

COMPOSITION OF THE BOARD

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

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

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

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

No Director receives remuneration for his services as a Director. No staff member of AWWA is a director. The CEO is an ex-officio member who has the right to attend all Board and Board Committees meetings but does not vote on any resolution of the Board.

BOARD RENEWAL AND TERM LIMITS

The Board plans for its renewal and succession. Under AWWA's Constitution, one-third of those directors who are not concurrently members of the Board of Management of the Association (or if their number is not divisible by three, the number closest to one-third) shall retire from office at each annual general meeting. Directors who retire are eligible for re-election in FY2020/21.

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

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

BOARD EVALUATION

After having used an external third party for the past board evaluation, the AWWA Board decided to conduct a board evaluation internally in December 2019 through a comprehensive survey questionnaire and post-evaluation discussions with each director. The evaluation was completed in January 2020. There was a good diversity of opinions and overall scores showed consensus on many areas such as strategic direction, key priorities and succession.

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;
- d. Programmes, Services and Investments - Approval of new and cessation of existing programmes and services;
- e. Financial reporting and controls - Approval of any significant changes in accounting policies or practices, changes in the financial approval limits and bank signatories, annual budgets, reports and accounts.

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

All new Directors and Board Committee members are given a board induction kit which contains organisational information such as Board and Committee contacts, the Constitution of the Company, Terms of Reference and Regulations of Board Committees, the Conflict of Interest Policy, Whistle-blowing Policy, Ethical Code of Conduct, amongst others. In addition, they are encouraged to attend an induction session where they will be introduced to AWWA's services, the CEO and Service Leads.

The committees established by the Board comprise of the following-

Corporate Governance

COMMITTEES	TERMS OF REFERENCE	COMMITTEE REPORT
AUDIT	<p>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.</p> <p>The AC also reviews the internal audit reports over the effectiveness of, and adherence to AWWA’s internal financial controls and systems.</p>	<p>During the year, the AC conducted meetings with the external auditors to review the scope, results and findings of the external audit. The AC worked with the external auditors in enhancing the disclosure in the financial report.</p> <p>Together with the Finance Committee, the AC participated in a review of the selection for a new cloud-based ERP software and worked with management in the appointment of new internal auditors and finalisation of the internal audit scope.</p> <p>The AC also provided guidance to management to strengthen existing internal control processes.</p>
COMMUNITY PARTNERSHIP	<p>The Community Partnership Committee (“CPC”) advises the Board on matters relating to corporate communications, volunteer management and fundraising strategies and programmes in furtherance of AWWA’s mission.</p>	<p>The Corporate Communications and Fundraising Committees were merged into the Community Partnership Committee on 15 September 2019 to provide an integrated oversight of corporate communications, fundraising and volunteer management strategies and programmes.</p> <p>During the year, the CPC reviewed and provided guidance on the corporate communications, fundraising and volunteer management strategic plans. The CPC oversaw a revamp of the AWWA website for clearer reporting of service information; the commencement of a comprehensive three-phase Crisis Communications plan and a review of the Volunteer Management Handbook. The committee continued to monitor progress in meeting annual fundraising targets and ensured that AWWA’s fundraising policy is in compliance with regulatory requirements.</p> <p>As part of AWWA’s 50th Anniversary celebrations, a new corporate video was commissioned to mark the occasion.</p>
FINANCE	<p>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.</p>	<p>The FC continued to maintain an overview of financial performance through the review of monthly financial statements as well as the annual budget. The Committee also continued to work closely with the Programme and Services Committee (“PSC”) in the review of financial projections for new programme proposals. During the year the Committee participated in the evaluation and selection of a cloud-based ERP software as well as the review of the financial standard operating procedure handbook. The FC also acted as a sounding board to the finance department as and when required.</p>

COMMITTEES	TERMS OF REFERENCE	COMMITTEE REPORT
HUMAN RESOURCES	The Human Resources Committee ("HRC") advises the Board in fulfilling its obligations in overseeing areas of governance and operations relating to human resources, including performance, compensation and succession matters.	<p>The HRC helps AWWA's HR department attract, motivate and retain staff. Members of the HRC also contribute as advisers in special projects that include organisational development and strategy setting for AWWA. In connection with this, in FY 2019/2020, the HRC was involved in several major projects that are still ongoing:</p> <ol style="list-style-type: none"> People related practices: AWWA exceeded many of the national benchmarks, and several projects have been started to maintain the momentum; Compensation: In view of the salary increases in the Social Services and Health sector, AWWA HR launched a comprehensive review of compensation to ensure best practices were in place; and Organisation restructure: Working with the Board and CEO to strengthen the AWWA structure and practices to widen the range of services offered to clients.
INFORMATION TECHNOLOGY	The Information Technology Committee ("ITC") advises the Board in planning and strategizing Information Technology in furtherance of and in accordance with AWWA's mission and vision. The ITC evaluates, monitors, reviews and appraises the progress and effectiveness of the IT programmes.	<p>During the year, the ITC worked closely with the IT team to review and update the IT Strategy Plan to align with the changing priorities of AWWA and in full support of the AWWA Strategy Thrusts 2019-2023 introduced back in 2019.</p> <p>The committee had initiated work to kickstart the creation of an Infosecurity policy which is being mapped back to ISO27001 framework and standards. Given that this is a very comprehensive framework, policies are created according to the relevance and importance to AWWA.</p> <p>Regular reviews on key IT initiatives were carried out. ITC members were briefed on the progress and challenges, and provided the opportunity to provide their views/ guidance.</p>
INVESTMENT	The Investment Committee ("IC") advises the Board on matters concerning AWWA's investment strategies, and oversees AWWA's investment portfolio in accordance with policies approved by the Board and ensures that policies are in compliance with existing regulatory requirements.	During the year, the IC worked closely with AWWA's Finance team to ensure that cash resources are managed in an efficient and effective manner within an acceptable risk framework approved by the Board. This includes diversifying AWWA's investments across strong institutions, types of investments and investment maturities.
NOMINATIONS	The Nominations Committee ("NC") advises the Board on matters concerning the appointments of new members to the Board and the various Committees, and reviews the structure, size and composition of the Board and Committees, and evaluates the Board's performance in line with best practices once every three years.	During the year, the NC continued to help identify, assess and recruit new volunteers to join the various Board Committees. In addition, the NC conducted the board evaluation.

Corporate Governance

COMMITTEES	TERMS OF REFERENCE	COMMITTEE REPORT
<p>PROGRAMMES AND SERVICES</p>	<p>The Programmes and Services Committee (“PSC”) evaluates new programmes proposed by the various AWWA services and recommends the appropriate course of action to the Board. The PSC also provides updates to the Board on the progress of certain programmes and services. In addition, the PSC assists the Board by reviewing and appraising certain programmes and services to ensure their continued relevance to the needs of the community and alignment with AWWA’s objectives.</p>	<p>The PSC reviews new projects and pilots as well as monitor existing Services. Current work-in-progress projects include Care Beyond Walls (in partnership with Lien Foundation to explore a creative care model in Dementia Care with community engagement), Project Bridge (a collaboration with SG Enable to support working adults with disabilities), Adult Disability Home and Inclusion Inc. (in partnership with Montfort Junior School and funding from Lien Foundation to support inclusion in mainstream schools).</p> <p>In the recent months, the PSC evaluated proposals for various new initiatives such as Project UpNorth (Silver Station and CREST to establish a dementia friendly community in the north of Singapore) and the relocation of the Integrated Home and Day Care Centre in view of service expansion, operational efficiency and strengthening of the Ang Mo Kio Village concept for Seniors. The PSC also conducted a strategic review of Yishun DDCC as the centre was not meeting its targeted enrolment. Certain cost management and staff reorganisation were made resulting in efficiencies all round.</p>
<p>RISK MANAGEMENT</p>	<p>The Risk Management Committee (“RMC”) advises the Board on AWWA’s risk strategy and policies as well as risk governance and oversight. The RMC’s responsibilities include reviewing the adequacy and effectiveness of the Group’s risk framework and ensuring that AWWA’s risk management is in alignment with its risk appetite and tolerance.</p>	<p>During the year, the RMC continued to monitor AWWA’s risk strategy and policies. It conducted regular reviews of the adequacy and effectiveness of AWWA’s risk framework while monitoring the implementation of risk mitigation plans</p>

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 Finance Manager who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The external auditors, in the course of their annual statutory audit, review and test the operating effectiveness of internal controls to enable them to arrive at their audit opinion. AWWA also engages internal auditors to audit the organisation's operations and procedures. Management, in consultation with the Audit Committee, considers the recommendations made by external and internal auditors to improve controls and implements changes as appropriate. Implementation of recommendations by the external and internal auditors are reviewed and monitored by the Audit Committee.

The Board receives monthly financial reports of the financial position of the organisation. These are first reviewed by the Finance Committee to identify unusual items and transactions as well as for deviations from the annual budget of both income and expenditure. Financial risks such as 'failure of annual budgets not being in alignment with strategic plan', 'policy on reserves are adequate to meet planned objectives' and 'cash flow difficulties or impact due to delay in receipt of funds' come under the purview of the Risk Management Committee.

