

# ANNUAL REPORT 2022/23



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



[www.metta.org.sg](http://www.metta.org.sg)

# What Is Metta?

“Metta” in Pali means “Loving Kindness”



Certificate Number 5878  
ISO 9001



CHARITY  
TRANSPARENCY  
AWARDS 2019

SINGAPORE  
QUALITY CLASS  
PEOPLE



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# PRESIDENT'S MESSAGE

Dear friends of Metta,

It is with great pleasure and pride for me to share this year's annual report which signifies not only a year of our accomplishments and growth but also a testament to the unwavering commitment and dedication of our community.

Throughout the year, we have navigated challenges, embraced opportunities and continued to advance our mission serving the community. Our collective efforts, resilience and innovative spirit have propelled us forward, enabling us to achieve significant milestones.

In the face of unprecedented global circumstances, we demonstrated adaptability and unity. Our teams came together to ensure the well-being of our beneficiaries, the sustainability of our operations, and the continued support of our stakeholders.

Our commitment to social responsibility remains a cornerstone of our identity and this includes how we can do more for the environment. The Green Ambassador programme was kickstarted to help drive the green initiatives in Metta as part of our overall Environmental, Social and Governance (ESG) framework.

We have also started exploring new ways to fundraise using NFT (Non Fungible Token) through our batik painting artworks handcrafted by our youth artists.

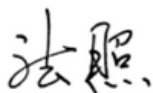
The existing Maitri School students at Metta Building, currently in its 3rd year, will be moving to a holding school in Eunus in January 2024 whilst we work on the new Maitri School/Building project in Pasir Ris, which is now scheduled to be completed in 2027/28.

None of the above achievements would have been possible without our team of dedicated staff, committee members, partners, donors, partners, caregivers and committed volunteers. I extend my heartfelt gratitude to each of them for their contribution, hard work, creativity and relentless pursuit of excellence.

As we enter into the coming year, we do so with optimism and a renewed sense of purpose. Our journey continues, guided by our core values and driven by our vision to prepare ourselves for the future.

Thank you for your trust, partnership and unwavering support. Together, we will continue to shape Metta into a beacon of success, innovation and positive change.

With Metta.



**Venerable Chao Khun Fa Zhao BBM**  
**President**  
**Metta Welfare Association**



# ABOUT METTA



Metta Welfare Association (Metta) was founded in 1992 by Venerable Chao Khun Fa Zhao <sup>BBM</sup>. He is also the President of Golden Pagoda Buddhist Temple and Buddha Tooth Relic Temple Singapore.

Registered as a society in 1994, Metta is presently endorsed by the Ministry of Social and Family Development (MSF), Ministry of Health (MOH) and Ministry of Education (MOE). We are also members of the National Council of Social Service (NCSS), Singapore Hospice Council (SHC) and Singapore Disability Sports Council (SDSC).

As a recognition of our efforts in pursuing Business Excellence, we have been awarded the Singapore Quality Class (SQC) with People certification in October 2018.

Metta was also awarded the Charity Transparency Awards (CTA) in 2019. The Award recognises charities with good disclosure practices that the Charity Transparency Framework (CTF) recommends to encourage charities to be more transparent and to recognise them for their disclosure efforts.



## MOTTO

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

## VISION & MISSION

- Inspired by the Great Compassionate Vows of The Medicine Buddha, we aim to provide social services for the community, regardless of race or religion.
- We are dedicated to delivering social service programmes for individuals and families by collaborating with our donors, partners, vendors and community organisations.

## CORE VALUES

It is defined as the basic elements of how we go about our work. It is what supports our Vision and Mission. It helps shape our corporate culture & define Metta's identity.

