



**ANNUAL
REPORT
2021/22**



LIGHTING UP LIVES



慈光福利协会
METTA WELFARE ASSOCIATION

 **YOU+ME**
 **SHINE**
 **THE LIGHT**
 **FORWARD**
METTA 30TH ANNIVERSARY



www.metta.org.sg

What Is Metta?

"Metta" in Pali means "Loving Kindness"



Certificate Number 5876
ISO 9001



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MOTTO

Compassionate love to share.
Brightens hope to those we care.

VISION

Inspired by the Great Compassionate Vows of The Medicine Buddha, we aim to provide social services for the community, regardless of race or religion.

MISSION

We are dedicated to delivering social service programmes for individuals and families by collaborating with our donors, partners, vendors and community organisations.

CORE VALUES

Compassion



Integrity



Harmony



Respect



Continuous Improvement



PRESIDENT'S MESSAGE



At Metta, we make timely revisions to our operational strategies to stay relevant amidst the pandemic, while ensuring strong and continuous support to our beneficiaries.

Staying true to our motto of compassionate love to share. Brightens hope to those we care, we stayed focused on working closely with our partners and donors to improve the lives of our beneficiaries through our array of social services programmes.

As we continue to pivot towards becoming a digitally ready Social Service Agency (SSA), we recognise that our people form the bedrock for our success. We embrace our beneficiaries regardless of their race and religion. Our team of employees with their diverse backgrounds, nationalities, experiences and expertise allow Metta to deliver quality care to all our beneficiaries.

As a testament to our efforts, we have been recognised as an Adopter of Tripartite Standards by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP). We are most committed to continuously improving our processes and training opportunities to support our employees in reaching their fullest potential.

As the world adjusts to new technologies and market shifts, our leaders need to be gaining new systems and thinking skills to bring our organisation to greater heights. We can deliver quality services and meet our clients' needs by having the right skills, capabilities, and values. Metta has grown from its first welfare centre serving intellectually disabled beneficiaries to ten welfare centres islandwide serving a variety of age groups. It is with great pride that we celebrate our 30th anniversary this year.

Throughout the challenging financial year of 2021, we are most appreciative of our management committee members for their commitment and dedication in providing valuable guidance to our strategies and governance policies. We are most thankful to our volunteers and donors for their selfless contributions in making our programmes a success. We are also sincerely grateful to our corporate and community partners for their unwavering support given to Metta.

As we continue to grow and commit to delivering quality programmes and services to our beneficiaries, it is imperative for us to upskill ourselves, stay flexible and adaptable to change, build up our resilience and digital readiness. Together, we can build an inclusive society and a better life for our beneficiaries.

**Venerable Chao
Khun Fa Zhao** BBM

DEPUTY EXECUTIVE DIRECTOR'S MESSAGE



Although the pandemic situation has gradually stabilised into an endemic, it will take time for life to return to normal. Every crisis opens opportunities for growth, innovation and transformation. With the pandemic, we had to think outside the box to accelerate our digitalisation efforts in adopting new applications and gadgets to achieve sustainability and reduce disruption. Our efforts have paid off immensely, allowing us to continue delivering our programmes and services safely to our beneficiaries, while opening up new avenues for interaction and skills training.

We leveraged on technology such as Samsung Flip and Omivista to support our beneficiaries at Metta Home and Metta Day Activity Centres. Through virtual games and online learning tools, we continued to keep our beneficiaries physically and mentally well-engaged and empowered.

With the restrictions on physical gatherings and safe management measures, we conducted our first virtual art fair in partnership with Changi Airport Group (CAG). The virtual art fair was live-streamed to CAG employees, allowing our youths to showcase their art masterpieces with a short presentation session to share about the motivation behind their masterpieces. Through the virtual art fair, our youths gained priceless knowledge on improving their communication skills, allowing them to build up their self-confidence to speak in front of a live online audience.

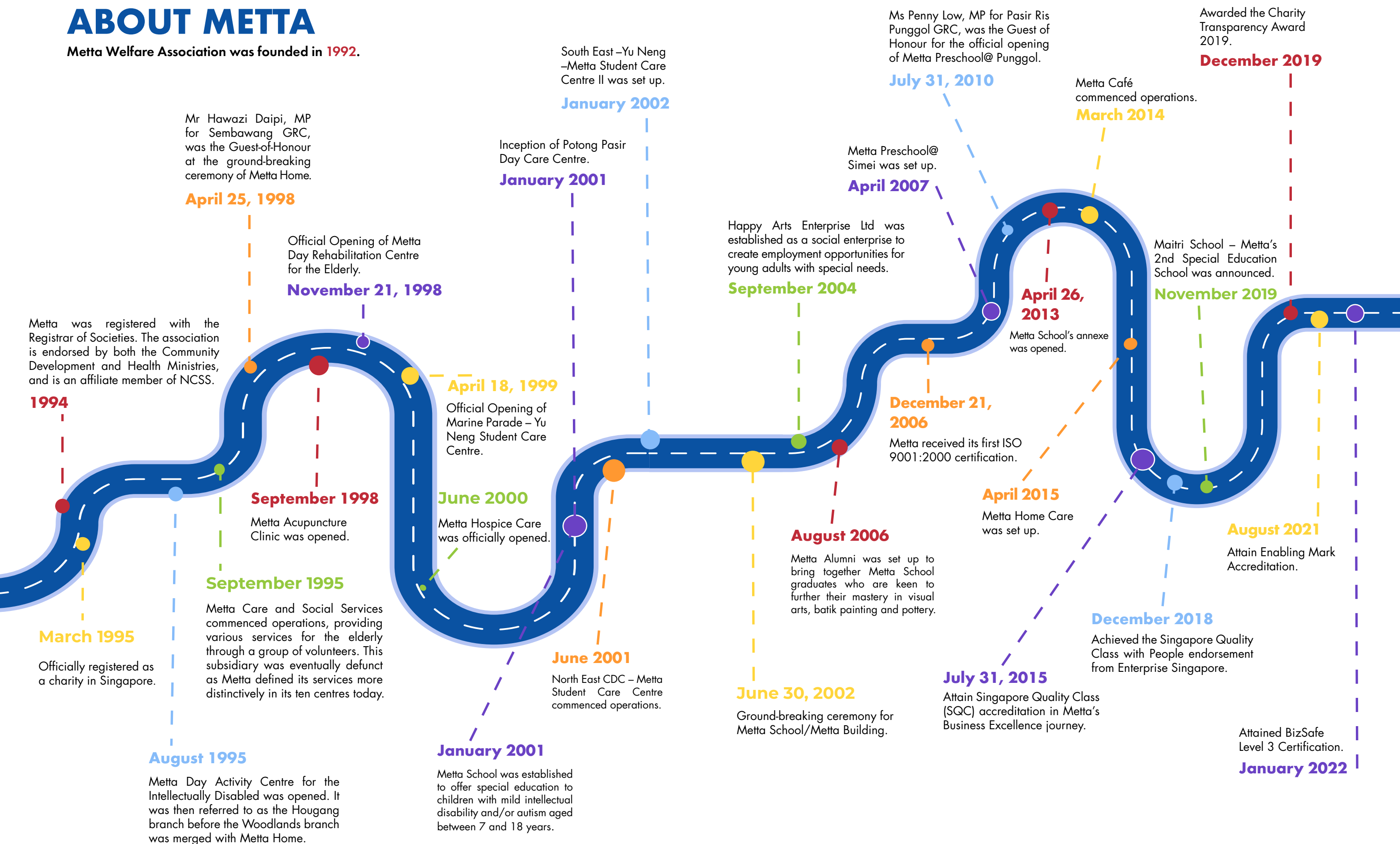
Amidst the COVID-19 pandemic, keeping our seniors healthy and active was of high importance to us. Our Stay Home Venture project kept our seniors well-occupied at home with craftwork activities like punching out paper butterflies to create colourful greeting cards.

We are most grateful to all who have made our initiatives, programmes and services possible for our beneficiaries. Together with our partners, volunteers, and donors, we've made it happen. Let us stand united and strong in impacting more lives positively and powerfully!

Ms Felicia Wee

ABOUT METTA

Metta Welfare Association was founded in 1992.