The Board's responsibility includes monitoring of funds received as donations or from funding agencies to ensure that they are used for the specific purpose they are intended. The Board's policy is to have reserves to meet the expenses of non-funded programmes and services as well as those in deficit. Funding for programmes and services are annually reviewed by the Board to ensure long-term sustainability of AWWA's

programmes and services. Funds in excess of immediate needs are invested as fixed deposits with approved banks in Singapore or in Singapore dollar bonds of good credit standing, a list of which is pre-approved by the Board. The portfolio of investment is reviewed at each meeting of the Investment Committee.

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

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

RESERVES POLICY

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

HUMAN RESOURCES MANAGEMENT

As at 30 June 2020, AWWA has 740 employees. Under the guidance of the Human Resources Committee (HRC), the Human Resources (HR) Department ensures that it has policies and procedures that continue to attract people who have the abilities, experience and attributes to help empower AWWA's clients with independence and dignity.

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

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

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

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

VOLUNTEER MANAGEMENT

Volunteers, either individuals or corporates, are needed to fulfil programme requirements for AWWA services. Annually, AWWA engages over 10,000 volunteers in over 30 types of activities across all services. There was a drop

in volunteerism in February and March due to cessation of all volunteering activities in accordance with advisories issued by the Multi-Ministry Taskforce on COVID-19.

Typically, January to March are peak months for volunteering because of festive celebrations.

Over 90% of AWWA's volunteers are from corporates and schools. The Community Partnership team manages volunteer enquiries and matches programme/client requirements with volunteers' requirements. New volunteers go through the due process which includes compliance with the Personal Data Protection Act 2012 (the "PDPA") and Pledge of Confidentiality. In addition, face-to-face interviews and background checks are conducted for persons who sign up individually to volunteer at AWWA. This is regardless of the number of times they volunteer.

Pre-event briefings are conducted for all volunteers. In 2019, more than 1,000 new corporate volunteers were enrolled in the eOrientation (online training modules) programme which provides an overview of AWWA, Code of Conduct, Rights of Volunteers, Expectations of AWWA of its volunteers, Safety and Emergency Procedures, information about the service they will be volunteering at, and management of the clients they will be interacting with. On-site briefings are also conducted on the day of the volunteering event, with reference to the activity and clients the volunteers will be interacting with.

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

CONFLICT OF INTEREST POLICY

AWWA has a Conflict of Interest Policy and operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The Policy is read and acknowledged by each member of the AWWA Board, the Board of Management of the Association, the Board Committees and employees, upon appointment

and annually thereafter during the term of office. In the event a conflict of interest situation arises, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter.

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

PERSONAL DATA PROTECTION ACT POLICY

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

WHISTLE-BLOWING POLICY

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

In line with this commitment, the Whistle-blowing Policy aims to encourage staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of AWWA to raise concerns or to report malpractices or misconducts, and to offer assurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. AWWA's Whistle-blowing Policy is available on our website for reference. The Board investigated the only complaint received during the financial year from a staff member, and the matter was satisfactorily concluded with no further action being required.

CODE OF CONDUCT

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

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

CULTURAL COMPETENCY AND DIVERSITY

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

ANNUAL GENERAL MEETING

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

People Giving to People

While AWWA receives government funding for many of its programmes and services, additional funds are needed to deliver crucial value-added programmes and services that make a difference to the lives of our clients. In addition, funds are required to support overhead expenses to ensure continued delivery of services.

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

We raised a total of \$357,500 to support our clients via 2 fundraiser activities, SPOT Sings for AWWA and iFLY. On 21 September 2019, AWWA held its annual fundraiser ‘SPOT Sings for AWWA’ at School of the Arts, Singapore (SOTA). ‘SPOT Sings for AWWA’ is a musical performance featuring songs from classical opera, stage musicals and art songs performed by Spot Pocket Opera Theatre (‘SPOT’), a not-for-profit organisation. AWWA also raised funds from the sale of iFLY tickets during the period of June to September 2019.

SPOT SINGS FOR AWWA AND IFLY

- Amount Raised*: \$357,500
- Fundraising Costs: \$50,956
- Fundraising Efficiency Ratio: 14.25%

* The amount raised excluded a grant of \$50,000 from ToteBoard which was reflected under Voluntary income in the financial statements.

In FY2019/20, AWWA raised \$6,943,718 (for both tax and non-tax donations)

through various initiatives. The Community Partnership Committee works together with the Community Partnership team to achieve this. AWWA ensures that funds received are properly documented and received, and that donor confidentiality is respected. AWWA currently does not use commercial fundraisers.

Breakdown of Donors

Corporates	42%
Individuals	21%
Foundations	36%
Institutions	1%

Breakdown of Donations

Children and Youth Disability Services	26%
Health and Senior Care Services	41%
Headquarters and Shared Services	16%
Adult Disability Services	10%
Family Services	7%



VOLUNTEERS

AWWA is fortunate to have volunteers from all walks of life who have dedicated their time to make an impact in the lives of others.

Volunteers are close to our hearts, because AWWA itself was started in 1970 by a visionary group of volunteers who sought to empower the disadvantaged to maximise their potential to lead dignified and independent lives. We are heartened by the fact that 50 years on, that mission has been carried through by so many of our volunteers, who continue to be quiet partners in our journey.

Statistics from April 2019 – March 2020

Number of Volunteer Opportunities	10,067
Total Number of Volunteer Hours	45,698
Breakdown of Volunteer Opportunities	
Corporate	7,158
Schools	2,000
Individuals	909
Man-hour savings	\$480,905

Our heartiest gratitude goes out to all our volunteers. Thank you!

GET INVOLVED:

Write in to us at volunteer@www.awwa.org.sg or give us a call at 6511 5200.

Service Highlights

FUNDS RAISED:

Over
\$7,300,000



NUMBER OF VOLUNTEER OPPORTUNITIES:



Over
10,000



Over
2,300
Children and youths
with additional needs
served

Over
4,750
home and school
visits conducted for
youths with disabilities
in mainstream schools



Over
185,000

hours of intervention and service provided through Allied Health Professional Group

Over
500

family units served through Family Services



Over
5,400

seniors, their caregivers and members of the community served through Health and Senior Care activities and mental health outreach events

Empowering our Clients

Advocacy

Following the success of the inaugural AWWA Inclusion Experts Series (AIES) in November 2018, we held two more AIES sessions in April and November 2019 respectively. The second session, Supporting Learning Through the Ages, drew a crowd of over 400 participants, and was graced by Mr Eugene Leong in his capacity as Chief Executive Officer of the Early Childhood Development Agency. Fronted by Dr Amelia Roberts, Senior Teaching Fellow at UCL Institute of Education and Deputy Director of UCL Centre for Inclusive Education, topics discussed include, understanding how Universal Design affects children and how this supports the concept of High Quality Teaching, and ways in which educators and practitioners can remove barriers to learning. The session culminated with a poll and panel discussion, and the findings were featured in an article published in The Straits Times. The third session, Inclusive Values in Education, was fronted by Ms Serena Hemmings, Executive Head Teacher at Platanos Trust's Castle Hill Academy, and prominent voice in the development of inclusive community schools in the United Kingdom. The session was graced by Parliamentary Secretary, Ms Rahayu Mahzam, and to date, the AIES has reached out to over 1,500 participants over three sessions. Advocacy for better inclusion continues to be relevant and critical today, and we're already currently in the midst of planning a fourth AIES session virtually, due to COVID-19.



ABOUT THE AIES

The AIES seeks to bring together professionals of diverse backgrounds within the Inclusive Education space. Through the sessions, professionals from mainstream, inclusive, integrated and special educational settings will have opportunities to gain insights, acquire new inclusion-related information and enhance their skillsets so that they can mindfully work towards practising better inclusion across various settings.

New Programmes and Services

AWWA VILLAGE – COMMUNITIES OF CARE (ANG MO KIO)

Started in April 2020, AWWA Village aims to empower seniors to age in place within the community, so they can live in dignity and with optimal independence. We will extend outreach efforts to serve the elderly population living within the Ang Mo Kio catchment, to promote social participation and ensure the optimal health of these seniors. We will also foster partnerships with various service providers, to streamline referral processes and establish a continuum of care to ensure a seamless transition from hospital to home.

COMMUNITIES OF CARE (WOODLANDS)

Started in March 2020, Communities of Care (Woodlands) aims to empower seniors to age in place within the community, so they can live

in dignity and with optimal independence. We will extend outreach efforts to serve the elderly population living within the Woodlands catchment area, to promote social participation and ensure the optimal health of seniors. We will also foster partnerships with various service providers, to streamline referral processes and provide targeted individual support for high users of healthcare services.

CARE BEYOND WALLS DEMENTIA DAY CARE CENTRE @ (ANG MO KIO & YISHUN)

Started in April 2020, Care Beyond Walls aims to extend care for our dementia clients beyond the walls of our centres, and into the wider community. The project will implement a person-centred care approach, with individualised activity plans for each client. We will also establish a resource centre as well as respite care services to better support caregivers.

Our People – Corporate and Community Highlights

While impacting the lives of clients is at the heart of what we do, AWWA seeks to empower and commemorate each and every member through capacity and capability building, because our diverse skillsets and collective passion have kept AWWA's mission going strong for half a century!

CAPABILITY DEVELOPMENT

- AWWA provided 9 staff with scholarships for further education within this financial year
- 22 staff also attended overseas trainings to gain valuable knowledge and experiences that will provide them with relevant, practical skills that they could use to enhance the quality of care rendered in their own programmes and services in AWWA

MAKING A DIFFERENCE OUTSIDE OF AWWA

Aside from making direct contributions towards AWWA's mission and our causes, many of our staff also play integral roles in providing inputs that shape external sectors.