**Compassion:** Compassion towards our clients and treat them with kindness and dignity.

**Integrity:** Act with Integrity by upholding professional conduct and behave ethically.

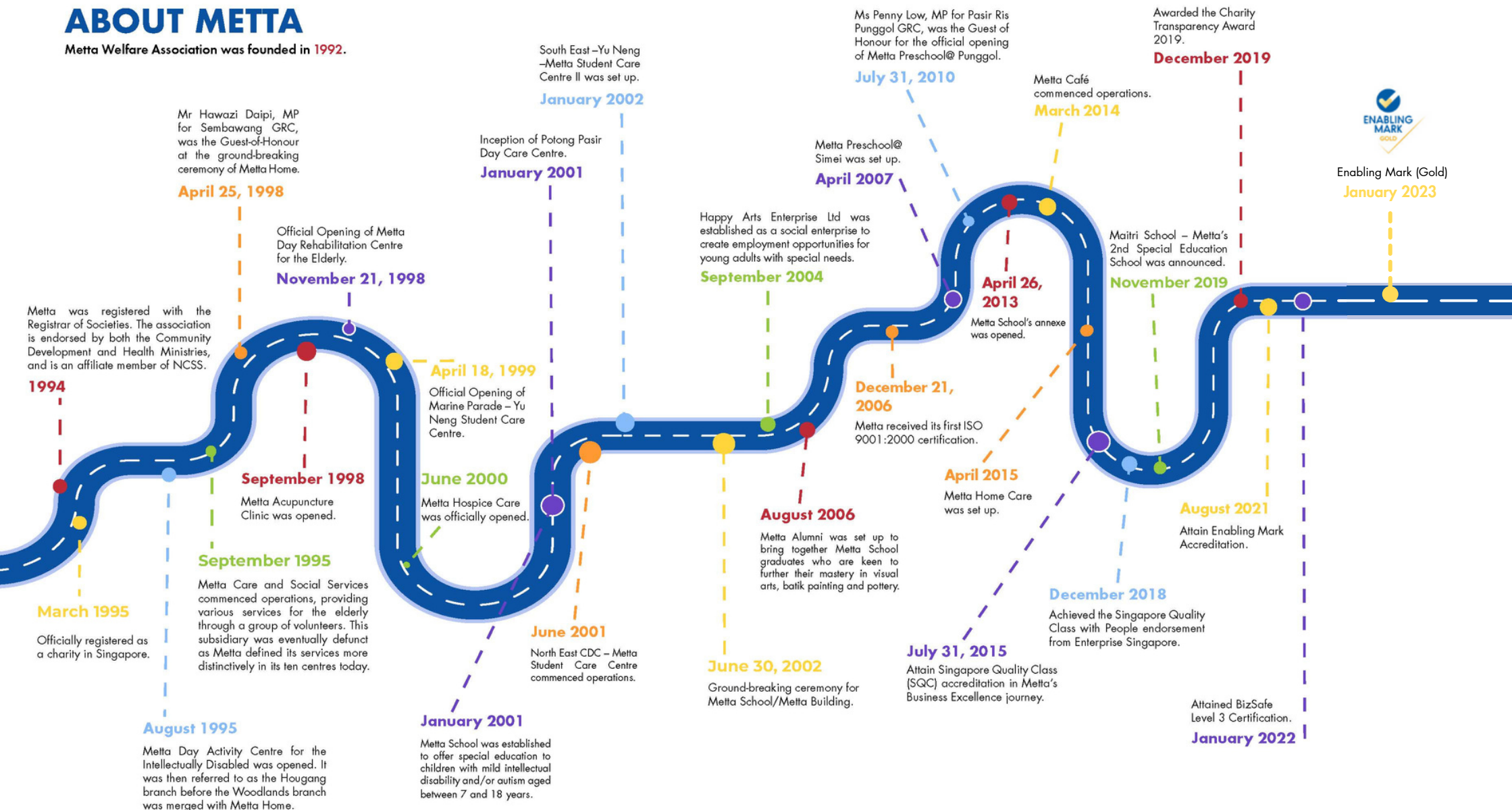
**Harmony:** In Harmony with others, treat them with equality and sensitivity, regardless of race or religion.

**Respect:** Treat our clients, employees, partners and suppliers with mutual respect and recognize the importance of diversity.

**Continuous Improvement:** Strive for excellence in service and performance through continuous learning and improvement.

## ABOUT METTA

Metta Welfare Association was founded in 1992.





# OUR PROGRAMMES

The key pillars to Metta's work include Children Care, Disability Care, Medical Care, Special Education, Youth Employment Support, and other services as required by the community.

## Children Care

Early intervention services for young children with learning difficulties.

## Disability Care

Residential care & respite care for adults with intellectual disabilities with/without autism.

Day activity care and training centres for adults with intellectual disabilities with/without autism.

## Special Education

Special education and vocational training for children with mild intellectual disability with/without autism.

## Youth Employment Support

Vocational training and supported employment for youth diagnosed with mild intellectual disability with/without autism.

## Medical Care

Day rehabilitative services for elderly and stroke patients.

Home nursing and home medical care for patients with chronic illness and organ failure.

Home palliative care for patients with life-limiting illness.