FY 2021/2022 AT A GLANCE



We served

1,360

individuals in need



Total staff strength

389

Number of staff training
hours completed

7,096



3,190

home visits were made
by our medical team



We conducted **34,320**
of early intervention hours for
children with special needs



1,636

food ration packs were issued
to low-income families



Our volunteers dedicated

1,681

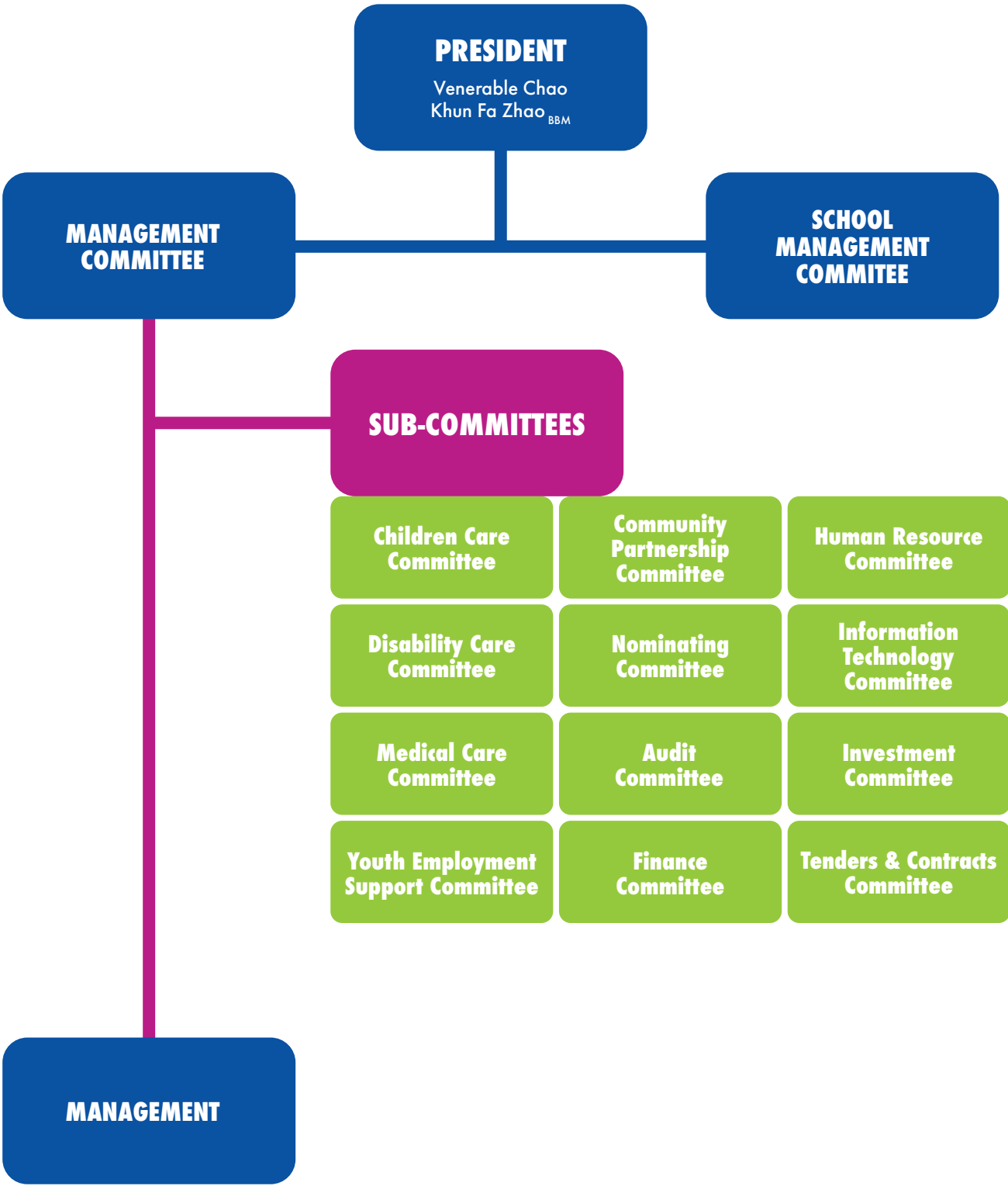
volunteer hours to support our
programmes and services



Total donation raised is

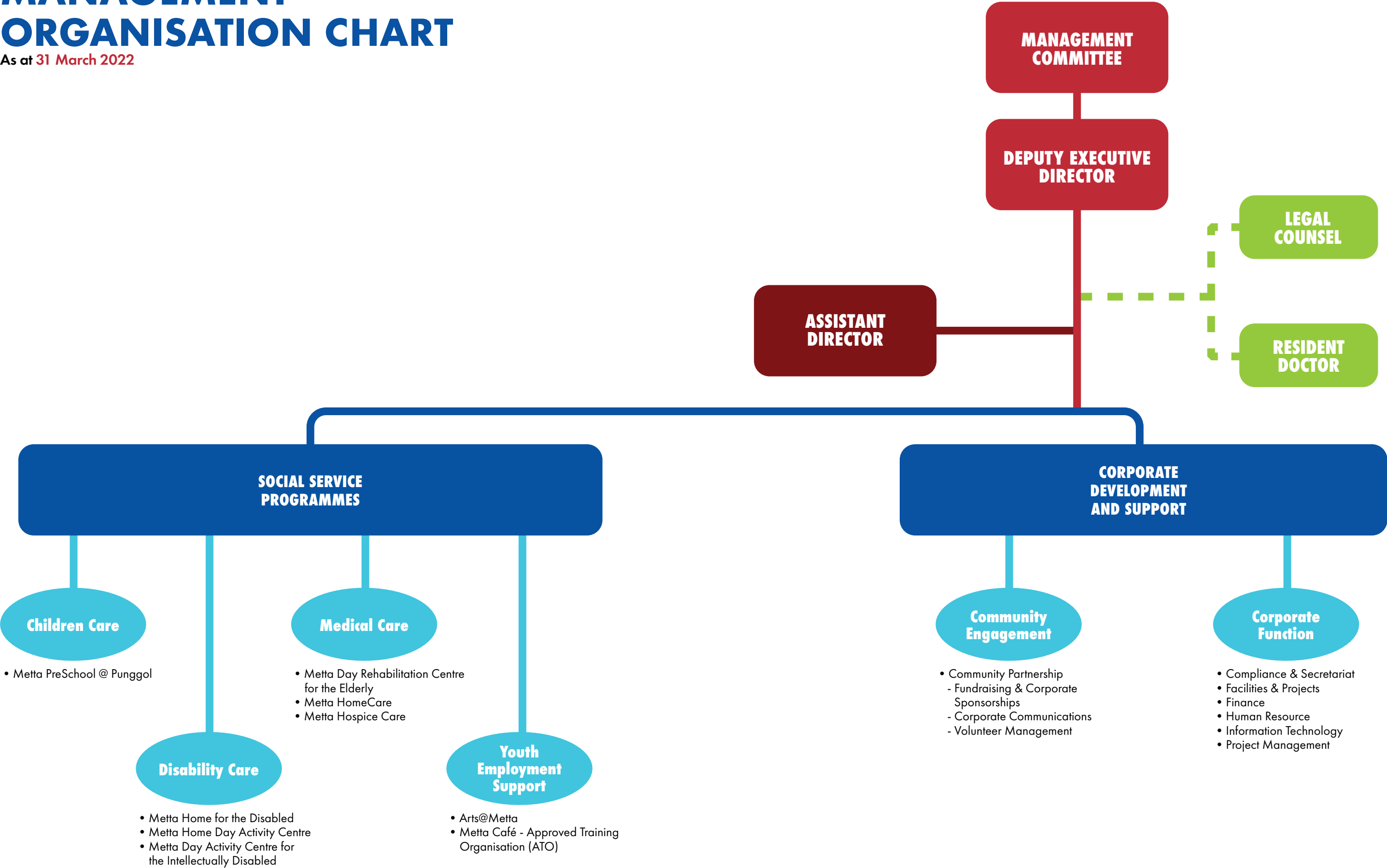
\$6,492,900

COMMITTEE ORGANISATION CHART



MANAGEMENT ORGANISATION CHART

As at 31 March 2022



MANAGEMENT COMMITTEE

2ND VICE PRESIDENT
Dr Wong Sin Yew



ASST. HONORARY SECRETARY
Mr Ko Yu Quan



ASST. HONORARY TREASURER
Mr Lim Yew Si



PRESIDENT
Venerable Chao
Khun Fa Zhao BBM



1ST VICE PRESIDENT
Venerable Shi You Guang



HONORARY SECRETARY
Mr Ee Tiang Hwee



HONORARY TREASURER
Mr Albert Oon

Board Members



Mr Ang Yao Tong
(resigned 7 June 2022)



Ms Evelyn Goh



Mr Koh Kong Wen



Mr Peter Lim



Mr Julian Lim



Er Joshua Loke



Mr Soon Yeu Kian



Mr Victor Woo

SCHOOL MANAGEMENT COMMITTEE



CHAIRMAN
Venerable Chao
Khun Fa Zhao BBM



SUPERVISOR
Mr Ee Tiang Hwee



HONORARY TREASURER
Venerable Shi You Guang



SECRETARY
Mdm So Kah Lay



Mr Ko Yu Quan
Member



Mr Peter Lim
Member



Mr Julian Lim
Member



Mrs Tan Wie Pin
MOE Appointed Member



Ms Veron Wong
MOE Representative

SUB-COMMITTEES

Children Care Committee

The Children Care Committee oversees Metta PreSchool@Punggol, a centre run by Metta that provides Early Intervention Programme for Infants and Children (EIPI) with Global Development Delay (GDD) and/or Autism Spectrum Disorder (ASD).

Chairman	Mr Lim Ah Noi, Peter
Vice Chairman	Mr Koh Kong Wen
Member	Ms Kwa Hui Kuan, Annie Mr Tay Khay Heng, Jimmy

Disability Care Committee

The Disability Care Committee oversees disability care services for adults with Intellectual and Developmental Disabilities (IDD) and/or Autism Spectrum Disorder (ASD).

Metta provides residential care and day care services at the following centres:

1. Metta Home for the Disabled (Woodlands)
2. Metta Home Day Activity Centre (Woodlands)
3. Metta Day Activity Centre For The Intellectually Disabled (Hougang)

Chairman	Mr Lim Thou Kin, Julian
Vice Chairman	Mr Soon Yeu Kian
Member	Mr Ang Yao Tong, Jason <i>(resigned 7 June 2022)</i> Mr Chua Soon Seng, Peter Mr Heng Mong Yong Mr Tay Khin Sian, Anthony

Medical Care Committee

The Medical Care Committee oversees medical care services for the terminally ill, homebound elderly individuals who are chronically ill, and rehabilitation care for elderly individuals whose strength and movement were affected due to stroke, Parkinson's disease or other injuries.