MS AMY TAN

Assistant Director, AWWA Children and Youth Disability Services

- Member, Coalition of Partners for Caregivers Support, SG Enable

MR BENJAMIN ALEXANDRA WONG

Social Worker, AWWA Family Service Centre

- Member, Catholic Social Workers Group, CARITAS

MS EBBA FERNANDEZ

Clinical Head, Speech Therapy, AWWA Allied Health Professional Group

- Member, Skills Framework for Healthcare

MS ESTHER TAN

Social Work Associate, AWWA Transitional Shelter

- Member, Housing Support Network, Singapore Association of Social Workers

MS EUNICE CHANG

Head of Social Work, AWWA School

- Member, Multi-Agency Advisory Panel (MAAP), Ministry of Education (MOE)

MS EVANGELINE ARCEO NODA MATEO

Senior Occupational Therapist, AWWA Community Integration Service

- Member, Ministry of Health (MOH) School based sub panel
- Committee Member, Singapore Association of Occupational Therapists (SAOT), OT Assistive Tech SIG

MS EVELYN ANG

Subject Head (Arts), AWWA School

- Member, Visual Art Learning Standards Workgroup by MOE SEB
- Member, Universal Design for Learning (UDL) CoP by MOE SEB

MS FAN CHUI FUN HANNAH

Vice Principal, AWWA School

- Curriculum Resource Person (Multiple Disabilities), MOE Home-Schooling Panel

MS GEORGINA KNIGHT-HASSELL

Clinical Head, Occupational Therapy, AWWA Allied Health Professional Group

- Member, Skills Framework for Healthcare
- Clinical Education Coordinator (Occupational), Singapore Institute of Technology (SIT)
- Member, Occupational Therapy Curriculum Review Working Committee, MOH

MS INDAH JALANI

Senior Manager, Registry

- Member, Ministry of Social and Family Development (MSF)-SG Enable Workgroup for the Review of the Enabling Services Management System (ESMS)

MS JASMINA BEGUM D/O M.M AMANULLAH

Assistant Manager, AWWA Family Service Centre

- Member, Central Family Violence Working Group, MSF

DR KELVIN LEE

Clinical Head, Psychology, AWWA Allied Health Professional Group

- Member, Social Service SkillsFuture Tripartite Taskforce (STT) Psychology Sub-Team

MR J. R. KARTHIKEYAN (KARTHIK)

Chief Executive Officer

- Member, Allied Health Professions Council (AHPC), MOH
- Member, Careshield Life Council, MOH
- Member, Complaints Panel, AHPC
- Member, Enabling Masterplan Workgroup on Inclusive Preschool, MSF
- Member, Enabling Masterplan Workgroup on Independent Living, MSF
- Member, Resource Panel for Leadership and Development Scheme and Programmes, MSF
- Member, Social Service SkillsFuture Tripartite Taskforce, MSF
- Member, Advisory Committee for Persons with Disability, National Library Board
- Recipient, Social Service Fellowship, National Council of Social Service (NCSS)

MS MADANARATHI D/O MADAN GOPAL

Subject Head (Life Skills), AWWA School

- Member, Daily Living Skills Workgroup by MOE SEB

MR MANOJ PATHNAPURAM

Deputy Director, AWWA Allied Health Professional Group (Operations) and Youth Disability

- Recipient, Social Service Fellowship, NCSS
- Member, Resource Panel for Leadership Development, MSF
- Member, Social Service Tripartite Taskforce (Therapist Sub-Team), MSF
- Member, Complaints Panel, Allied Health Professions Council
- Member, Scientific Committee, Asia Pacific Autism Conference 2019
- Mentor, Sunray Programme, NCSS
- Member, Sunray Leadership Development and Selection Panel, NCSS

MS MAYA THOMBRE

Centre Manager, Early Intervention Centre (Kim Keat)

- Member, Physiotherapy Curriculum Review Working Committee, MOH

MS MICHELE GAN

Senior Counsellor, AWWA Family Service Centre

- Community Counsellors Sub Committee Member, Singapore Association for Counselling

MS NORAI SHA BTE MOHAMMED

Transition Planning Coordinator, AWWA School

- Member, Universal Design for Learning (UDL) CoP by MOE SEB

MS NURNAIN SAFARIAH BTE SELAMAT*Head of Programme (Acting), AWWA School*

- Core Member, Universal Design for Learning (UDL) CoP by MOE SEB

MR PALANIVELU PANDIARAJAN*Therapy Head, AWWA Health and Senior Care*

- Member, Gym Tonic, Lien Foundation Co – Principal Investigator, National University of Singapore (NUS) Smart Centre Project

MR R V JOICE*Clinical Head, Physiotherapy, AWWA Allied Health Professional Group*

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

MR ROBERT POLLACK*Social Worker, AWWA Transitional Shelter*

- Member, Housing Support Network, Singapore Association of Social Workers
- Head of Training Sub-Committee, Catholic Social Workers Group, CARITAS
- Volunteer, Prison Befriender Singapore After-Care Association (SACA)
- Volunteer, Duty Care Officer National Care Helpline

ROSEDAH BTE MOHAMED ANUAR*Senior Counsellor, AWWA Family Service Centre*

- Member, Central Family Violence Working Group, Ministry of Social and Family Development

MS SA'ADIAH BINTE ABDUL*Social Work Associate, AWWA Family Service Centre*

- M³ Advisory Council Vice-Chairperson, PA MESRA North East District Representative

MR SAIRAM AZAD*Deputy Director, AWWA Health and Senior Care*

- Member, Strategic Advisory Committee (Quality Improvement), Agency for Integrated Care (AIC)
- Member, Training Advisory Panel, AIC
- Member, Clinical and Continuing Education Committee, Home Nursing Foundation
- Member, Health Productivity Fund – Community Care Approval Panel, AIC
- Member, Ang Mo Kio Network – Core Group, National Healthcare Group (NHG)
- Organising Committee Member – Central Health Learning Festival 2019, NHG/Central Health

MS SANDRA TAN*Clinical Head, Social Work, AWWA Disability and Inclusion*

- Vice-chair, Disability Social Work Chapter, Singapore Association of Social Workers

MR SEETHARAMAN PRABAKARAN*Senior Occupational Therapist, AWWA Rehab and Day Care Centre*

- Member – Assistive Tech Special Interest Group, Singapore Association of Occupational Therapists (SAOT)

MS SEE TOH HUIXIA*Assistant Director, AWWA Family Services*

- Member, National Heart Centre Medifund Committee
- Member, Organising Committee, Social Service Leaders Exchange Programme
- Committee Member, FSC Sector Advance, MSF
- Member, Housing Support Network, Singapore Association of Social Workers

MS SITI KHALIJAH BINTE ABDUL AZIZ*Senior Physiotherapist, AWWA Allied Health Professional Group*

- Member, Community Care Skills Standard Framework for Support Care roles by AIC

MS SITI SYUHADA*Social Worker, AWWA Transitional Shelter*

- Member, Housing Support Network, Singapore Association of Social Workers

MS TEOH LI LI*Assistant Treasurer, Chinese Counselling Society (Singapore)*

- Member, Housing Support Network, Singapore Association of Social Workers

MS WANG YU HUI*Senior Manager, Allied Health Professional Group*

- Member, Skills Framework for Healthcare

MS XU YUQI*Senior Social Worker, AWWA Transitional Shelter*

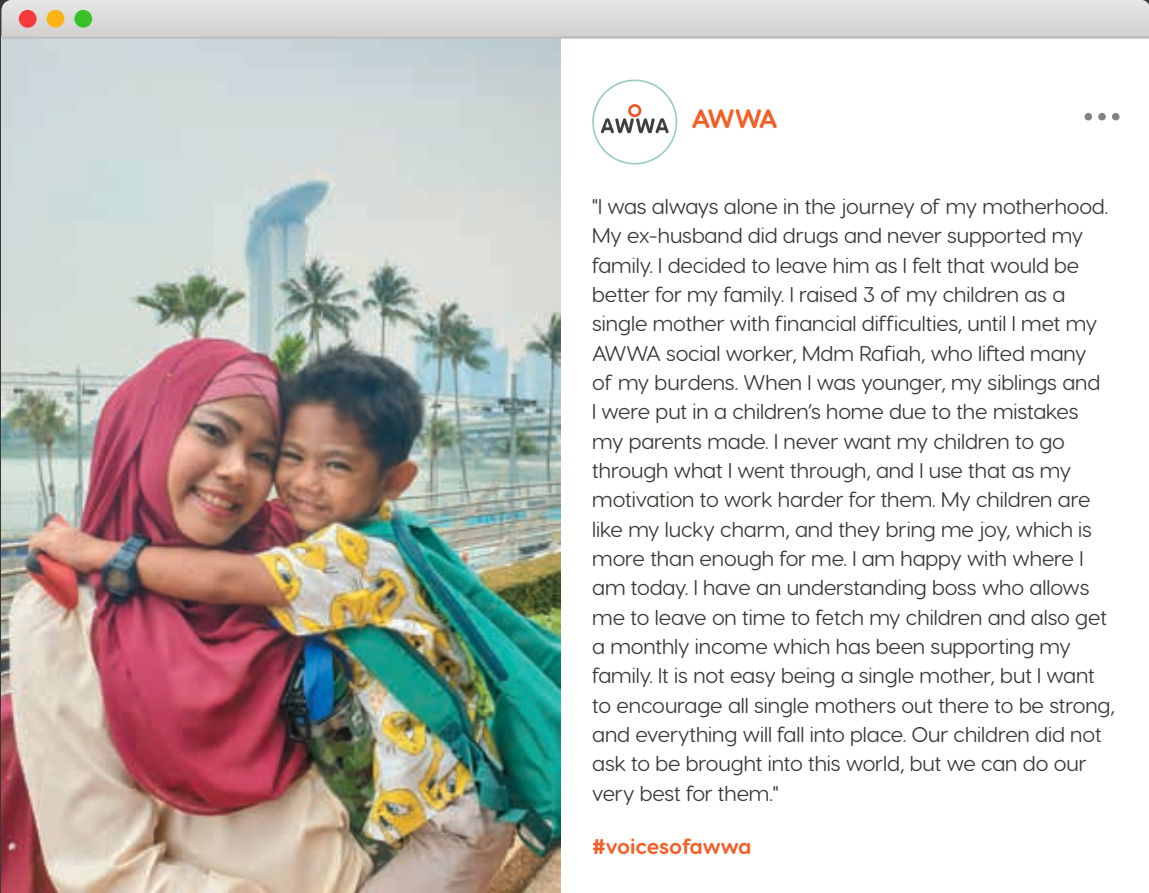
- Member, Housing Support Network, Singapore Association of Social Workers
- Member of Networking Sub-Committee, Catholic Social Workers Group, CARITAS