# FY 2022/2023 AT A GLANCE



We served  
**1,326**  
individuals



Total staff strength  
**386**



Number of staff training hours  
**7,707**



**2,675**

Home visits by the medical team



**26,304**

Early intervention hours for  
children with special needs



**3,472**

Volunteer hours dedicated to  
programmes and services

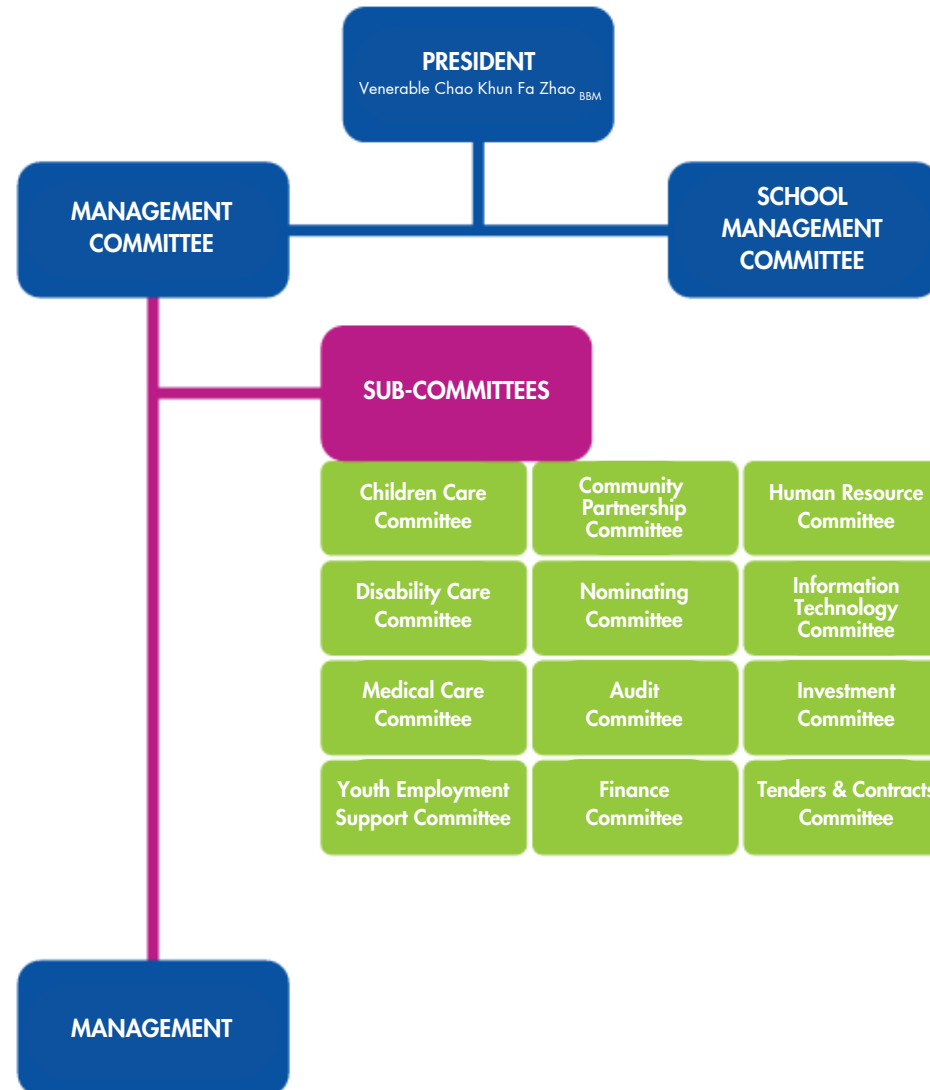


**\$7,800,714**

Total donations raised

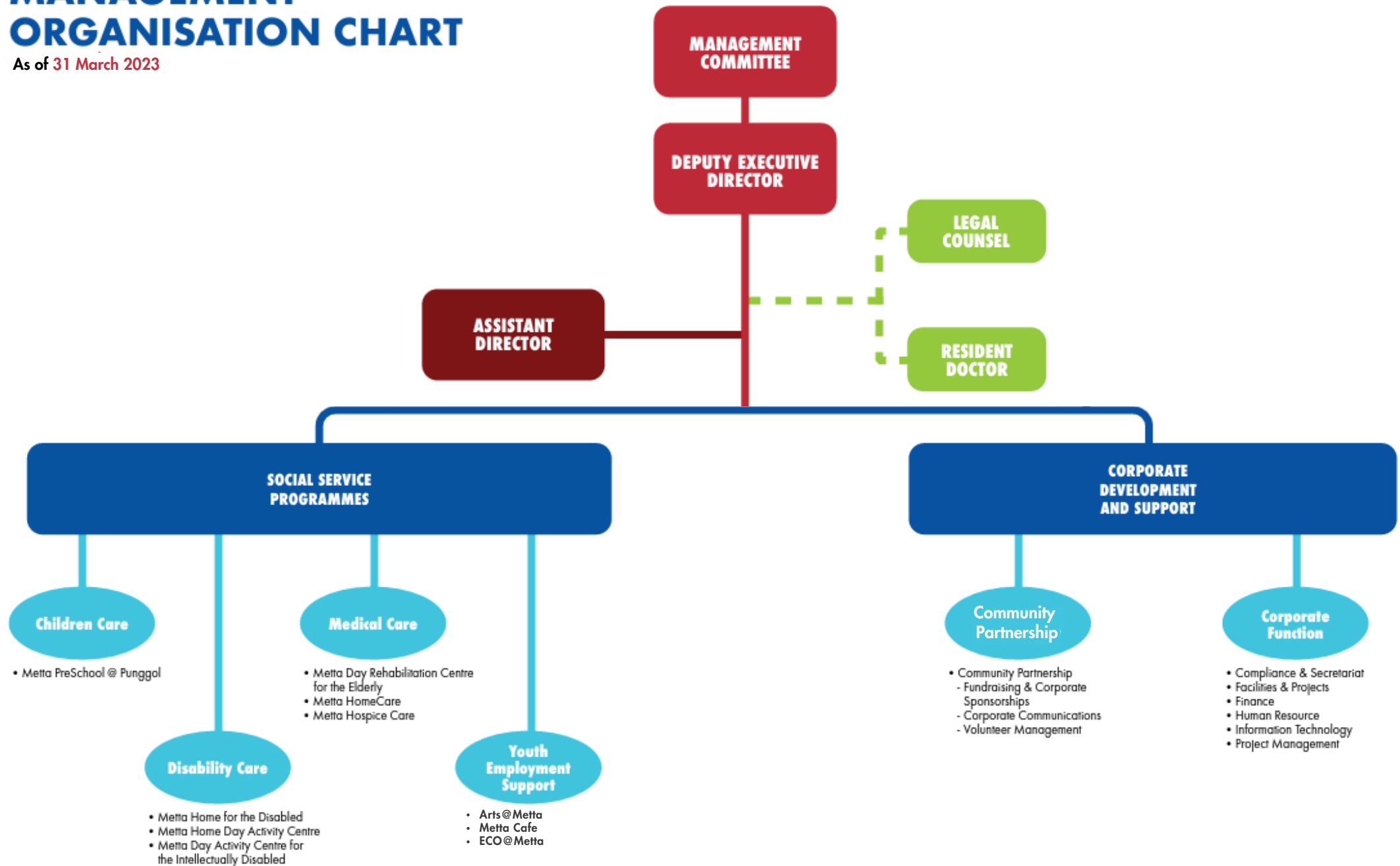


# COMMITTEE ORGANISATION CHART



# MANAGEMENT ORGANISATION CHART

As of 31 March 2023





# MANAGEMENT COMMITTEE



**PRESIDENT**

Venerable Chao Khun Fa Zhao BBM

**2ND VICE PRESIDENT**

Dr Wong Sin Yew



**ASST HONORARY SECRETARY**

Mr Ko Yu Quan



**ASST HONORARY TREASURER**

Mr Lim Yew Si



**1ST VICE PRESIDENT**

Venerable Shi You Guang



**HONORARY SECRETARY**

Mr Ee Tiang Hwee



**HONORARY TREASURER**

Mr Albert Oon



Mr Chua Meng Kiat



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 <sup>BBM</sup>



**SUPERVISOR**  
Mr Ee Tiang Hwee



**HONORARY TREASURER**  
Venerable Shi You Guang



**SECRETARY**  
Ms Veron Wong



**Mr Ko Yu Quan**  
Member



**Mr Peter Lim**  
Member



**Mr Julian Lim**  
Member



**Mrs Lisa Goh**  
MOE Representative



**Mrs Tan Wie Pin**  
MOE Appointed Member



# SUB-COMMITTEES

## Children Care Committee

The Children Care Committee facilitates Metta PreSchool@Punggol, which provides Early Intervention Programme for Infants & Children (EIPIIC) with global development delay (GDD) with/without autism.

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

## Disability Care Committee

The Disability Care Committee oversees the disability care services for adults with intellectual disabilities with/without autism.

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

- (a) Metta Home for the Disabled (Woodlands)
- (b) Metta Home Day Activity Centre (Woodlands)
- (c) Metta Day Activity Centre For The Intellectually Disabled (Hougang)

Chairman	Mr Lim Thou Kin, Julian
Vice Chairman	Mr Soon Yeu Kian
Member	Mr Chua Soon Seng, Peter Mr Heng Mong Yong Mr Tay Khin Sian, Anthony

## Medical Care Committee

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

Metta provides the following medical care services:

- (a) Metta Day Rehabilitation Centre For the Elderly (centre-based rehabilitation services)
- (b) Metta Hospice Care (home-based hospice care)
- (c) Metta HomeCare (home-based medical care)

Advisor	Venerable Chao Khun Fa Zhao <small>BBM</small>
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 Dr Lui Nai Lee Ms Ngo Siew Pod Dr. Tan Tiong Har Mr Thanabal Kaliannan

## Youth Employment Support Committee

The Youth Employment Support Committee oversees programmes to enhance the social integration of youths with intellectual and developmental disabilities with/without autism to prepare them to lead an independent life.