Metta provides the following medical care services:

1. Metta Day Rehabilitation Centre For the Elderly
2. Metta Hospice Care
3. Metta HomeCare

Advisor	Venerable Shi You Guang
Chairman	Dr Wong Sin Yew
Vice Chairman	Dr Ngiam Kee Yuan
Member	Mdm Giam Lay Eng, Marcellina Mr Govind Bommi Dr Low Yin Yee, Sharon Ms Ngo Siew Pod Dr Tan Tiong Har Mr Thanabal Kaliannan

Youth Employment Support Committee

The Youth Employment Support Committee oversees programmes that enhance the social integration of youths with Mild Intellectual and Developmental Disabilities (MID) and/or Autism Spectrum Disorder (ASD) to prepare them to lead an independent life in society.

Metta provides the following youth employment support programmes:

1. Arts@Metta
2. Metta Café
3. ECO@Metta

Advisor	Mr Khua Kian Kheng, Ivan ^{PBM}
Chairman	Venerable Shi You Guang
Vice Chairman	Mr Ang Yao Tong, Jason <i>(resigned 7 June 2022)</i>
Member	Mr Chua Soon Seng, Peter Mr Ko Yu Quan Mr Koh Kong Wen Ms Lim Pek Hoon, Patricia Mr Woo Khai San, Victor

Community Partnership Committee

The Community Partnership Committee oversees Metta's donors' and volunteers' engagement, public and corporate communications, fundraising programmes and activities, community and corporate outreach.

Chairman	Mr Ko Yu Quan
Vice Chairman	Mr Tang Mun Bbun
Member	Mr Chu Cheng Chuah, Wiston Mr Chua Ser Miang Mr Ong Yew Ming, Janssen

Nominating Committee

The Nominating Committee facilitates a formal and transparent process in the appointment and reappointment of committee members.

Chairman	Venerable Shi You Guang
Vice Chairman	Mr Ee Tiang Hwee
Member	Venerable Chao Khun Fa Zhao ^{BBM} Mr Lim Ah Noi, Peter Mr Lim Thou Kin, Julian Mr Oon Chong Kai, Albert Dr Wong Sin Yew

Audit Committee

The Audit Committee oversees the external and internal audit of Metta.

Chairman	Mr Lim Yew Si
Vice Chairman	Mr Lam Tzu Ching, Garren
Member	Mr Tan Wui Khiang

Finance Committee

The Finance Committee oversees Metta's budget preparations and financial statements.

Chairman	Mr Oon Chong Kai, Albert
Vice Chairman	Mr Ee Tiang Hwee
Member	Mr Lim Hui Han, Ervin Ms Woo E-Sah

Human Resource Committee

The Human Resource Committee oversees Metta's human resource and administration matters.

Chairman	Ms Goh Kah Eem, Evelyn
Vice Chairman	Mr Woo Khai San, Victor
Member	Ms Lai Meow Choo Ms Na Bee Hong, Rena

Information Technology Committee

The Information Technology Committee oversees all IT-related projects undertaken by Metta and its IT strategic plans.

Chairman	Mr Lim Thou Kin, Julian
Vice Chairman	Mr Soon Yeu Kian
Member	Mr Lee Kwok Weng Mr Neo Siow Hong, Jason Mr Ng Hock Keng, Graham Mr Tan Guo Jun

Investment Committee

The Investment Committee oversees the investment of Metta’s assets for the sole interest of its beneficiaries. The Investment Committee will discharge its duties with due care, skill and diligence.

Chairman	Dr Wong Sin Yew
Vice Chairman	Mr Woo Khai San, Victor
Member	Mr Chang Kang Yee Mr Ko Yu Quan Mr Lau Tze Kee, Trevor Ms Loh Phui Yee, Catherine Mr Oon Chong Kai, Albert

Tenders & Contracts Committee

The Tenders & Contracts Committee is a sub-committee of the MC that oversees Metta’s tender evaluation and selection processes.

Chairman	Er Loke Sim Wee, Joshua
Vice Chairman	Mr Oon Chong Kai, Albert
Member	Er Koh Lip Koon Mr Tan Yen Kee Committee Chairman of the related project

*Information provided is valid as at 31 March 2022. Updated list of committee members will be reflected in our webpage at <https://www.metta.org.sg>.

CHILDREN CARE



Baking with Metta Café

Co-organised with Metta Café, our children attended an online cupcake making session on 13 August 2021. Our children were excited about their first baking experience. The children were awed by their nicely decorated cupcakes adorned with colourful sprinkles. A big thank you to Metta Café for sponsoring the baking materials for the session!



Storytelling with CapitaLand Volunteers

10 volunteers from CapitaLand conducted an online storytelling session for our children on 2 November 2021. Through their lively animation and captivating reading, our children learned about marine environmental matters.



Project We-Metta

Temasek Polytechnic's Community Service Club organised 4 online sessions of weekend activities in November 2021 to strengthen parent-child bonding for 9 families. The families bonded through an interesting array of art and craft activities, dance activities and puppetry storytelling.



Profile – Mdm Ng Wan Leng

(Mother of Hayden and Izabel)

Hi everyone, I'm Wan Leng – a mother of two young children: Hayden (6 years old) and Izabel (3 years old). Hayden was recently diagnosed with mild autism, while Izabel is under close monitoring.

When Hayden began attending playgroup classes at 18 months, I noticed that he was behind in his speech development. Hayden was referred to KK Women's and Children's Hospital for an assessment of his developmental milestones, and we were advised that he should delay moving into primary school until he had developed his verbal skills.

Our experience with Hayden made us more alert in monitoring Izabel. Observing similar behaviour between Izabel and Hayden, we brought Izabel to KKH for an assessment when she was one year old. Based on the doctor's advice, we immediately placed Izabel on the waiting list for EIPIC and were relieved that she was accepted into the programme.

It has not been an easy journey, but we are heartened to see Hayden's tremendous improvement in his overall learning and behaviour since attending Metta Preschool. His teachers have taught him valuable lessons in managing his emotions and adapting to changes in his regular routine. Making small changes in the past would be most challenging for Hayden, but he is now able to accept change with minimal resistance and struggle.



It makes me feel proud to witness his amazing growth as I watch him play with his friends while waiting to be picked up after school. Him sharing stories of his friends and school events also strengthens our bond as mother and son.

Izabel, on the other hand, is learning to manage her separation anxiety. Nowadays, she is more tolerant when I have to be away from her. With the social interaction and exposure to various activities in Metta Preschool, she managed to overcome her fear of loud noises. Nowadays, she sings and dances upon hearing the sound of aeroplanes, in stark contrast to her pre-Metta days when she would scream and cry.

My wish is for Hayden and Izabel to always be happy and in good health. Seeing them grow each day in their academic learning, character and behaviour fill me with priceless joy.

I am truly heartened by the professional support and guidance from all the teachers at Metta, allowing Hayden and Izabel to overcome their struggles and gain new learning in their daily behaviour.

To all parents with special needs children, I just want to say, "Focus on your child's needs. Seek out the right resources for your child. Keep going strong, keep learning and growing with your child. Never give up!"





SPECIAL EDUCATION

Celebrating our 20th Anniversary

We celebrated our 20th anniversary in April 2021 with the launch of our '20th-Anniversary Commemorative Magazine'.

The 20th-anniversary logo was specially designed by Mr Alan Toh, our art teacher. Taking the shape of a fully bloomed lotus, the logo is represented by the numerical number 20 with Metta School's name in English and Chinese.



Scan the QR code below to view our 20th-Anniversary Commemorative Magazine:



We were most honoured to have our President, Venerable Chao Khun Fa Zhao^{BBM} grace the occasion and present the scholarship and bursaries awards from Metta Welfare Association to our alumni students, Phua Kai Jie and Tan Downen, who are currently furthering their studies at the Institute of Technical Education (ITE).

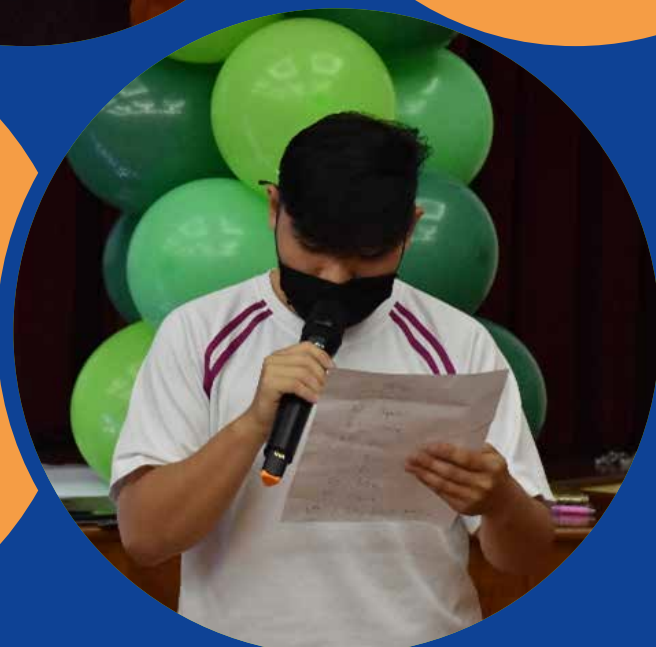


"The knowledge and skills I've acquired in Metta School will be very helpful for my studies at ITE. A big thank you to all Metta School teachers and trainers for nurturing my growth over the years!"