MS YAP LI WEN*Principal Occupational Therapist, AWWA Allied Health Professional Group*

- Group Lead of Special Interest Group, Singapore Occupational Therapy Association

#VoicesofAWWA

Voices of AWWA is a digital media campaign that highlights the empowering stories of our clients, caregivers, volunteers and staff.



The screenshot shows a social media post with a photo of a woman in a pink hijab and a young boy smiling together. The background of the photo shows a cityscape with palm trees and a tall building. The post includes the AWWA logo, a quote from a client, and the hashtag #voicesofawwa.

AWWA AWWA

"I was always alone in the journey of my motherhood. My ex-husband did drugs and never supported my family. I decided to leave him as I felt that would be better for my family. I raised 3 of my children as a single mother with financial difficulties, until I met my AWWA social worker, Mdm Rafiah, who lifted many of my burdens. When I was younger, my siblings and I were put in a children's home due to the mistakes my parents made. I never want my children to go through what I went through, and I use that as my motivation to work harder for them. My children are like my lucky charm, and they bring me joy, which is more than enough for me. I am happy with where I am today. I have an understanding boss who allows me to leave on time to fetch my children and also get a monthly income which has been supporting my family. It is not easy being a single mother, but I want to encourage all single mothers out there to be strong, and everything will fall into place. Our children did not ask to be brought into this world, but we can do our very best for them."

#voicesofawwa



"I was born with a condition called Spina Bifida, It is a birth defect that occurs when the spine and spinal cord don't form properly. As a result, I am not able to move my lower limbs. A lot of people think that disabled means unable, but the disabled are not only confined to the wheelchair. I lead an active lifestyle despite being physically challenged. 10 years ago I was introduced to para cycling by my AWWA social worker. I discovered my passion for the sport and trained every Saturday. In 2016 I made the national team for para cycling and went on to represent Singapore for the ASEAN Para Games. It was a privilege to be able to compete with other athletes. Although I did not win any medals, it was an eye opening experience and it inspired me to train harder for the sport. I am training for another competition in March and I hope to someday fulfil my dream of competing in the Asian Para Games."

#voicesofawwa



"I struggled a lot in Primary School. I wasn't doing well academically. Classmates would make fun of me. I had difficulties writing so I never completed my examination papers on time. Things took a turn for the better when AWWA stepped in. In Primary 3, I was introduced to AWWA's Community Integration Service. A team of therapists arranged to speak to my school's principal and teachers about my condition. I was granted a 15 to 30 minute extension during examinations. This meant a lot to me because I could finally complete an exam paper. AWWA would also send a mobile therapy van to my school during PE lessons. I would practice standing, balancing and do stretching exercises to delay the deterioration of my muscles. I'm grateful to AWWA for being a part of my academic journey, from primary school all the way to polytechnic. Although I am independent now, the therapists at AWWA still check in on me to make sure I am getting the support and help I need to pursue my dreams."

#voicesofawwa

Let's hear from our staff!



MAKING FUN MEANINGFUL!

In DS/LS, our work is a race against time because we serve young children from 4 to 6 years old, which is the period that 95% of the brain is formed and developed. I believe all children are born with an innate motivation to learn and explore their surroundings in their own way. As Occupational Therapists (OT), we use our observation skills to understand the needs of the child, his/her family and his/her school to create a holistic plan to support the child's developments. We get everyone onto the same boat by sharing their contribution to achieve the goal. For example, in supporting a child with attention and memory deficits, his/her teacher will encourage him/her to be a teacher's helper to remind peers on the tasks they must complete, while parents assign the task of preparing a school bag to the child according to a packing list, that is supplemented by tailored OT intervention at school. Throughout the day, the child's potential can be seen, success is gained, and most importantly, the child can make sense of what is being learned and enjoy changing challenges to fun opportunities along the way.

Kapook , Wisarat Prarakanont

Occupational Therapist, Development Support/
Learning Support

EMPOWERING SENIORS THROUGH OUR CENTRE'S ACTIVITIES!

As an Occupational Therapist with AWWA Dementia Day Care Centre (DDCC), I often think about strategies and ways to tap on our seniors' skills and talents despite their condition. Observing our seniors' participation in the centre's activities, my team members and I spotted some seniors with high functioning abilities. These seniors are able to converse well with others, adhere to instructions and are physically fit. They showed interest in activities and their participation level was high.

An example would be Daisy, aged 74, who joined DDCC after her diagnosis with mild dementia in 2015. Initially, she was reluctant to attend the centre, and her participation in the centre's activities were minimal. Over time, she began to mingle with others and showed interest in activities. Seeing her interest and keen participation in exercise, prompted me to stretch her abilities further. My team members and I began to train her to conduct and lead chair zumba in our centre. After a few weeks of training at our centre, we got her to conduct chair Zumba for 8 sessions at our neighbouring Rehab and Day Care Centre (RDCC). The sessions became so popular and



even got extended to 14 sessions as clients from Rehab and Day Care Centre (RDCC) requested Daisy to continue. We saw this as an opportunity to involve more seniors, and invited Hashim, another client to be a co-facilitator for chair Zumba. Both Daisy and Hashim conducted the sessions dutifully and enjoyed the interaction with the clients from RDCC. My team member and I accompanied them every week for their chair Zumba sessions at RDCC to provide our support and to boost their self-confidence.

Arpita Srivastava

Occupational Therapist
Dementia Day Care Centre

OUR SERVICES

Allied Health Professional Group



Allied Health Professional Group

ALLIED HEALTH PROFESSIONAL GROUP	
BACKGROUND	<p>Started in 2015, Allied Health Professional Group (AHPG) was set up as a hub to build the capacity and capability among Allied Health Professionals (AHPs) while providing a comprehensive range of professional intervention services. The hub supports AWWA's internal programmes and external organisations in the social service, healthcare and education sectors. It serves a wide range of clients from infancy to old age.</p> <p>The Allied Health Professional Group (AHPG) hosts all Allied Health Professionals comprising Occupational Therapists, Physiotherapists, Speech and Language Therapists, Music Therapists and Psychologists under its umbrella.</p>
OBJECTIVE(S)	AHPG was set-up to build the capacity and capability among allied health professionals while providing a comprehensive range of professional intervention services that meet AWWA, AHPG and programme objectives, for different internal services and external organisations in the social service, healthcare and education sectors.
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Health • Ministry of Social and Family Development
STATISTICS / OUTCOMES	A total of 166 allied health professionals supported a total of 72 programmes, including AWWA internal programmes and external social service agencies across Intermediate and Long Term Care (ILTC) and disability sectors. There was a 23% increase in the number of total therapy hours serving both sectors in FY19/20