Youth Employment Support includes the following programmes,

- (a) Metta Café
- (b) Arts@Metta
- (c) ECO@Metta

Advisor	Mr Khua Kian Kheng, Ivan
Chairman	Venerable Shi You Guang
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 the fund raising programmes, donors' and volunteers' engagement and corporate communications, to outreach and engage with the various stakeholders.

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

## Nominating Committee

The Nominating Committee oversee the formal and transparent process in the appointment and reappointment of Management Committee and sub committee members.

Chairman	Venerable Shi You Guang
Vice Chairman	Mr Ee Tiang Hwee
Member	Venerable Chao Khun Fa Zhao <sup>BBM</sup> 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 the preparation of budgets and financial statements of Metta.

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

## Human Resource Committee

The Human Resource Committee oversees all human resource and administration matters of Metta.

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 the assets of Metta for the sole interest of the beneficiaries. The Investment Committee shall 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 oversees the tender evaluation and selection process of Metta's projects.

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 related projects





# OUR PROGRAMMES





## CHILDREN CARE

## Children Care

Metta PreSchool @Punggol has been in operation since its official opening on 31 July 2010. The centre receives children between two and up to six years old of various races and religions via referrals from SG Enable and government hospitals.

We offer EI@Centre (Early Intervention @ Centre) and DSPlus (Development Support Plus) Programmes for preschoolers with developmental needs such as Autism Spectrum Disorder, Global Developmental Delay, Speech & Language Delay, Attention Deficit Hyperactivity Disorder, Sensory Processing Disorder, etc. Each child attends four to six hours of intervention per week and our sessions focus on the child's independence in daily life activities, easing in non verbal and verbal communication, and building socio-emotional relationships with people around them. Parental participation and collaboration are important components in our programme as well.

We have served a total of **140 children** in FY 2022/2023 and looking forward to helping even more!





## Exploring Different Modes of Learning

Stories are often able to capture the attention of our students. On 16 and 17 August 2022, Molly, the mobile library bus visited Punggol@Pre-school. Sponsored by the National Library Board, the mobile library provides exciting storytelling adventures for our students with hands-on activities to deepen engagement. These storytelling sessions trained our students in their concentration skills, while developing their curiosity, as well as their communication skills. Over 100 students participated in this 2-day activity.

Our students, along with their teachers, also visited the newly opened Punggol Regional Library. It was one of the several outdoor activities planned by our teachers, with the intention to allow students to explore books in a new environment. The visit included a guided tour of the features for persons with special needs. Besides exploring books suitable for children with disabilities, our students also visited the Calm Pods, a space equipped with sensory aids and includes private areas with padded walls and floorings for children with sensory sensitivities, especially children with autism who are sensitive to surrounding noise.

## GetActive! Singapore

Jointly organised by Sport Singapore & DSA Onstage, our students participated in the GetActive! Singapore in August last year. In conjunction with the National Day celebrations, we took the opportunity to introduce the NPD 2022 songs to our students. Our students thoroughly enjoyed the programme, dancing along with the dance trainers and teachers, full of laughter and merriment.

## CNY Community Visits

After a three-year break due to the Covid-19 pandemic, we restarted our community visits in January 2023. Our students visited neighbouring preschools, Punggol Neighbourhood Police Centre and Punggol Family Service Centre to exchange festive greetings for Chinese New Year. These visits provided our students with opportunities to interact and show appreciation to our community in the neighbourhood.





## Our People

We strongly believe in life-long learning and one of the many ways to promote professional development for our teaching staff is to embark on learning programmes continuously.

This year, we are happy to incorporate on two learning journeys in Children's Care programmes. AWWA EIPIC Fernvale Link kindly hosted our management team on 27 February 2023. The visit included learning components such as effective planning on intervention hours and better time management for their teachers and support staff.

The other learning journey saw our teachers, occupational therapists and interns gathering for a learning visit at Metta School on 19 March 2023. This informative session provides a deeper insight into the teaching model and its curriculum for our special education programmes. From the learning journey, our teachers can also improve on the classroom learning materials, which will facilitate a smooth transition to a SPED school for our children after their early intervention programme.