- Kai Jie, alumni student, Metta School

"When I first started studying at Metta School, I did not speak a single word of English. Today, I can speak confidently in English because of the great patience and strong guidance from the teachers at Metta School. I am proud of who I am today. I want to thank all the teachers and staff in Metta School for showering me with so much care and support throughout my 10 years in Metta School."

- Downen, alumni student, nominee of the Lee Kuan Yew Exemplary Character Award, Metta School



Metta SHINE Night Festival: Together We Shine

Our talented students performed at our 15th SHINE Night, showcasing 350 students from 20 performing groups.

As the finale to our school's 20th anniversary celebrations, we held our Metta SHINE Night Festival from 16 November 2021 to 10 December 2021, capturing the series of performances at different locations within the school compound. The performances were presented online to the public, wow-ing viewers with the 5 themes: Imagination, Inspiration, Innovation, Ignition and Illumination, through the unique selection of outdoor settings, theatrical lighting and green studio effects.

Scan the QR code below to check out our video.



Profile – Ng Tian Yu, 21

Tian Yu was diagnosed with Autism at the age of 3. For many, learning to speak is a natural, innate process but it had been challenging for Tian Yu, who was only able to start speaking under the guidance of the teachers one year after his enrolment into Metta School.

While awaiting placement at Pathlight School, Tian Yu struggled with the mainstream curriculum at a Primary School. He was unable to mingle well with his peers because of his echolalia condition and his weak speech ability.

Eventually, Tian Yu started attending Metta School's ASD Programme in 2012 at the age of 11. The low teacher-student ratio and well-structured programme has benefitted his growth and development. He progressed very well under the programme and was subsequently transferred to the Career Programme in 2018.

Currently, Tian Yu is in his final year of the Vocational Programme, pursuing an ITE Skills Certificate (ISC) in Baking Practices, which supports him in being ready to work in society, while allowing him the window of opportunity to further his studies in ITE for future progression.

Tian Yu is now able to converse well with others. He no longer exhibits echolalia and can interact with others and speak confidently in public. An optimistic and well-mannered young man, Tian Yu takes everything in his stride with a warm smile. His keen learning attitude has drawn much praise from supervisors at his worksite, who are most happy to guide and support him in his vocational work training.

As he looks forward to completing his ISC in Baking Practices, he aspires to be a bus captain one day. We wish Tian Yu all the best in his future endeavours!



Shawn's mother shares about him proudly, "Shawn has grown a lot in Metta School. He is more independent now and is able to follow instructions given to him. He has improved tremendously in his self-control skills and makes the effort to interact with others."

Maitri School/Building

Maitri School started with her first cohort of students in 2021, benefiting students aged 7 and above with Mild Intellectual Disability (MID) and moderate to severe Autism Spectrum Disorder (ASD).

Temporarily based at Metta Building, the school curriculum consists of 6 subjects:

- | | |
|--|---------------------------------|
| 1. Functional Literacy & Communication | 4. Social Emotional Learning |
| 2. Functional Numeracy | 5. Home Living & Home Economics |
| 3. Personal Management | 6. Adapted Physical Education |

Targeted to open in 2026, the new Maitri School/Building will be located at 20 Pasir Ris Street 51 with a biophilic design incorporating rooftop farming, a sensory garden and solar panels to generate electricity. Other than providing education for these students, the development will provide a continuum of supporting services for the graduated students (Alumni) which will include training in vocational skills.

Profile – Lim Teng Seet Shawn, 17

Following Shawn's diagnosis of autism and mild intellectual disability, he enrolled in Metta School's ASD Programme at the age of 9.

The ASD Programme has allowed Shawn to learn personal management skills and develop his communication and social skills with others. Over the years, he has learned to be more independent in managing his daily living activities.

Currently enrolled in the Employment Pathway Programme, Shawn is slowly transiting from school to work with a strong focus on learning skills to prepare him for work readiness. With his optimistic character, Shawn shows great enthusiasm for learning new skills. He accepts feedback positively and keeps working towards smoother interactions with people and equipping himself with basic work etiquette skills that are essential in the society.





YOUTH EMPLOYMENT SUPPORT

Gone Not

ARTS@METTA

New Watercolour Art Programme

We introduced a new watercolour art programme at Arts@Metta in July 2021 to expose our youths to a new medium of visual art, aside from our current batik painting and pottery programmes. It is exciting to see our youths unleash their creativity and produce works of art through watercolour that are popular and sell well.



CAG Virtual Art Fair 2021

In partnership with Changi Airport Group (CAG), we held our inaugural live-streaming virtual art fair with a memorable show-and-tell session by our youths on 10 December 2021.

Our youths also participated in an art empowerment programme, allowing them to learn art appreciation while developing their communication and storytelling skills. The virtual art fair included a silent auction of beautiful artworks and retail craft items made by our youths, as well as baked items from Metta Café. We are grateful to CAG for their guidance towards our youths and their strong support!



Shaping Hearts 2021

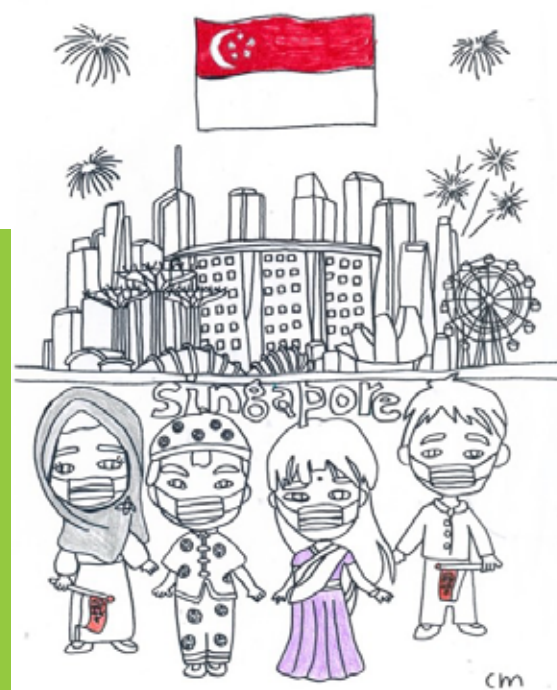
Organised by the North East Community Development Council (NE CDC), the event was held at Our Tampines Hub from 13 to 26 November 2021.

The hybrid event, consisting of an art exhibition, live performances, a virtual charity art sale and various art related workshops, served to celebrate the diverse artistic talents of the special needs community. Both Arts@Metta and ECO@Metta participated in the event and contributed art pieces to fundraise for the event.



National Day Parade (NDP) 2021

Our youth, Seah Chee Meng's artwork was selected and featured on foldable fans distributed to the audience in the NDP 2021 goodie bags.



Singapore Clay Festival 2021



The inaugural Singapore Clay Festival was held at Enabling Village from 19 to 29 November 2021. The event was honourably graced by President Halimah Yacob, who purchased a handful of pottery items curated by our youths and shared about Arts@Metta on her social media platforms to increase the awareness about the special needs individuals in our community.



Singapore Management University (SMU) Outreach

Student volunteers from SMU participated in a Corporate Social Responsibility (CSR) outreach with our youths from August to December 2021. Through the outreach, our youths learnt about various cultures around the world and tried their hands at folding origami and creating snow globes.



Profile – Namira Binte Ismail, 31

Her hard work and perseverance have helped Namira, who has mild intellectual disability, turn into an aspiring artist since she began her training programme with Arts@Metta.

In the beginning, Namira had difficulty staying focused to complete her artwork due to her lack of concentration. Despite the odds, she has remained positive by committing herself to stay focused and following instructions carefully to complete her task. Namira is now able to create intricate artworks, producing beautiful batik and watercolour paintings, and even exquisite pottery art pieces.

Through the workplace training programme, Namira has grown more confident in expressing herself and had participated in an art empowerment programme with CAG to further develop her appreciation for art while learning the skill of storytelling.

Today, Namira is a cheerful artist at work. She has learnt to cope better with her anxiety issues and to interact with others without feeling stressed. With her determined nature and aptitude for art, she will surely realise her dream of becoming a great artist one day!



METTA CAFÉ

Sacrifice Nothing Campaign

In conjunction with World Environment Day on 5 June 2021, the Sacrifice Nothing campaign was launched to support the broader messages of 'Feed the Hunger' and 'Kill Less Animals'.

The campaign was held from June to August 2021 with The Social Kitchen partnering up with The Vegetarian Butcher to support our café and show appreciation to frontliners across hospitals, non-profit organisations and charities. Throughout the month of June 2021, the campaign provided 50,000 tasty and nutritious plant-based burgers for free to frontliners during the challenging COVID-19 period.



Nurses' Day 2021

In celebration of Nurses' Day 2021, Singapore Pools gave out close to 38,000 packets of cookies, baked with love by our youths at Metta Café, to our nation's nurses to express gratitude for their invaluable contributions to Singapore during the pandemic.



Mooncake Making with Pei Chun Public School

Adding a twist to the regular Mid-Autumn Festival celebrations, Pei Chun Public School collaborated with Metta Café to bake uniquely theirs - Pei Chun mooncakes in September 2021. Made with a customised Pei Chun mooncake mould, the mooncakes were packed in limited edition boxes by our youths at Metta Café.