OUR SERVICES

Service Continuum – Persons with Disabilities



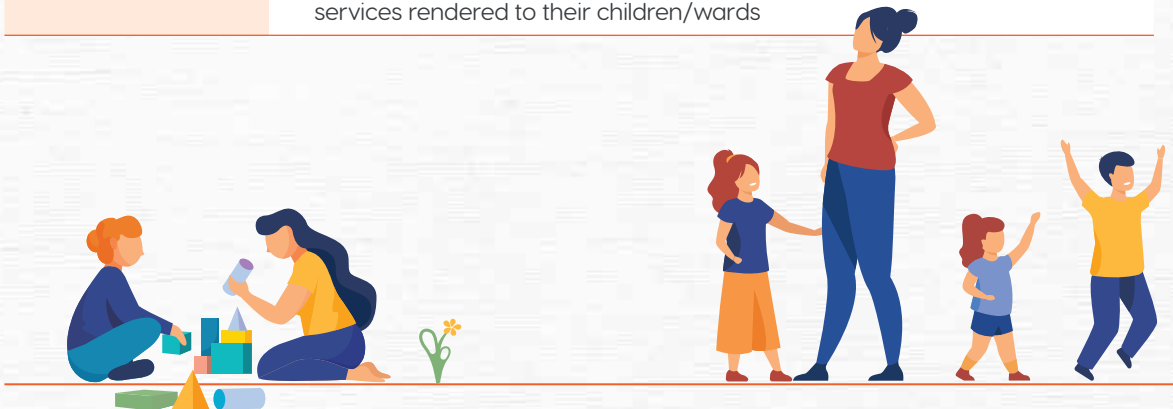
AWWA School

AWWA SCHOOL	
BACKGROUND	Started in 1979, AWWA School provides special education to children with multiple disabilities and children with autism
OBJECTIVE(S)	To maximise the potential for independence and improve quality of life of students with special needs
KEY ACTIVITIES	Other than a structured academic and non-academic curriculum and CCA programme, the school constantly explores collaboration opportunities with stakeholders to expose our students to different platforms in the community that they could participate in and have richer learning experiences. This enables students to develop, as well as generalise and adapt their skills learnt. We embarked on the School-to-Work (S2W) Transition Programme to give our students greater support to move on to the workplace thus increasing the chances of positive post-school outcomes for students and their families.
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Education • National Council of Social Service
STATISTICS / OUTCOMES	<p>AWWA School served 316 students in FY 19/20.</p> <p>Percentage of students who met 75% of their Individualised Education Plan (IEP) goals: 95%.</p> <p>HIGHLIGHTS</p> <p>Satellite Partnership To promote social inclusion for its students, AWWA School has had a satellite partnership with Bowen Secondary School since 2012. Through this partnership, students from both schools have forged friendships and learned about compassion and respect through joint recess, morning workouts, Co-Curricular Activities and National Day Observance Ceremonies.</p> <p>Resource and Training Centre AWWA School also runs the Resource and Training Centre – a toy and book library with over 4,000 resource materials on special needs and learning difficulties, and about 1,000 modified toys for children with various developmental challenges.</p> <p>Awards</p> <ul style="list-style-type: none"> • Lee Kuan Yew Exemplary Student Award 2019 – Chia Meng Yang



Community Integration Service (CIS)

COMMUNITY INTEGRATION SERVICE (CIS)	
BACKGROUND	Formerly known as TEACH ME, Community Integration Service (CIS) started in 1991
OBJECTIVE(S)	CIS aims to support the integration of children and youth with physical disabilities and low vision into their schools and community to reach their fullest potential. This is achieved by empowering clients with skills for holistic development and promoting supportive environments in collaboration with families, educators and community partners.
KEY ACTIVITIES	<p>School Integration (In partnership with the Ministry of Education):</p> <ul style="list-style-type: none"> • Consultations and case conferences with school personnel to identify and address the students' integration needs within the school • Assessment, recommendations and trainings for school personnel and students on the use of education assistive technology • Access accommodation, which are specific accommodations necessary for school and national level examinations • School transition support for children moving into a different educational environment • Increasing the schools' awareness on issues pertaining to disability <p>Community Integration</p> <ul style="list-style-type: none"> • Therapy services (Physiotherapy, Occupational Therapy and Speech Therapy) • Psychological Intervention • Functional Numeracy and Literacy Training • Independent Living Skills Training (ILS) • Career Guidance • Counselling • Sport and Enrichment • Parent / Caregiver Training and Support
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Social and Family Development • Ministry of Education • National Council of Social Service
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • CIS conducted 657 school visits and 4095 home visits, and served 303 clients in FY19/20 • Over 88% of caregivers polled agreed that they were satisfied with the services rendered to their children/wards



Development Support and Learning Support (DS/LS)

DEVELOPMENT SUPPORT AND LEARNING SUPPORT (DS/LS)	
BACKGROUND	Started in October 2012, Development Support and Learning Support (DS/LS) offers early intervention for mainstream pre-school children (K1 and K2) with mild developmental delays to overcome challenges in their early stages of learning.
OBJECTIVE(S)	<p>DS/LS seeks to support children by focusing on their immediate environment, such as parents, teachers and classmates, to help them overcome their challenges holistically. Therapy and learning support are provided to help children generalise skills acquired during intervention to a classroom set-up.</p> <p>DS/LS offers two types of services for children with mild developmental needs:</p> <p>Development Support: Provides children with focused, short-term specialised and individualised intervention once a week over a 15-week period. Intervention includes:</p> <ul style="list-style-type: none"> • Occupational Therapy • Speech and Language Therapy • Educational Therapy • Psychology Therapy <p>Learning Support: Provides children with weekly support over a period of 6 or 10 weeks. It focuses on building language, literacy, and fine motor and social skills.</p>
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Social and Family Development/ Early Childhood Development Agency (ECDA) • National Council of Social Service
STATISTICS / OUTCOMES	DS/LS served 570 clients in FY19/20



Development Support Plus (DS Plus)

DEVELOPMENT SUPPORT PLUS (DS PLUS)	
BACKGROUND	AWWA was involved in the piloting of DS Plus and has since, continued to implement DS Plus in all of our EI @ Centres. Since the roll out in FY 19/20, there are now three times as many families and preschools being supported by AWWA DS Plus.
OBJECTIVE(S)	DS Plus aims to provide children who have made sufficient progress under EI @ Centre, to have a timely transit to receive their intervention in their mainstream preschool setting instead. DS Plus works toward developing the child's participation and integration in the preschool, and also building up the capability and resources for the preschools to support children with varying developmental needs. Families are also empowered through the process to be able to embed the intervention strategies into their everyday interactions, understand their child's needs and strengths, and advocate for their child's needs.
FUNDER(S)	Ministry of Social and Family Development
STATISTICS / OUTCOMES	DS Plus served 91 children in 69 preschools in FY19/20

Early Intervention Continuum

EARLY INTERVENTION CONTINUUM	
BACKGROUND	Started in 2004 and formerly known as Early Years Programme, AWWA EIC operates out of three main centres. EIC seeks to provide children with moderate to severe disabilities with intervention services through varied learning opportunities within routines set in a specialised and integrated environment.
OBJECTIVE(S)	AWWA EIC Continuum seeks to provide children with developmental needs and their families with timely access to a continuum of effective, child-centric and family-centred Early Intervention (EI) services. These services are provided seamlessly, in a natural learning environment, working in tandem with the medical and educational systems, to empower families and maximise the potential of each child.
KEY ACTIVITIES	<p>SERVICES IN AWWA EARLY INTERVENTION CONTINUUM INCLUDE:</p> <p>EI @ CENTRE:</p> <p>EIPIC @ CENTRE</p> <p>The EIPIC @ Centre programme provides service for clients with moderate to severe developmental needs at the centres. The client's goals are embedded into planned classroom activities as well as daily routines in the centre and at home. This provides more learning opportunities for the children in the centre, at home and in the community to reach their individual learning and developmental goals and objectives, through active participation in daily routines and play activities.</p>

EARLY INTERVENTION CONTINUUM

EIPIC @ HOME

The EIPIC @ Home Programme provides services for clients who are too medically frail to travel to the EIPIC @ centre programme and /or who face high risk family factors that make participation in centre-based settings difficult. They should receive EIPIC @ Centre services under the “home-based provision” (EIPIC @ Home). EIPIC @ Home programme requires clients to be accompanied by their parents/caregivers during the intervention hours at home.

EIPIC HIGH NEEDS PROGRAMME

The EIPIC High needs programme at centre provides services for clients between 0 to 6 years old with high-support needs, Autism Spectrum Disorder (ASD), or disabilities and severe co-morbidities, and we provide additional and intensive support on a case-by-case basis. The clients will receive a short, intensive burst of intervention by EI professionals at the centre including home intervention and caregivers’ engagement. The aim is to gradually introduce social interaction in a group setting within EIPIC @ Centre programme within 6 months unless justifiable.

EIPIC Under-2s (First Leap):

The EIPIC Under-2s programme serves clients below two years within their natural environments. Similar to the existing EI @ Centre, EI under 2s programme requires clients to be accompanied by their parents/caregivers, who will receive training to carry out intervention strategies in the child’s daily routines at home. Such strategies embed learning opportunities throughout the children’s daily lives, and may lead to more sustainable outcomes. This programme helps parents/caregivers in building their parenting confidence and it gets them involved in all aspects of early intervention. At the age of two, the children will then transit to the EI @ Centre programme.

FUNDER(S)

Ministry of Social and Family Development
National Council of Social Service

Each year, AWWA fundraises for transport costs and financial hardships experienced by clients and their caregivers, alongside additional funds for facilities and equipment maintenance, and caregiver activities. These are largely funded through donations from corporates like SGX and foundations like Chua Foundation.