# DISABILITY CARE



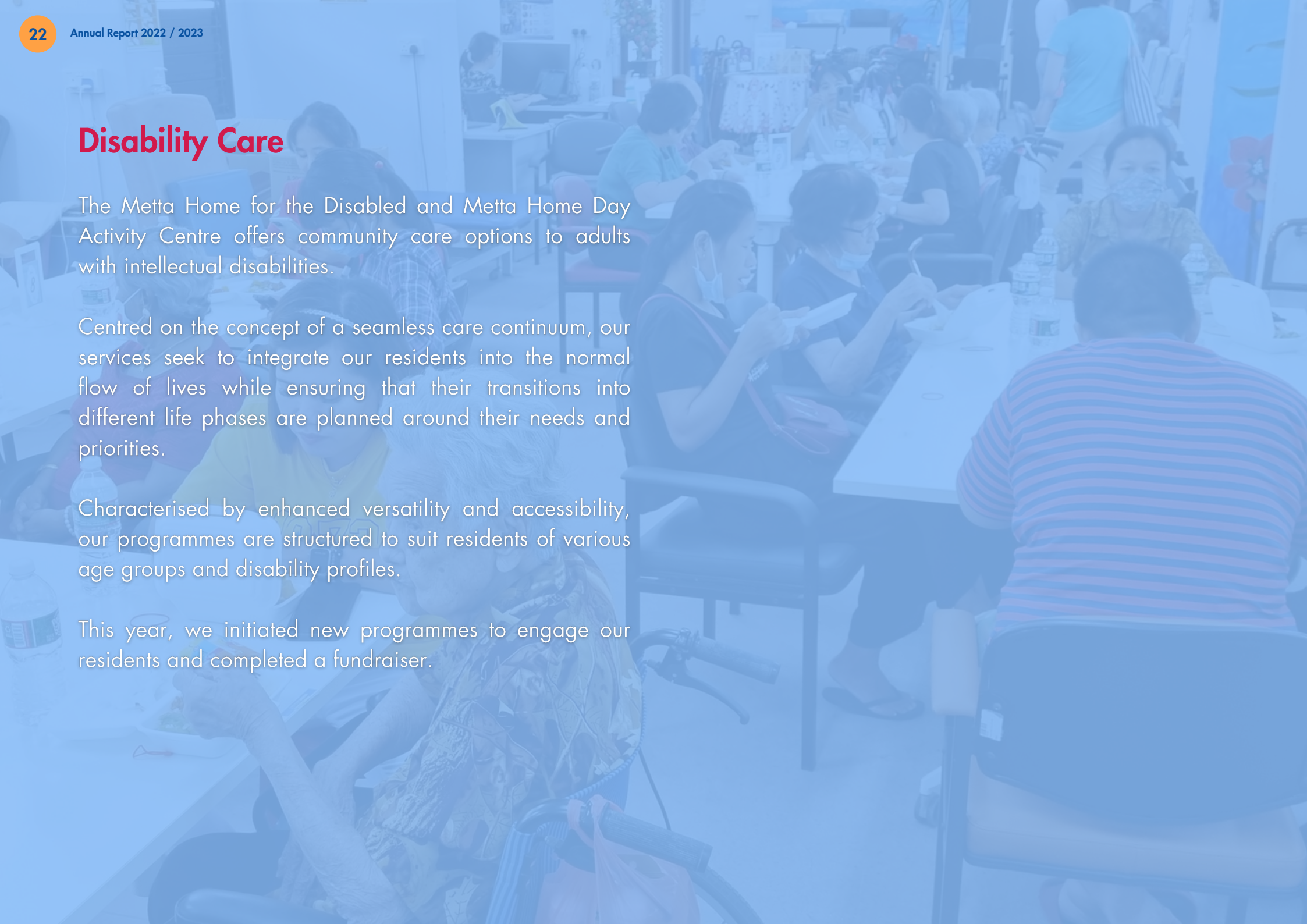
## Disability Care

The Metta Home for the Disabled and Metta Home Day Activity Centre offers community care options to adults with intellectual disabilities.

Centred on the concept of a seamless care continuum, our services seek to integrate our residents into the normal flow of lives while ensuring that their transitions into different life phases are planned around their needs and priorities.

Characterised by enhanced versatility and accessibility, our programmes are structured to suit residents of various age groups and disability profiles.

This year, we initiated new programmes to engage our residents and completed a fundraiser.



## Promoting active learning through computer technology

We believe that one of the most cost-effective ways to improve literacy skills for our residents at Metta Home is to engage them in free online puzzles and learning resources readily available.

Aimed at those with higher functioning abilities, we started our laptop learning programme in May 2022. The various numeric puzzles and word-based games have helped our residents, especially those suffering from conditions like psychosis/hallucinations/schizophrenia to improve their concentration, and hand-eye coordination. The programme has also shown benefits for residents with autism, observing improvement in their learning and thinking abilities. Conducted once every week, this programme currently has 11 residents on board.



## Connecting through Morning Circle Time

Engaging in regular group activities can help to enhance social skills and promote self-confidence among our clients. In November last year, we introduced the Morning Circle Time, a morning routine conducted in the form of group activity at our day activity centres.

This fun and interactive group activity sees our clients and support staff connecting with each other through music, movement and social activities like sharing their emotions with the help of the Picture Exchange Communication System (PECS) cards. This activity has become a highlight of the day's programme and our clients constantly looked forward to it.





## Mrs. Singapore Chinatown Fundraising Campaign 2022

Mrs Singapore Chinatown 2022 visited Metta Home for the Disabled on 15 October 2022. Initiated by ERM Singapore Marketing Pte Ltd, this visit has provided their finalists an insight on how our programmes train and develop the necessary skill set for our residents at Metta Home to live an independent life with a purpose.