Caregiver Workshops

To support caregivers with special needs individuals in their financial planning journey, we held a series of virtual workshops for caregivers to learn about setting financial goals, assessing the monthly amount needed for their family's expenses and ways to manage shortfall situations based on their current financial ability. We also included a segment on estate planning to highlight the importance of making plans for the future.

Profile – Toh Ming Yi, 25

Diagnosed with Autism, Ming Yi has difficulties communicating his emotions in words. As a result, he displayed his tantrums through screams and behavioural outbursts.

Upon his graduation from Metta School with the ISC in Baking Practices, Ming Yi found employment in a retail bakery. Despite his competency in carrying out tasks assigned to him, he struggled to manage his emotions in the new environment, leading to a few meltdown occasions at work. Ming Yi was referred to Metta Café in October 2020. During his first few months at Metta Café, his trainers devoted much time and patience to observing his strengths and areas of improvement. They consistently engaged him in conversations and encouraged him to express his emotions in words.

Over time, Ming Yi's trainers created a step-by-step guide with systematic instructions to facilitate his learning and task retention. They also worked with his mother to support him in practising his emotion management skills at home.

Under the guidance of his trainers, Ming Yi has made positive progress in managing negative emotions. He has picked up new skills and is now able to express his emotions in words. We look forward to seeing Ming Yi complete his apprenticeship at Metta Café and move on to open employment to pursue his dream of becoming a professional baker.



DISABILITY CARE



Moto Tiles

We started using Moto Tiles in our rehabilitation programmes in August 2020.

Designed to look like jigsaw pieces, Moto Tiles are embedded with LEDs and pressure sensors. Our therapy staff customised the Moto Tiles based on individual beneficiary's functionality level to improve their overall balance and strength.

Residents in our Home and clients at our Day Activity Centre find the Moto Tiles fun and have since become one of their favourite activities. To date, 85 beneficiaries have benefitted from the usage of Moto Tiles in our rehabilitation programmes.

Samsung Flip

Amidst the cancellation of physical outdoor activities due to the COVID-19 pandemic, we tapped on Samsung Flip to engage residents in our Home and clients at our Day Activity Centre.

Through Samsung Flip, we managed to bring our daily activities online for our beneficiaries. With the help of an interactive digital flip chart built for real-time collaboration, we introduced interactive games such as problem-solving puzzles, logic games and YouTube exercises. Further, we have worked with various corporates and schools to incorporate virtual volunteering through singing sessions, dance activities, and storytelling. This allowed our beneficiaries to have much fun while improving their attention span and developing their cognitive skills.



Omivista

Fun and interactive, the Omivista is a motion-activated projection system that creates dynamic images on a surface. Easy to use and navigate, residents in our Home and clients at our Day Activity Centre are able to improve their motor and interaction skills through sensory activities and games on the Omivista.

Our beneficiaries thoroughly enjoy the colourful visual projection and nature sounds from the Omivista, allowing them to stay physically and mentally active.

Profile – Tan Yong Ming, 37

As a resident at our Home for the Disabled, Yong Ming keeps himself well-occupied through various activities. From assembling jigsaw puzzles to doing colouring activities and even interacting with the other residents, our care staff ensures that he stays engaged and connected throughout the day.

When Yong Ming first arrived at our Home, he showed signs of reluctance to participate in our Home's therapy-related activities. Instead of participating in the activities, he looked constantly at the door hoping each of these sessions would end soon.

With encouragement from the therapy staff, he gradually opened up during therapy sessions. Slowly, he became interested in the activities and started participating.

We are delighted to see Yong Ming being able to perform simple self-care tasks, such as eating and dressing, independently and following instructions from the therapy staff.



Profile – Lee Kow Song, 43

Kow Song has moderate intellectual disability. To help him learn social skills and become more independent, his parents sent him to our Day Activity Centre for the Intellectually Disabled (IDAC).

Being a shy and reserved young lad, Kow Song faced challenges in his social and communication skills. For several years, he displayed hyper-activeness and aggressive behaviour whenever he was confronted with a challenging situation or by an individual who intimidated him.

To help Kow Song better manage his emotions and his behavioural issues, our care team implemented a customised care plan to meet his needs. Over the years, Mr Lee has shown amazing improvement in his emotional management and daily behaviour.

While caring for oneself may come naturally for most of us, Kow Song had difficulty adhering to the daily routine and acquiring self-care skills. To help him learn these skills, our staff gave him step-by-step instructions. He now lives a more fulfilling life, performing personal tasks such as dressing and bathing himself. He can also do simple chores such as washing plates and sweeping the floor at the centre. It is heart-warming to see him helping the IDAC staff carry items and collect the daily tea break from the kitchen helper.

Kow Song's goal is to enjoy a life with as much independence as possible. And our team is heartened to see him grow into a helpful and kind-hearted person. We will continue to support him to live a life with dignity and meet his needs as long as he is with IDAC.



MEDICAL CARE



Card Making & Stay Home Venture Projects

Our seniors have actively participated in our card making and stay home venture projects conducted between April 2020 and December 2021.

The projects allowed our seniors to improve their motor skills and attention span by punching out cute paper butterflies and arranging them on cards to form interesting layouts and beautiful designs. Completed cards were used as "Thank You" cards to show appreciation to our donors and volunteers.

Through this project, we also launched a Chinese New Year Blessing Box campaign between January and February 2022 in conjunction with our calligrapher from the United Chinese Library. Through the campaign, individuals who donated \$88 and above, received a Blessing Box, consisting of a CNY DIY card template, prepared and packed by our seniors and a Chinese well wishes couplet by our calligrapher.

To motivate our seniors, we gifted them with grocery items of their choice upon completing a number of set tasks. Keeping our seniors physically, socially and mentally active is most essential in supporting them to remain independent in the community.



Profile – Late Joahna Binte Djojo, 71

Caring for a terminally ill loved one at home can be stressful and challenging. Despite these difficulties, Mr Ghani is grateful to fulfil his mother, Mdm Djojo's last wish which was to enjoy her remaining days in the comfort of her home.

With no caregiving experience, Mr Ghani had felt lost and stressed over Mdm Djojo's complex medical condition when he first learnt that she would require round-the-clock caregiving support. Hence, he was grateful to receive support and guidance from our palliative care team, who took over his mother's case in December last year.

Working closely with Mr Ghani through our Hospice Care programme, our nurses went through a one-on-one hands-on training to help him effectively care for his mother. The training helped him learn about wound care management, basic nursing care needs, as well as coping strategies, which had been useful to get him through the worst of times. Apart from the regular home visits, our hospice team also assisted to get a short-term caregiver for Mdm Djojo, which had allowed him the flexibility to fulfil his work commitments while ensuring his mother is well looked after.

Those reassuring words of encouragement, support and guidance has greatly relieved Mr Ghani from the immense stress he was experiencing. Mr Ghani also found the strength to persevere on through his love for Mdm Djojo. At times when he felt frustrated or discouraged, he would manage his emotions by hugging Mdm Djojo and remind himself of all the love she had given to him over the years. Mdm Djojo passed away peacefully in the presence of her son on 11 Mar 2022.

Mr Ghani fondly shares memories of the times when Mdm Djojo was in better health, evidently showing his love for his mother. In encouragement to all other caregivers, Mr Ghani has this to share, "Breathe. Stay strong. Be open to accept help and support. Hold on tightly to love. Trust in God to grant you strength, peace and blessings. Remember to tell your loved ones how much you love them and seek their forgiveness for the times you failed to please them."

Profile – Tan Chiew Kwee, 57, MDRC

Mdm Tan was referred to Metta Day Rehabilitation Centre (MDRC) in November following a right leg fracture in May 2020.

When she first came to our MDRC, she was afraid to walk due to her fear of falling. With our rehabilitation program, her muscle strength in her bilateral lower limbs gradually increased, allowing her to maintain good standing balance. Currently, she attends our MDRC regularly and enjoys the HUR machine and Moto Tiles to make her rehabilitation more interactive.

Positive and strong-willed, Mdm Tan is blessed with a close circle of family and friends who continuously encourage her in her rehabilitation journey. Mdm Tan has gained impressive improvements since joining our MDRC. She is now able to walk independently with a quad stick. We are happy to see her persistence and progress in her rehabilitation journey!





COMMUNITY PARTNERSHIP

Singapore Pools x Metta Virtual Race – I See the Light in You

We partnered with Singapore Pools for the second year running in our virtual race.

A record number of 870 participants took part in the race throughout October 2021, covering a total distance of over 46,000km. With Singapore Pools' generous donation of \$2 for every 1 km covered and our enthusiastic fundraisers, we raised over \$150,000 through the event. Special thanks to our top fundraiser, Mr Eddy Lee, who raised a total amount of \$13,328 among his family and friends.

Scan here to find out what our staff from Medical Team enjoyed about the race.



SINGAPORE POOLS x METTA VIRTUAL RACE 2021
I See The Light In You

Race Categories
: Individual – 20km*
: Team – 200km* (2 pax minimum, 5 pax maximum)
* Distance is calculated as the total distance accumulated over 30 days.