STATISTICS / OUTCOMES

EIC served 1027 clients in FY19/20

Additional Highlights

EIC staff have participated and contributed to the following committees

- Social Service Skills Future Tripartite Taskforce (MSF & ECDA)
- Early Intervention Conference 2020 (organising committee)
- Curriculum Review Working Committee (MOH)

Kindle Garden (KG)

KINDLE GARDEN (KG)	
BACKGROUND	<p>Started in 2016, Kindle Garden is a SPARK-accredited preschool.</p> <p>Programmes</p> <ul style="list-style-type: none"> • Toddlers Programme (Little Explorers): 18 – 36 months • Kindergarteners Programme (Little Investigators): 4 – 6 years <p>Kindle Garden’s programmes are accessible for all children including those diagnosed with additional needs such as Global Developmental Delay, Cerebral Palsy, Down syndrome and hearing and visual impairment</p>
OBJECTIVE(S)	<p>KG seeks to provide a non-discriminatory curriculum for both typically-developing children and children with additional needs, encouraging them to embrace diversity and develop mutual respect and understanding from an early age.</p>
FUNDER(S)	<p>Ministry of Social and Family Development (Early Childhood Development Agency) provides funding for activities supporting children with additional needs</p>
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • KG served 70 clients in FY19/20 • KG has been awarded the Singapore Pre-school Accreditation Framework (SPARK) Certification with a tenure from 2018 – 2024



Special Student Care Centre (SSCC)

SPECIAL STUDENT CARE CENTRE (SSCC)	
BACKGROUND	Started in 2006 and formerly known as SMILES, SSCC is an after-school care centre for students with additional needs.
OBJECTIVE(S)	<ul style="list-style-type: none"> • Provide physical care and opportunities for social interaction in a safe environment for students with additional needs • Enrich the quality of life through enrichment activities and life-skills training programmes, as well as outdoor activities • Provide caregivers with respite and a chance to return to the workforce
KEY ACTIVITIES	<ul style="list-style-type: none"> • House craft • Art and craft • Performing arts • Cat and Dog Therapy • Modified Sports • Music and Movement • Art Therapy • Adaptive Daily Living Skills • Story Telling • Outdoor activities
FUNDER(S)	<p>SSCC is not directly funded by any organisation.</p> <p>The Ministry of Social and Family Development (MSF) and SG Enable provide fees and transport subsidies to parents/caregivers of clients who require financial assistance, and all clients are means-tested.</p> <p>Each year, AWWA also fundraises for transport costs and financial hardships experienced by clients and their caregivers, alongside additional funds for materials and activities.</p>
STATISTICS / OUTCOMES	<p>SSCC served 42 clients in FY19/20</p> <p>Activities Over 260 activities are conducted internally for clients each year. In 2019, clients participated in a total of 12 outings by various volunteer groups.</p> <p>Accreditation SSCC has been awarded a three-year Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation for Child/Youth Day Care (Children & Adolescents) with a tenure from 2020 to 2023, after first being accredited from 2017 to 2020.</p> <p>It is the only SSCC in Singapore to be CARF Accredited</p> <p>Satisfaction Surveys</p> <ul style="list-style-type: none"> • Over 93% of caregivers agree that SSCC has successfully taken care of their child/ward's basic needs while at the centre • 86% of caregivers agree that with their child/ward enrolled in SSCC, they have time and opportunities for themselves to pursue work and other activities

OUR SERVICES

Service Continuum - Families and Seniors



Family Service Centre (FSC)

FAMILY SERVICE CENTRE (FSC)	
BACKGROUND	Started in 1970, AWWA Family Service Centre (FSC) is a community-based service that provides help and support to individuals and families in need.
OBJECTIVE(S)	Our primary focus in serving vulnerable and low-income individuals and families is to help them achieve independence, stability and resilience. Additionally, our youth programmes adopt a sustainable “hand-up” approach (as opposed to providing just direct financial assistance) to enable them to acquire self-management skills, become resilient individuals, complete their education, and contribute meaningfully back to their community.
KEY ACTIVITIES	<ul style="list-style-type: none"> • Information and Referral Service – Links individuals and families with appropriate agencies and resources in the community, and takes on cases that can be supported by FSC through its Casework and Counselling service • Casework and Counselling - Individual/family consultations with social work practitioners on pragmatic, systemic, interpersonal, intrapersonal, social and emotional challenges in life • Group work - Bringing together a group of clients with similar challenges, needs and concerns to form a supportive community and impart coping skills in dealing with challenges • Community Work – Identifying needs on the ground through community surveys, and outreach activities and events to increase the community’s knowledge on community resources by reaching out to vulnerable groups
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Social and Family Development • Community Chest • Tote Board
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • FSC served 430 clients with its key activities in FY 19/20



Transitional Shelter (TS)

TRANSITIONAL SHELTER (TS)	
BACKGROUND	AWWA commenced operations as a service provider for a Transitional Shelter (TS) in January 2018.
OBJECTIVE(S)	<ul style="list-style-type: none"> • Provide temporary accommodation to displaced families who have exhausted all other means of accommodation • Provide social work intervention to address complex housing and social needs of admitted families to achieve long-term housing options
KEY ACTIVITIES	<p>Casework and Counselling Social workers work closely with the families, especially during the initial few months upon admission, to strengthen family stability. Together, we journey with families on securing long term housing, improved employability and financial situations, as well as keeping children and youths meaningfully engaged in school.</p> <p>Group work and Programmes TS also facilitates the building of social capital for our families by regularly bringing families together to build community support. We also introduce partners to support families with skills and knowledge in areas such as budgeting, financial/debt management and parenting.</p> <p>Post-discharge Support TS continues to support families for six months post-discharge, by creating transition plans and transferring cases to nearby Family Service Centres for continued support</p>
FUNDER(S)	<p>75% of TS' Total Operating Expenditure (TOE) is funded by the Ministry of Social and Family Development</p> <p>The rest of TS costs are covered through funds raised.</p>
STATISTICS / OUTCOMES	<p>TS served 79 families in FY 19/20</p> <p>Close to 50% of families found stable housing after moving out of TS</p> <p>80% of the families managed to move out within 9 months of receiving support and temporary accommodation from TS</p> <p>Often, the lack of housing causes much disruption to families in their employment and children's education. Having found stability at TS, 86% of the residents managed to attain and sustain employment during their stay in TS. About 90% of school-going children also managed to be regularly engaged in school.</p>

Dementia Day Care Centre (DDCC)

DEMENTIA DAY CARE CENTRE (DDCC)	
BACKGROUND	AWWA Dementia Day Care Centre (DDCC) operates out of two locations, Ang Mo Kio (started operations in 2015), and Yishun (started operations in 2018).
OBJECTIVE(S)	DDCC provides maintenance day care services to clients who have mild to severe dementia. DDCC adopts a Person Centred Care approach and offers more individualised and holistic care for clients. DDCC aims to slow down the deterioration of clients' physical and mental functions, thus delaying the need for institutionalisation. DDCC also seeks to provide respite for caregivers of elderly persons diagnosed with dementia.
KEY ACTIVITIES	<ul style="list-style-type: none"> • Occupational and Music Therapy • Club Programme (Spark of Life) • Social and recreational activities • Centre-based nursing • Case Management • Caregiver Support Programme
FUNDER(S)	Ministry of Health
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • DDCC served 177 clients in FY 19/20 • Over 92% of caregivers surveyed agreed that DDCC provides quality care for, and services that meet the needs of their loved ones



Home Personal Care Service (HPCS)

HOME PERSONAL CARE SERVICE (HPCS)	
BACKGROUND	HPCS started in 2014 and was originally known as Personal Care Service (Disability). Previously funded by the Ministry of Social and Family Development, HPCS came under the purview of the Ministry of Health instead in January 2019.
OBJECTIVE(S)	HPCS provides support for adults and the elderly with disabilities, alongside their caregivers. HPCS aims to prolong the ability of home-based clients to stay integrated within the community, and their individual homes, located all over Singapore.
KEY ACTIVITIES	<ul style="list-style-type: none"> • Mind Stimulation Activities • Personal hygiene (showering / bed bath) • Physical maintenance exercises (as prescribed by therapist) • Companionship & Recreation activities • Light Grocery shopping (purchases not more than 3kg within walking distance of client's service address) • Others (E.g. Light Housekeeping) • Home-based Behavioural Intervention Support (HBIS)
FUNDER(S)	Ministry of Health
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • HPCS served 47 clients in FY 19/20 • A client and caregiver satisfaction survey conducted resulted in a positive average score of 4.18 out of 5.

Integrated Home and Day Care Centre (IHDC)

INTEGRATED HOME AND DAY CARE CENTRE (IHDC)	
BACKGROUND	Started in 2016, Integrated Home and Day Care Centre (IHDC) operates via a person-centric model that provides comprehensive home-based and centre-based care for seniors
OBJECTIVE(S)	To delay the institutionalisation of seniors in nursing homes. By being supported in aging at home, seniors can continue pursuing activities that they enjoy, allowing them to maintain their independence and autonomy within their communities.
KEY ACTIVITIES	<ul style="list-style-type: none"> • Case management and care coordination • Day Care services: Social activities, maintenance rehabilitation • Home Care and Support: Home medical and nursing, personal care, meals delivery, medical escort • Dementia Care: Cognitive exercises, maintenance activities • Caregiver training and support • Management of an after-hours helpline
FUNDER(S)	Ministry of Health
STATISTICS / OUTCOMES	IHDC served 45 clients and 40 caregivers in FY19/20

Integrated Resource and Network (IRENE)

INTEGRATED RESOURCE AND NETWORK (IRENE)	
BACKGROUND	Started in 2014, Integrated Resource and Network (IRENE), seeks to promote mental wellness among seniors aged 50 and above
OBJECTIVE(S)	<ul style="list-style-type: none"> • Promote awareness on good mental wellbeing among seniors who are at risk of being socially isolated • Promote active aging through early detection, and preventative efforts
KEY ACTIVITIES	<ul style="list-style-type: none"> • Outreach activities to seniors and caregivers to promote awareness on importance of good mental wellbeing • Conduct screenings to support early detection of signs and symptoms of mental health conditions • Provide information and emotional support to seniors and caregivers by linking them up with other complementary services in the community • Promote active aging through physical exercise, brain-stimulating activities, social connectivity, dietary advice
FUNDER(S)	Agency for Integrated Care
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • IRENE served 307 clients in FY 19/20 • In a survey conducted, 100% of respondents polled mentioned that they were satisfied with IRENE's services