We also encouraged interactions between our residents and the finalists through a bead coaster-making activity. The online fundraising campaign was well-received, raising a total of S\$68,686.56 for Metta Home for the Disabled.





**MEDICAL  
CARE**



# Medical Care

## Metta Home Hospice

Metta Home Hospice supports families in need, at the last stage of their loved ones journey. Our team comprises a team of nurses, doctors, social worker and support staff. Together we work with families to help them care for their loved ones at home. Our care staff work involves home visits to patients and families, advising them on how to care for their loved ones. Multi disciplinary team includes our nursing, caregiving, psychological and social support. Our team is honoured to be involved in the care of patients during their end of life journey.

## Metta HomeCare

Metta HomeCare serves patients who have chronic conditions and mobility issues in the comfort of their home. Our team of nurses, doctors and social worker visit patients at home, providing medical nursing psychological and social support.







## Make-a-Wish Programme

The Make-A-Wish Programme, previously plays a critical impactful role as we raise funds to help our clients fulfill their last wishes and create fond memories with their loved ones. The programme helps families and patients spend meaningful time together. Since the easing of COVID-19 measures, 2 of our patients and their families had a fun outing to the Singapore SEA Aquarium accompanied by our nurses and volunteers. This was a long anticipated outing as they have heard so much about the place.



## Buddha Tooth Relic Temple (Singapore) Flu Vaccination drive

We acknowledged some of our seniors would have difficulties going to the clinic themselves. Under this annual exercise organised by Buddha Tooth Relic Temple (Singapore), our medical team staff volunteers to visit them in their homes to provide flu vaccination.



## Blood Donation Drive 2nd April 2022

In support of our community, a blood donation drive was co-organized by Metta Medical Care and Changi Simei CC.

## Distribution of Care Packs

We started to distribute care packs to our clients from Oct 2022, consisting of 2 pairs of socks, 1 sensor light, 1 gel cushion and 1 set of towel. 100 care packs have since been distributed to them.





# SPECIAL EDUCATION

光華學校 METTA SCHOOL

Welcome to  
METTA SCHOOL



## Special Education

Metta School was established in 2001 by Metta Welfare Association with the support of Ministry of Education (MOE) and National Council of Social Service (NCSS). We offer special education to students with Mild Intellectual Disability (MID) and MID with Autism (ASD), aged between 7 and 21.

Our students face functioning challenges and limitations in areas of daily life, such as communication, self-care, social skills, safety as well as the skills needed to live and work in the community.

In the year that passed, we explored different opportunities to help our students gain better exposure.





## Learning Journey at Tampines Concourse Interchange

We have always been exploring ways to make learning fun and creative. To prepare students from the Basic (Senior) and Career (Junior) programme for travelling on board public transport, we worked with SBS Transit and arranged a visit to Tampines Concourse Interchange in October 2022. Through this learning journey, our students learnt about safety tips when travelling on buses, and the basic social skills and societal awareness to safely ride public transport.



## Learning Journey at Singapore, Then and Now

As part of their learning journey outside classrooms and schools, students from the basic (senior) programme visited the Children's Museum in March this year. From this visit, our students learnt about the life and stories of early Singapore as they explore the immersive galleries at the museum. The hands-on activities have also made learning fun and interactive, encouraging students to think and learn through real experiences.



## Lion Dance Performance at Changi Airport

Metta School's Lion Dance was invited to perform at CAG's appreciation lunch for its partners in February this year. It was an invaluable learning experience for the student, where they are empowered to showcase their talents and develop confidence in such real-life performance.

## #OneMillionTreeSGMovement with KLA+

In support of Singapore Green Plan 2030, we had our students plant trees with volunteers from KLA+ along Holland Road. The One Million Trees Movement has created a platform for our students to contribute and learn more about how we can create a more liveable Singapore, as well as the importance of protecting our environment.





# YOUTH EMPLOYMENT SUPPORT





## Youth Employment Support

Youth Employment Support was formed in 2007 to equip graduates of Metta School with life skills that promote integration and independence to remain inclusive in the society.

**Arts@Metta** is one of the programmes under Youth Employment Support. The programme aims to increase employment opportunities for Metta School graduates diagnosed with mild intellectual disability with/without autism through comprehensive training and development in visual arts.

At Arts@Metta, we strive to empower our youths with special needs with life skills that promote integration, independence, and socialisation.

This year, Arts@Metta explored new terrains through collaborations with new retail platforms.

### Arts@Metta IG Live

We held our first official IG live for Arts@Metta merchandise sales in March 2022. Besides enhancing our artists' digital skills, these online engagements also allowed them to interact with the audience live and socially. Not only were our artists taught to do self-introduction via these live sessions, they also learn to promote their merchandise through storytelling and sharing of experiences. In addition, our artists also feel more motivated when their hard work are recognised by the audiences who showed interest in their art pieces at these live sessions.