Registration Period : 1 – 26 Sep
Race Period : 1 – 31 Oct
Registration Cost : Individual – \$25 per pax
: Team – \$22 per pax
Race Entitlements : Race Tote Bag and Finisher e-certificate
Register at : www.metta.org.sg/mettavirtualrace

metta.org.sg/mettavirtualrace events@metta.org.sg 6580 4688 [MettaWelfareAssociation](https://www.facebook.com/MettaWelfareAssociation)

Metta's Charity Golf Tournament

We held our 22nd Annual Charity Golf Tournament on 14 October 2021 at Laguna National Golf Resort Club.

It was a beautiful day for our golfers to start their game, all for a good cause. The tournament was strongly participated by 128 golfers with a total amount of \$150,950 raised in support of our programmes and beneficiaries. All golfers had a great time during the tournament and each went home with a lucky draw prize for their generosity and sporting spirit.

Scan the QR code on the right to check out the event video:





慈光福利协会
METTA WELFARE ASSOCIATION

**OUR
PEOPLE**



INNOVATION & QUALITY CIRCLES

Our staff spearheaded and successfully implemented the following projects as part of our innovation and quality improvement efforts.

Hospice Care & HomeCare

Management of Medical & Admin Records

- o Easy identification, access and retrieval of files
- o Saves time to locate documents
- o Convert space to other usage
- o Work Process for retention and disposal
- o 6S Housekeeping checklist



Metta Day Rehabilitation Centre

Handmade Cards

- o Engage clients in the making of "Thank You" cards, birthday cards, seasonal greetings and condolence cards
- o Use recycled materials



Corporate Development & Support

IT Helpdesk Portal and QR Code (Online)

- o Report IT issues via QR Code
- o IT Helpdesk Portal via SharePoint
- o Centralised record
- o Faster resolution with ticketing system



Corporate Development & Support

Workplace Health & Safety Assessment

- Identify Areas Of Hazard
- Gather feedback
- Proposed improvement action
- Findings provided the basis for our application for BizSafe certification



CORPORATE SOCIAL RESPONSIBILITY (CSR) PROJECT

The theme for our CSR Project for the financial year of 2021/2022 was "Say YES to Waste Less". Our staff formed 48 teams among themselves, turning waste into beautiful and practical items.



Paper
Macrame
Baskets



Receipts
Paper
Coasters



Sensory
Board for
Children



Storage
Rack

Made from
recycled plastic
containers &
waste wood

Upcycling from
past year's
fundraising items



Repurposed
Bag

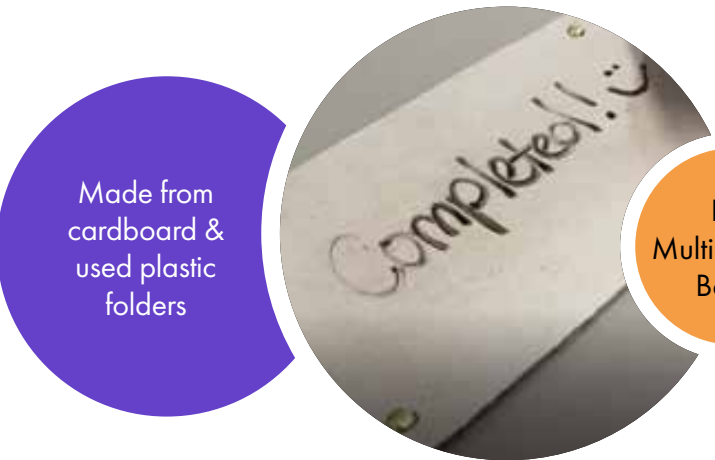


Recycled Bottles Pencil Case

Made from mineral water bottles



Decoration Lights



Made from cardboard & used plastic folders

DIY Multipurpose Board



Plastic Spoon Flower Vase



Toilet Paper Rolls Pen Holder



Toilet Rolls Umbrella Holder

What our staff says about the CSR projects:

Community Partnership

"We had fun and gained priceless learning about upcycling 'waste' items through the CSR project!"

Metta Café

"In spite of the COVID-19 restrictions with split teams and work-from-home schedules, we managed to leverage on each other's strengths to complete the CSR project with great success!"

IT INFRASTRUCTURE

Microsoft Dynamics Finance and Operation

In our efforts to adopt a comprehensive solution to support our daily finance and operation matters, we decided to implement a unified cloud platform through Microsoft Dynamics 365 Finance and Operation.

The implementation of this platform has allowed us to streamline various applications and data sharing, increasing overall productivity across departments, while managing users across multiple service departments smoothly.

Microsoft Office365

In response to the COVID-19 pandemic, hybrid work arrangements were introduced for the overall safety of our staff. We adopted Microsoft Office365 into our work arrangements to support greater efficiency for staff working remotely.

Staff were encouraged to use Microsoft Teams for online meetings and SharePoint Online for online files sharing to ensure overall security of information amidst our hybrid work arrangement.

TRAINING

Cyber Security Awareness

We organised an online learning programme for our staff to raise cyber security awareness. Over 140 of our staff attended the programme, gaining priceless knowledge about cyber security and tips on building a stronger line of cyber defence in their usage of the Internet.

Singapore Institute of Management (SIM) Systems Leadership Programme

The programme aims to equip learners with systems thinking and leadership skills, guiding them to understand and address issues holistically, while encouraging new expansive patterns of thinking that are essential for innovation.

To date, 8 of our management staff have attended this programme, gaining valuable skills in systems leadership and change management.

Enabling Mark (Silver) Award

The Enabling Mark is a national-level accreditation by SG Enable that benchmarks and recognises organisations for their best practices and outcomes in disability-inclusive employment.



We are most proud and delighted to receive the Enabling Mark (Silver) Award in August 2021 as a strong testament to our team's tireless efforts in adopting the best practices to train and develop our youths with various skills required for sustained employability, in support of building an inclusive workforce in Singapore.

Tripartite Standards

We adopted the Tripartite Standards set by Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) with effect from 4 January 2022, as part of our commitment to create a positive working environment for our diverse workforce, in support of providing the highest level of care delivery to all our beneficiaries.



CORPORATE GOVERNANCE

Introduction

We are committed to high standards of corporate governance, upholding the values of accountability and transparency within our organisation. We comply with the requirements of the Code of Governance (for Charities and Institutions of a Public Character) issued by the Charity Council.

Metta Welfare Association was set up as a society with the Registry of Societies (ROS) on 13 July 1994. It was registered as a charity under the Charities Act on 9 March 1995.

Charity Registration Number	1082
ROS Registration Number	285/93WEL
Unique Entity Number	S94SS0081K
GST Registration Number	M90373853A
Institution of a Public Character (IPC)/ Central Fund Status Period	1 March 2021 to 29 February 2024
Member of Central Fund	NCSS Charitable Fund
Registered Address	32 Simei Street 1 Metta Building Singapore 529950

Management Committee

We are governed by a Management Committee (MC) of 15 members, elected according to our Constitution. Presently, the MC comprises a President, two Vice Presidents, an Honorary Secretary, an Assistant Honorary Secretary, an Honorary Treasurer, an Assistant Honorary Treasurer and 8 elected Board members. They bring with them skills and abilities in diverse areas such as accounting, audit, business, communications, engineering, finance, fundraising, human resource, management, medical and technology.

The MC ensures that we are responsibly governed.

There is a maximum term limit of 4 consecutive years for the positions of Honorary Treasurer and Assistant Honorary Treasurer.

The MC conducts an annual self-evaluation to assess its performance and effectiveness.

The MC meets at least 6 times a year.

For the financial year from 1 April 2021 to 31 March 2022, there were 6 MC meetings.

For The Financial Year Ended 31 March 2022

Appointment	Name	Date of Current Appointment	Meeting Attendance
President	Venerable Chao Khun Fa Zhao ^{BBM}	18.09.2021	6/6
1st Vice President	Venerable Shi You Guang	18.09.2021	6/6
2nd Vice President	Dr Wong Sin Yew	18.09.2021	5/6
Honorary Secretary	Mr Ee Tiang Hwee	18.09.2021	6/6
Asst Honorary Secretary	Mr Ko Yu Quan	18.09.2021	6/6
Honorary Treasurer	Mr Oon Chong Kai, Albert	18.09.2021	5/6
Asst Honorary Treasurer	Mr Lim Yew Si	18.09.2021	6/6
Committee Member	Mr Ang Yao Tong, Jason	18.09.2021	*0/3
	Ms Goh Kah Eem, Evelyn	18.09.2021	6/6
	Mr Koh Kong Wen	18.09.2021	*3/3
	Mr Lim Ah Noi, Peter	18.09.2021	6/6
	Mr Lim Thou Kin, Julian	18.09.2021	6/6
	Er. Loke Sim Wee, Joshua	18.09.2021	4/6
	Mr Soon Yeu Kian	18.09.2021	*3/3
	Mr Woo Khai San, Victor	18.09.2021	5/6

Office Bearer's Appointment & Occupation

Name	Current Board Appointment & Date	First Board Appointment & Date(#)	Occupation
Venerable Chao Khun Fa Zhao ^{BBM}	President ; 18.09.2021	President ; 14.09.2019	Abbot & President, Buddhist Temples
Venerable Shi You Guang	1st Vice President ; 18.09.2021	1st Vice President ; 16.09.2017	Abbot & President, Buddhist Temple
Dr Wong Sin Yew	2nd Vice President ; 18.09.2021	2nd Vice President ; 25.09.2016	Infectious Disease Physician Specialist
Mr Ee Tiang Hwee	Honorary Secretary ; 18.09.2021	Honorary Secretary ; 01.06.2017	Deputy Executive Director, Buddhist Temples
Mr Ko Yu Quan	Asst Honorary Secretary ; 18.09.2021	Management Committee Member ; 14.09.2019	Director, Food Manufacture & Retail
Mr Oon Chong Kai, Albert	Honorary Treasurer ; 18.09.2021	Honorary Treasurer ; 14.09.2019	Group Managing Director, Engineering supplies for the Marine, Oil & Gas Industries
Mr Lim Yew Si	Assistant Honorary Treasurer ; 18.09.2021	Assistant Honorary Treasurer ; 14.09.2019	Accountant

This refers to the date of the office bearer's first appointment to the Board on a continuous basis.