Silver Station

SILVER STATION	
BACKGROUND	Started in 2019, Silver Station aims to increase community awareness of dementia and mental health by promoting early detection and providing related information, resources and referrals.
OBJECTIVE(S)	<p>Through mobilising and training a pool of volunteers with the necessary skills and resources, Silver Station aims to provide support to persons with dementia or other mental health conditions, and their caregivers.</p> <p>Silver Station also engages the community partners within the dementia-friendly community in Woodlands and provides facilitation in the development of dementia-friendly initiatives.</p>
KEY ACTIVITIES	<p>AWWA Silver Station actively conducts outreach activities (e.g. awareness talks, roadshows, functional screenings) to increase the public’s awareness of dementia and mental wellness.</p> <ul style="list-style-type: none"> • No. of outreach activities: 41 • No. of people reached: 3,523 (inclusive of 342 Dementia Friends who downloaded the Dementia Friendly App) <p>The team also recruits and trains volunteers with the necessary skills and resources for them to advocate and provide support to persons with dementia and their caregivers.</p> <ul style="list-style-type: none"> • No. of Dementia Champions: 11 <p>Seniors also get to participate in a variety of preventive activities that encourage active ageing.</p> <ul style="list-style-type: none"> • No. of preventive activities held: 29 • Total attendance: 319
FUNDER(S)	Agency for Integrated Care
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • Silver Station served 3523 persons in FY 19/20 • In a survey conducted, 100% of respondents polled mentioned that they were satisfied with Silver Station’s service



Community Resource, Engagement and Support Team (CREST)

COMMUNITY RESOURCE, ENGAGEMENT AND SUPPORT TEAM (CREST)	
BACKGROUND	Started in 2019, Community Resource, Engagement and Support Team (CREST) aims to serve as a basic community safety network for people with dementia, depression and/or other mental health conditions, and caregivers who need the additional support to care for their loved ones.
OBJECTIVE(S)	<p>Through outreach and education, CREST reaches out to residents at-risk or those with mental health condition(s) on the early recognition of signs and symptoms of dementia and other mental health conditions.</p> <p>CREST also provides relevant information and linkages to appropriate mental health care and social support networks.</p>
KEY ACTIVITIES	<p>CREST provides clients and their caregivers with emotional support, mental health information, service linkages and follow-up.</p> <ul style="list-style-type: none"> • No. of clients: 120 • No. of home visits made: 241 <p>In terms of efforts to increase public awareness of mental health, CREST provides mental health information and education, and the team conducts mood and memory screenings at outreach events to identify seniors who are at-risk, or who are undiagnosed with mental illnesses, before connecting them with the appropriate services for early diagnosis and treatment.</p> <ul style="list-style-type: none"> • No. of functional screenings participated: 16 • No. of people outreached: 1,191
FUNDER(S)	Agency for Integrated Care
STATISTICS / OUTCOMES	<p>CREST served 120 clients in FY 19/20</p> <p>In a survey conducted, 100% of respondents polled mentioned that they were satisfied with CREST's service</p>



Personal Care Service (Seniors) [PCS (S)]

PERSONAL CARE SERVICE (SENIORS) [PCS (S)]	
BACKGROUND	Started in 2014, and originally known as Care Closer to Home, Personal Care Service (Seniors) [PCS (S)], started as a pilot in collaboration with Temasek Foundation Cares before transiting to the purview of the Ministry of Health in April 2018.
OBJECTIVE(S)	<p>PCS(S) leverages on existing services within the community to provide 'close to home', client-centric services to seniors.</p> <p>PCS (S) enables seniors to age in the community through:</p> <ul style="list-style-type: none"> • Home-based and centre-based interventions • Seeking to reduce the incidence of unplanned readmissions • Facilitating a smooth transition for seniors back into community post-hospitalisation • Delaying institutionalisation through delivery of personal care services and care coordination
KEY ACTIVITIES	<ul style="list-style-type: none"> • Assistance in Activities of Daily Living (ADLs) • Personal Hygiene Support • Providing support in purchasing of meals and groceries • Supporting ambulation and transfers • Basic nursing and health services • Mind-stimulating activities • Simple maintenance exercises • Medical escorts • Case coordination
FUNDER(S)	Ministry of Health
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • PCS (S) currently serves 47 clients • 83% of clients surveyed indicated that they are satisfied with PCS (S) services



Rehab and Day Care Centre (RDCC)

REHAB AND DAY CARE CENTRE (RDCC)	
BACKGROUND	Started in 1998 and previously known as READYCARE Centre, Rehab and Day Care Centre (RDCC), supports people with physical disabilities and seniors who have been discharged from hospitals and require rehabilitation.
OBJECTIVE(S)	<ul style="list-style-type: none"> • Maximise the potential of seniors through structured rehabilitation supported by a multidisciplinary team • Engage the seniors through social and recreational activities during the day. • Support caregivers through assessments, trainings and referral services
KEY ACTIVITIES	<ul style="list-style-type: none"> • Physiotherapy, Occupational Therapy and Speech Therapy services • Group and individual exercises and games • Social and recreational activities • Centre-based Nursing • Case management • Caregiver Support Programme • Transport services
FUNDER(S)	Ministry of Health
STATISTICS / OUTCOMES	<p>RDCC served 402 clients and 386 caregivers in FY 19/20 Out of 127 clients surveyed, 91% expressed satisfaction with RDCC services.</p> <p>Out of 63 caregivers, 51 caregivers expressed their satisfaction for the services that were provided to their family members.</p> <p>Awards Name of award: QI collaborative Project – Hand Hygiene Type of award: Appreciation Award by AIC Year awarded: 2019</p>



Senior Activity Centre (SAC)

SENIOR ACTIVITY CENTRE (SAC)	
BACKGROUND	Started in 1997, Senior Activity Centre is a drop-in centre that provides an environment for low-income seniors to be meaningfully engaged through community programmes, and social, recreational and therapeutic activities
OBJECTIVE(S)	Support low-income seniors in remaining integrated in society, improve their quality of life and prevent social isolation
KEY ACTIVITIES	<ul style="list-style-type: none"> • Physical exercise and meals • Volunteer-led outings • Social activities like birthday and festive celebrations, karaoke sessions and a Handicraft Interest Group • Home visits • Information & Referrals, and Case Management
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Health • Tote Board
STATISTICS / OUTCOMES	<ul style="list-style-type: none"> • SAC served 210 seniors in FY 19/20 • 84% of clients surveyed indicated that they are satisfied with SAC services



Senior Community Home (SCH)

SENIOR COMMUNITY HOME (SCH)	
BACKGROUND	Started in 1976, and formerly known as AWWA Community Home for Senior Citizens, AWWA Senior Community Home (SCH) provides accommodation for the elderly aged 60 and above, who are recipients of the Public Assistance Scheme, or who have no family and/or means of financial support.
OBJECTIVE(S)	SCH was founded on the vision of enabling seniors who expressed the desire to live independently for as long as possible in the community. SCH organises regular activities to maintain the physical, social and mental health of its residents. Services and care provided are person-centred (high-touch), community-integrated (high volunteers/partners involvement), and team-based (multi-disciplinary). Residents are also empowered to take care of their own units and daily living needs.
KEY ACTIVITIES	<ul style="list-style-type: none"> • Regular health supervision/screenings • Physical and mental exercises and activities • Guidance and counselling pertaining to the challenges of ageing • Complementary physiotherapy/occupational therapy/speech therapy/ Traditional Chinese Medicine intervention • Recreational activities and community projects, such as urban hydroponic farming • 24-hour nursing assistance
FUNDER(S)	<ul style="list-style-type: none"> • Ministry of Social and Family Development (MSF) • National Council of Social Service (NCSS)
STATISTICS / OUTCOMES	<p>SCH served 149 clients in FY 19/20</p> <p>Client Satisfaction Survey conducted with 133 residents (out of 149 served) indicated: 98% of them are satisfied with their stay in the Home</p>



ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Consolidated Statement of Financial Activities

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	Unrestricted funds \$	Restricted funds \$	Total 2020 \$	Total 2019 \$
Group				
Income				
Income from generated funds:				
Voluntary income	795,724	6,147,994	6,943,718	4,430,768
Activities for generating funds	357,500	–	357,500	433,151
Investment income	254,980	489,089	744,069	655,924
Income from charitable activities	2,213,924	58,751,780	60,965,704	57,200,119
Total income	3,622,128	65,388,863	69,010,991	62,719,962
Expenditure				
Cost of generating funds:				
Cost of generating voluntary income	48,296	373,149	421,445	287,701
Fundraising costs	50,956	3,210	54,166	69,742
Investment management costs	150,500	–	150,500	47,110
Charitable activities	1,574,159	54,510,436	56,084,595	51,353,219
Governance costs	13,569	127,009	140,578	139,043
Other expenditure	–	6,343	6,343	10,402
Total expenditure	1,837,480	55,020,147	56,857,627	51,907,217
Net income	1,784,648	10,368,716	12,153,364	10,812,745
Fund transfer	(132,045)	132,045	–	–
Total funds brought forward	7,257,838	44,286,891	51,544,729	40,731,984
Total funds carried forward	8,910,441	54,787,652	63,698,093	51,544,729

*The financials from pages 64 to 67 are extracted from the audited financial statements for the financial year ended 31 March 2020. A copy of this audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on this audited financial statements.