* These members were newly elected to the MC at the Annual General Meeting held on 18 September 2021. As such, their attendance was only required for the 3 MC meetings held between 18 September 2021 and 31 March 2022.

Office Bearer’s Appointment in Affiliated Organisation

Office Bearers	Affiliated Organisation	Position in Affiliated Organisation
Venerable Chao Khun Fa Zhao _{BBM}	Golden Pagoda Buddhist Temple	Abbot & President
	Buddha Tooth Relic Temple (Singapore)	President
Mr Ee Tiang Hwee	Golden Pagoda Buddhist Temple	Deputy Executive Director
	Buddha Tooth Relic Temple (Singapore)	Deputy Executive Director

Sub-Committees

To enhance our corporate governance, the MC has established the following 12 sub-committees with documented Terms of Reference:

- 1. Children Care Committee
- 2. Disability Care Committee
- 3. Medical Care Committee
- 4. Youth Employment Support Committee
- 5. Community Partnership Committee
- 6. Nominating Committee
- 7. Audit Committee
- 8. Finance Committee
- 9. Human Resource Committee
- 10. Information Technology Committee
- 11. Investment Committee
- 12. Tenders & Contracts Committee

Senior Management Team

Name	Appointment	Date Appointed to Position
Ms Felicia Wee	Deputy Executive Director	01.04.2015
Mr Tan Ming Tatt	Legal Counsel	03.05.2021
Ms Micky Ng	Assistant Director	01.01.2020

Our senior management team are professionals with the right skill sets and competencies to manage the organisation and deliver the results expected by the MC.

Management Team

Name	Appointment
Ms Lee Lin Foong	Manager, Children Care
Ms Jacqueline Goh	Manager, Disability Care
Ms Jean Lim	Manager, Medical Care <i>(w.e.f. 6 June 2022)</i>
Ms So Kah Lay	Principal, Metta School
Ms Janice Lim	Manager, Community Partnership
Ms Ann Ng	Senior Manager, Compliance & Secretariat
Mr John Num	Manager, Facilities & Projects
Ms Patricia Ng	Manager, Finance
Ms Amy Lim	Manager, Human Resource
Mr Archi Yuen	Manager, Project

Our management team maintain an oversight of the daily operations and ensure service delivery to meet the requirements of both internal and external stakeholders.

Strategic Planning

The MC approves and reviews our Vision, Mission and Values to ensure that we stay relevant in relation to the changing environment and needs of the community. These are communicated to all stakeholders and the public through various platforms, including our annual report and corporate website. The MC regularly reviews and updates our strategic plans to ensure that our activities are in line with our objectives.

Financial Management and Control

The MC and Finance Committee jointly review and approve the annual budget prepared by the management team. Our charity’s operating and capital expenditure budget is regularly monitored to ensure prudent usage of funds.

We are committed to disclosing audited statements that give an accurate and fair review of our financial position, in accordance with the requirements specified by the authorities.

We have written procedures in place for financial matters in key areas, including procurement and controls, receipting, payment procedures, controls and system for the delegation of authority and limits of approval.

Risk Management and Internal Control

We adopt a rigorous enterprise risk management framework and conduct annual International Organisation for Standardization (ISO) internal audits on key aspects of our operations. The Audit Committee assists the MC in providing risk management oversight, while the Senior Management Team monitors and ensures the integrity of the internal control systems.

We also engage independent internal and external auditors periodically to ensure that our internal controls are in place and that our financial, investment and fundraising policies are well-adhered to. The findings and recommendations made by the internal and external auditors are reviewed by the Audit Committee and reported to the MC.

Fundraising Practices

We have established guidelines on fundraising based on the best practices set by the National Council of Social Services (NCSS) and the Charity Council. All donations collected are clearly recorded and properly accounted for.

Conflict of Interest Policy

We have clear policies and procedures in place to manage and avoid situations of conflict of interest. All MC members, Sub-Committee members and our staff are required to make declarations of conflict of interest at the start of their terms or at the point of hire, annually and at the first point of such conflict or as soon as a conflict or potential conflict might arise. In any matter where a conflict of interest exists, the conflicted individual(s) are not allowed to vote and/or participate in the decision-making process pertaining to the matter.

Reserves Policy

We maintain a level of reserves to ensure long-term financial sustainability. We maintain maximum reserves level of up to 5 years of annual operating expenditure. Our reserves exclude all Building/Project Fund, Endowment and Sinking Fund.

Whistle-Blowing Policy

We are committed to the highest standards of honesty, transparency, accountability, ethical and integrity conduct. We have a whistle-blowing policy in place to provide an avenue for our employees, volunteers, beneficiaries and any external parties to raise genuine concerns about suspected improprieties without having to fear reprisal.

Personal Data Protection Policy

We have a privacy policy and various processes in place to comply with the Personal Data Protection Act 2012 (PDPA). Data collected by our charity is only used for purposes stated and agreed upon, unless otherwise permissible under the law. Reasonable security arrangements are in place to comply with PDPA obligations.

Disclosure and Transparency

We publish our Annual Report on our corporate website with comprehensive information about our programmes, activities, audited financial statements, management committees, sub-committees and senior management team.

No MC member receives any remuneration for their services.

No staff member is involved in setting his or her own remuneration.

Bankers

1. Bank of China Singapore

2. Citibank Singapore (accounts closed in August 2021)

3. DBS Bank

4. Hong Leong Finance
5. Oversea-Chinese Banking Corporate Limited

6. Standard Chartered Bank

7. United Overseas Bank Limited

Auditor

1. Credo Assurance LLP

GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

Code Compliance for the period from 1 April 2021 to 31 March 2022

S/N	Code guideline	Code ID	Compliance Status
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Compiled
	Are there governing board members holding staff ¹ appointments? Remarks: (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	-
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	-
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Compiled
5	All governing board members must submit themselves for re-nomination and reappointment, at least once every 3 years.	1.1.8	Compiled
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years? Remarks: (skip item 7 if "No")	1.1.12	Compiled
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	-
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Compiled

S/N	Code guideline	Code ID	Compliance Status
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Compiled
10	Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Compiled
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Compiled
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Compiled
HUMAN RESOURCE AND VOLUNTEER² MANAGEMENT			
13	The Board approves documented human resource policies for staff.	5.1	Compiled
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Compiled
15	There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? Remarks: (skip item 16 if "No")	5.5	Compiled
16	There are volunteer management policies in place for volunteers.	5.7	Compiled
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Compiled
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Compiled

S/N	Code guideline	Code ID	Compliance Status
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Compiled
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Compiled
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Compiled
	Does the charity invest its reserves (e.g. in fixed deposits)? Remarks: (skip item 22 if "No")		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Compiled
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? Remarks: (skip item 23 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Compiled
	Did the charity receive donations in kind during the financial year? Remarks: (skip item 24 if "No")		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Compiled
DISCLOSURE AND TRANSPARENCY			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Compiled
	Are governing board members remunerated for their services to the Board? Remarks: (skip items 26 and 27 if "No")		No
26	No governing board member is involved in setting his own remuneration.	2.2	-
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	-

S/N	Code guideline	Code ID	Compliance Status
	Does the charity employ paid staff? Remarks: (skip items 28, 29 and 30 if "No")		Yes
28	No staff is involved in setting his own remuneration.	2.2	Compiled
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Compiled
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Compiled
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	Compiled

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity—

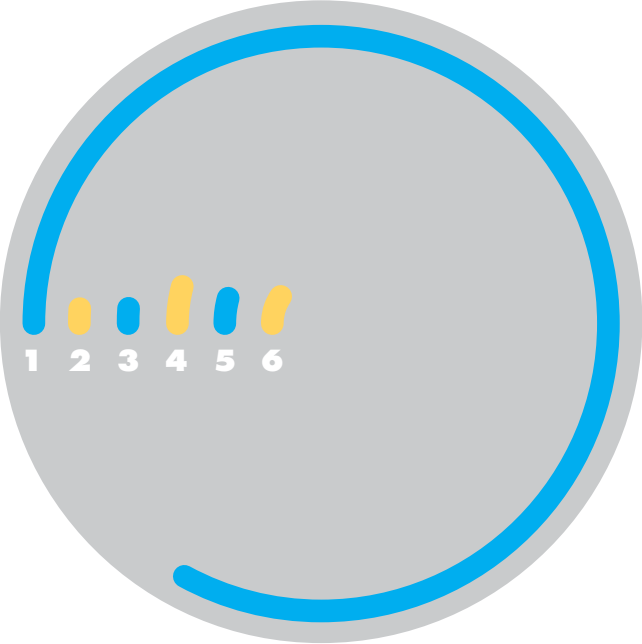
- (a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head’s or governing board member’s spouse.

⁴ Executive Head: The most senior staff member in charge of the charity’s staff.