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Statement of Financial Activities (Association)

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	Unrestricted funds	
	2020	2019
	\$	\$
Association		
Income		
Income from generated funds:		
Investment income	240,124	240,124
Income from charitable activities	450	365
Total income	240,574	240,489
Expenditure		
Cost of generating funds:		
Investment management costs	150,500	47,110
Charitable activities	9,720	185,894
Governance costs	7,698	3,856
Total expenditure	167,918	236,860
Net income	72,656	3,629
Total funds brought forward	1,998,458	1,994,829
Total funds carried forward	2,071,114	1,998,458

*The financials from pages 64 to 67 are extracted from the audited financial statements for the financial year ended 31 March 2020. A copy of this audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on this audited financial statements.

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Balance Sheets

AS AT 31 MARCH 2020

	Group		Association	
	2020	2019	2020	2019
	\$	\$	\$	\$
Non-current assets				
Property, plant and equipment	2,088,386	2,881,508	-	-
Investment properties	1,764,226	1,776,736	1,764,226	1,776,736
Investments in financial assets	1,006,101	1,511,158	-	-
	4,858,713	6,169,402	1,764,226	1,776,736
Current assets				
Investments in financial assets	500,674	501,960	-	-
Receivables	10,929,918	7,562,742	-	50,140
Cash and cash equivalents	59,432,713	44,933,509	370,874	411,712
	70,863,305	52,998,211	370,874	461,852
Total assets	75,722,018	59,167,613	2,135,100	2,238,588
Current liabilities				
Payables	11,355,689	7,073,274	63,986	240,130
Provision for gratuity	668,236	549,610	-	-
	12,023,925	7,622,884	63,986	240,130
Net assets	63,698,093	51,544,729	2,071,114	1,998,458
Funds				
Unrestricted funds	8,910,441	7,257,838	2,071,114	1,998,458
Restricted funds	54,787,652	44,286,891	-	-
Total funds	63,698,093	51,544,729	2,071,114	1,998,458

*The financials from pages 64 to 67 are extracted from the audited financial statements for the financial year ended 31 March 2020. A copy of this audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on this audited financial statements.

ASIAN WOMEN'S WELFARE ASSOCIATION AND ITS SUBSIDIARY

Consolidated Statement of Cash Flows

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	Group	
	2020	2019
	\$	\$
Cash flows from operating activities		
Net income	12,153,364	10,812,745
Adjustments for:		
Depreciation of property, plant and equipment	1,454,491	2,015,410
Depreciation of investment properties	12,510	12,510
Property, plant and equipment written off	43,028	–
Interest income	(503,419)	(415,460)
Amortisation of premium and premium written off on redemption of bonds	6,343	10,402
Operating cash flows before movements in working capital	13,166,317	12,435,607
Receivables	(3,391,511)	201,807
Payables	4,282,415	1,640,429
Provision for gratuity	118,626	50,953
Net cash generated from operating activities	14,175,847	14,328,796
Cash flows from investing activities		
Interest received	527,754	281,491
Restricted cash - bank balance for provision for gratuity	38,925	(399)
Purchases of property, plant and equipment	(704,397)	(1,950,283)
Proceeds from redemption of bonds	500,000	1,000,000
Net cash generated from/(used in) investing activities	362,282	(669,191)
Net increase in cash and cash equivalents	14,538,129	13,659,605
Cash and cash equivalents at beginning of the financial year	44,365,536	30,705,931
Cash and cash equivalents at end of the financial year	58,903,665	44,365,536
Restricted cash - provision for gratuity	360,334	399,259
- fixed deposit	168,714	168,714
Cash and cash equivalents at end of financial year as presented on the balance sheet	59,432,713	44,933,509

*The financials from pages 64 to 67 are extracted from the audited financial statements for the financial year ended 31 March 2020. A copy of this audited financial statements can be obtained from our website. Baker Tilly TFW LLP has rendered an unqualified opinion on this audited financial statements.

Code of Governance for Charities and IPCs - Governance Evaluation Checklist

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

Code of Governance for Charities and IPCs - Governance Evaluation Checklist

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

Code of Governance for Charities and IPCs - Governance Evaluation Checklist

S/N	Description	Code ID	Response Drop List
Disclosure and Transparency			
25	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Are Board members remunerated for their Board services? (Skip items 26 and 27 if "No")			<input type="radio"/> Yes <input checked="" type="radio"/> No
26	No Board member is involved in setting his or her own remuneration. 2.2 Complied		<input type="radio"/> Complied <input type="radio"/> Not Complied
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	<input type="radio"/> Complied <input type="radio"/> Not Complied
Does the charity employ paid staff¹? (Skip items 28, 29 and 30 if "No")			<input checked="" type="radio"/> Yes <input type="radio"/> No
28	No staff ¹ is involved in setting his or her own remuneration.	2.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
29	The charity discloses in its annual report: i. The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff ¹ , who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii. If any of the three highest paid staff ¹ also serves on the Board of the charity. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
30	The charity discloses the number of paid staff ¹ who are close members of the family ³ of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ who are close members of the family ³ of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied
Public Image			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	<input checked="" type="radio"/> Complied <input type="radio"/> Not Complied

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

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AWWA is fortunate to have donors from all walks of life who believe in our causes, and who gave to us generously throughout FY 19/20.

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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 in our journey of empowering others!

Donating to our causes is easy! Visit us at www.awwa.org.sg or write in to giving@awwa.org.sg.

Services and Locations

AWWA HEADQUARTERS

Address: 9 Lorong Napiri,
Singapore 547531
Telephone: 6511 5200
Email: contactus@awwa.org.sg
www.awwa.org.sg

ALLIED HEALTH PROFESSIONAL GROUP

Address: 9 Lorong Napiri,
Singapore 547531
Telephone: 6511 7034
Email: ahpoutsource@awwa.org.sg

SERVICE CONTINUUM – PERSONS WITH DISABILITIES

AWWA SCHOOL
Address: 11 Lorong Napiri,
Singapore 547532
Telephone: 6511 5280
Email: school@awwa.org.sg

COMMUNITY INTEGRATION SERVICE

Address: 9 Lorong Napiri,
Singapore 547531
Telephone: 6511 5210

DEVELOPMENT SUPPORT AND LEARNING SUPPORT PROGRAMME

Address: 9 Lorong Napiri,
Singapore 547531
Telephone: 6511 5215

EARLY INTERVENTION CENTRE (MAIN)

Address: 11 Lorong Napiri,
Singapore 547532
Telephone: 6511 5300
Operating Hours: 8am – 6pm,
Monday – Friday (Closed on
weekends and Public Holidays)

EARLY INTERVENTION CENTRE @ FERNVALE

Address: 47 Fernvale Link,
Singapore 797537
Telephone: 6511 5621

EARLY INTERVENTION CENTRE @ HOUGANG

Address: 660 Hougang Avenue 8
Singapore 530660
Address: 661 Hougang Avenue 4
Singapore 530661
Telephone: 6511 7020

EARLY INTERVENTION CENTRE @ KIM KEAT

Address: 195 Kim Keat Avenue,
Singapore 310195
Telephone: 6511 5650

KINDLE GARDEN PRESCHOOL

Address: 20 Lengkok Bahru, #02-05
Singapore 159053
Telephone: 6511 7660
Email: enquiry@kindlegarden.org.sg

SPECIAL STUDENT CARE CENTRE

Address: 9 Lorong Napiri,
Singapore 547531
Telephone: 6511 5260

SERVICE CONTINUUM – FAMILIES AND SENIORS

FAMILY SERVICE CENTRE
Address: 107 Towner Road, #01-356,
Singapore 321107
Telephone: 6511 9456
Email: fsc@awwa.org.sg

TRANSITIONAL SHELTER

Telephone: 6511 7272
Email: ts@awwa.org.sg

DEMENTIA DAY CARE CENTRE @ ANG MO KIO

Address: 123 Ang Mo Kio Avenue 6,
#01-4035, Singapore 560123
Telephone: 6511 9479

DEMENTIA DAY CARE CENTRE @ YISHUN

Address: 740 Yishun Avenue 5,
#01-490, Singapore 760740
Telephone: 6511 5450

INTEGRATED HOME AND DAY CARE

6 Boon Keng Road, #01-52
Singapore 330006
Telephone: 6511 5250
Email: ihdc@awwa.org.sg

PERSONAL CARE SERVICE (SENIORS)

Address: 123 Ang Mo Kio Avenue 6,
Singapore 560123
Telephone: 6511 9480

REHAB AND DAY CARE CENTRE

Address: 126 Ang Mo Kio Avenue 3,
#01-1929, Singapore 560126
Telephone: 6511 6790

SENIOR ACTIVITY CENTRE

Address: 123 Ang Mo Kio Avenue 6,
#01-4011, Singapore 560123
Telephone: 6511 6690

SENIOR COMMUNITY HOME

Address: 123 Ang Mo Kio Avenue 6,
#02-4035, Singapore 560123
Telephone: 6511 6686

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