OPERATIONS REVIEW



Donations Received

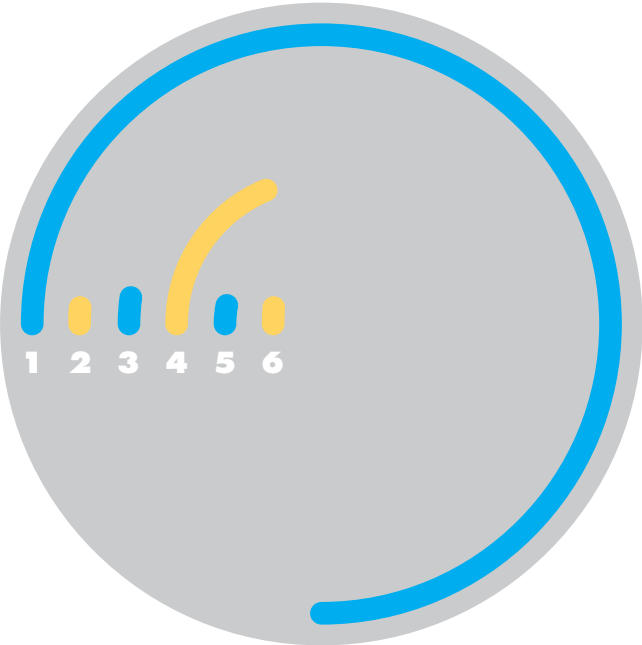
For Financial Year 2021/2022

- 1 Metta Headquarters (including Maitri) – 83%
- 2 Children Care – 1%
- 3 Special Education – 1%
- 4 Youth Employment Support – 6%
- 5 Disability Care – 4%
- 6 Medical Care – 5%

Principal Funding Sources

For Financial Year 2021/2022

- 1 Grants – 75%
- 2 Job Support Scheme – 1%
- 3 Sales – 2%
- 4 Donations & Fundraising – 19%
- 5 Direct Activities Income – 2%
- 6 Others – 1%



Major Expenditures

For Financial Year 2021/2022

- 1 Manpower Cost – 33%
- 2 Cost of Sales – 1%
- 3 Direct Activities Expense – 47%
- 4 Donation & Fundraising – 1%
- 5 Depreciation – 7%
- 6 Rental – 3%
- 7 Others – 8%

Key Ratios

Reserves	: Operating Expenses
Operating Reserves (Total)	: \$82,215,466
Annualised Expenses	: \$30,511,041
Ratio	: 2.69
Fundraising Expenses (Consolidated Year Ended 31 March 2022)	: Fundraising Income
Fundraising Expenses	: \$49,025
Fundraising Income	: \$662,397
Ratio	: 0.07

FINANCIAL STATEMENT SUMMARY



Metta Welfare Association
Statement of Financial Activities
 For The Financial Year Ended 31 March 2022

		2022			2021		
	Note	Unrestricted Fund S\$	Restricted Fund S\$	Total Fund S\$	Unrestricted Fund S\$	Restricted Fund S\$	Total Fund S\$
INCOME							
Income from generated funds							
• Voluntary income	4	3,608,264	29,595,362	33,203,626	12,174,037	24,347,695	36,521,732
• Investment income	4	128,318	126,318	254,636	170,868	145,180	316,048
• Activities for generating funds	4	611,573	50,824	662,397	518,708	27,743	546,451
Income from charitable activities	4	760,017	773,217	1,533,234	617,282	742,998	1,360,280
Other income	4	327,787	1,168,145	1,495,932	697,082	3,455,836	4,152,918
Total income		5,435,959	31,713,866	37,149,825	14,177,977	28,719,452	42,897,429
EXPENDITURE							
Cost of generating funds	5	171,416	92,146	263,562	242,114	70,204	312,318
Cost of charitable activities	5	6,350,537	23,565,252	29,915,789	6,120,739	21,077,704	27,198,443
Governance and other administrative costs	5	84,281	247,409	331,690	118,955	235,287	354,242
Total expenditure		6,606,234	23,904,807	30,511,041	6,481,808	21,383,195	27,865,003
NET SURPLUS/ (DEFICIT)		(1,170,275)	7,809,059	6,638,784	7,696,169	7,336,257	15,032,426
REFUND TO MOE		-	(11,563)	(11,563)	-	(15,279)	(15,279)
TRANSFER WITHIN FUNDS		2,190,698	(2,190,698)	-	2,166,621	(2,166,621)	-
ALLOCATION OF 20% OF NET SURPLUS	12.1.2 12.1.4	140,744	(140,744)	-	265,565	(265,565)	-
NET MOVEMENTS IN FUNDS		1,161,167	5,466,054	6,627,221	10,128,355	4,888,792	15,017,147

Metta Welfare Association
Statement of Financial Position
as at 31 March 2022

ASSETS	Note	2022 S\$	2021 S\$
Current assets			
Cash and cash equivalents	7	58,683,837	49,995,770
Pledged fixed deposit	7	134,354	134,354
Trade and other receivables	8	1,102,443	1,486,981
Investment in financial assets	9	500,316	-
Inventories		3,890	3,890
		<u>60,424,840</u>	<u>51,620,995</u>
Non-current asset			
Investment in financial assets	9	2,262,417	2,767,368
Property, plant and equipment	10	23,422,787	24,944,295
		<u>25,685,204</u>	<u>27,711,663</u>
Total assets		<u>86,110,044</u>	<u>79,332,658</u>
LIABILITY			
Current liability			
Trade and other payables	11	3,894,578	3,744,413
Total liability		<u>3,894,578</u>	<u>3,744,413</u>
NET ASSET		<u>82,215,466</u>	<u>75,588,245</u>
TOTAL FUNDS		<u>82,215,466</u>	<u>75,588,245</u>

Metta Welfare Association
Statement of Financial Position
as at 31 March 2022 (Continued)

	Note	2022 S\$	2021 S\$
NET ASSET		<u>82,215,466</u>	<u>75,588,245</u>
FUNDS			
Unrestricted funds			
General fund	12.1.1	26,609,271	26,149,732
Investment fund	12.1.2	4,801,083	4,473,614
Project account reserve	12.1.3	1,517,134	1,517,134
Sinking fund	12.1.4	5,542,425	5,174,222
Student welfare fund	12.1.5	71,956	78,910
Designated fund			
• Alumni/ student welfare fund	12.2.1	201,748	224,810
• Children welfare fund	12.2.2	44,921	44,921
• Client welfare fund	12.2.3	42,611	42,051
• Medical care welfare fund	12.2.4	40,997	48,585
• Apprentices training fund	12.2.5	168,000	125,000
• Maitri school/ building project fund	12.3.9	-	8,850,891
		<u>39,040,146</u>	<u>46,729,870</u>
Restricted fund			
Education trust fund	12.3.1	203,156	196,156
Programme fund	12.3.2	(2,993,500)	(3,106,218)
School building fund - extension	12.3.3	135,950	146,679
Sinking fund	12.3.4	2,483,906	2,488,480
Project fund	12.3.5	1,463,891	1,513,845
Student assistance fund	12.3.6	1,692,053	1,692,053
Job support scheme	12.3.7	2,423,476	2,115,100
MOE fund	12.3.8	251,989	210,511
Maitri school/ building project fund	12.3.9	12,350,268	-
Accumulated general fund	12.3.10	25,164,131	23,601,769
		<u>43,175,320</u>	<u>28,858,375</u>
TOTAL FUNDS		<u>82,215,466</u>	<u>75,588,245</u>

Key Management Personnel Compensation

The key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Association. The key management personnel for the reporting period comprise the Deputy Executive Director, Assistant Director, Managers, Principal, Vice Principal, Head of Programme and Head of Department.

	2022 S\$	2021 S\$
Total remuneration of key management personnel	2,736,606	2,214,092
	Number of Staff	
Remuneration Band	2022	2021
Between S\$100,000 to S\$200,000	15	11

None of the above staff serve in the Management Committee of the Association.

Related Party Transaction

Compensation of personnel who are close family member of key management personnel

The Association has paid staff, who are close members of the family of the Management Committee members, who each receives total remuneration of more than S\$50,000 during the year.

Remuneration Band	Number of Staff	Name of Management Committee Member with whom the staff is a close family member
Between S\$50,000 to S\$150,000	1	Mr Ong Say Kiat, Jason (from 1 April 2021 to 18 September 2021)

Reserve Policy and Position

The Association's reserve position for financial years ended 31 March 2022 and 31 March 2021 is as follows:

	2022 S\$'000	2021 S\$'000	Increase/ (Decrease) %
A Unrestricted funds			
General fund	26,609	26,150	2
Investment fund	4,801	4,474	7
Project account reserve	1,517	1,517	-
Sinking fund	5,542	5,174	7
Student welfare fund	72	79	(9)
Total unrestricted funds	38,541	37,394	3
B Restricted or Designated funds			
Designated Funds	498	9,336	(95)
Restricted funds	43,175	28,858	50
C Total funds	82,215	75,588	9
D Total annual operating expenditure	30,511	27,865	9
E Ratio of funds to annual operating expenditure (A/D)	1.26	1.34	

Reference:

C. Total Funds include unrestricted, restricted and designated funds.

D. Total Annual Operating Expenditure includes expenses related to Cost of Generating Funds, Cost of Charitable Activities and Governance and other administrative costs.

The Association's reserve policy is as follows:

The maximum operating reserves shall be five (5) years of annual operating expenditure.



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