## Pop-up store at Changi Airport T3

With the easing of Covid measures, we are happy to kickstart a pop-up store at Terminal 3. Held between July and August 2022, the pop-up has provided an opportunity to expand our reach to a wider group of audiences in the community. Riding on this retail experience, our artists also picked up skills such as customer service and sales techniques. We also leverage IG live sessions to enable our followers to participate online.



## Kris Shop

We continued to expand our retail online presence through our partnership with Kris Shop, making our creative merchandise easily available to consumers who care about our brand. This new partnership has also helped us to reach out to new audiences, as part of our efforts to engage more people in supporting the inclusive community.

## Retail Showcase @ Design Orchard



The collaboration with Design Orchard also saw our merchandise on retail showcase at Design Orchard during the festive season in December last year. An array of unique, handcrafted products from lifestyle pottery teacups and teapots to batik-printed coasters and purses were featured at this showcase.



## Sustainability at ION Orchard

In June 2022, we partnered with ION Orchard to raise funds through “Green for a Cause” to create awareness for our batik print recycled merchandise such as recycled bags.



## Breathing Batik at Milano Design Week



Being part of i'mable Collective makers, our artists were honoured to participate in the Milano Design Week June 2022. Together with persons with disabilities from other social enterprises, our artists put together distinctive batik-inspired prints incorporated into lacquerware. It was indeed a significant milestone to celebrate, as we presented designs created by our artists with special needs to a global audience.

These pieces were sold at the National Museum of Singapore, which is also part of Milano Design Week under M for Museum Label.



## Expanding merchandise design themes

We introduced design themes to empower our artists to take ownership of their designed merchandise. This enabled our artists to identify their favourite themes and incorporate the designs into our merchandise. This initiative has helped Arts@Metta expand our array of design prints into spacemen, rainbows, dinosaurs and even fast-food selection.



## Shaping Hearts 2022

Organised by the Northeast (NE) Community Development Council (CDC), Shaping Hearts 2022 saw different Social Service Agencies (SSAs) and their beneficiaries gathering to celebrate their diverse talents in visual and performing arts.

Consisting of an art exhibition, live performances, a virtual charity art sale, and various art-related workshops, the event at Tampines Hub shared inspiring stories of hope portrayed through the arts.

Through Shaping Hearts 2022, our artists, Donovan, and Qiao Qi were presented the opportunity to work with Mr Baey Yam Keng, MP for Tampines GRC to create pottery teacups, as well as with Mr Desmond Choo, Mayor of Northeast District on a batik painting, which was sold off at the auction. The teacups were also displayed at Shaping Heart's retail pop-up.







## Metta Café

Metta Café actively supports the Metta School students and graduates aged 18 and above, with mild intellectual disability with/without autism who may not be job-ready or/ and require longer pathway, to be equipped with vocational, work, and life skills through comprehensive Food & Beverages (F&B) vocational training.

The programme addresses existing service gaps in supporting the employment for persons with special needs with the goal of transitioning to open employment as they progress towards greater independence.

FY 2022/23 provided many new opportunities for cross-sector partnerships which allowed our programme to pursue value creation by aligning our objectives and harnessing the competencies of different sectors and partners to drive stronger impact of our work.



## Healthier Me 21-Day Challenge

The “**Healthier Me 21-Day Challenge**” organised by Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) encourages more people to better manage chronic diseases namely high blood pressure, high cholesterol, and high sugar levels by shifting to a whole food plant-based (WFPB) diet.

Metta Café was proud to be one of the participating restaurants to provide meals according to the requirements for the challenge in 2022 starting from 12 March to 1 April. Throughout the 21-day campaign, the lunch and dinner recipes were designed by our chefs based on the healthy plate concept that was professionally reviewed and quality-controlled by Tzu Chi International Medical Association of Singapore.

The meals were prepared and cooked by our chefs with the help of apprentices with special needs. Participants were also encouraged to track their changes through blood tests to compare before and after adopting a whole food plant-based diet.



## Metta Café x EV Mooncakes 2022



It was a tasty tribute to the collaborative efforts of persons with disabilities for the 2022 Enabling Village (EV) Mooncake gift sets during the Mid-Autumn Festival. Trainers and apprentices from Metta Café baked unique and delicate mooncakes which include Yuzu with Melon Seeds and Pandan with Melon Seeds. The 2022 Enabling Village (EV) Mooncake gift sets consisted of the beautifully designed 3-Tier Tiffin Carriers and their matching neoprene bags with designs adapted from original art pieces by makers with disabilities. The mooncakes were baked by bakers with special needs from Metta Cafe and MINDS. Over 500 pairs of mooncakes were baked with the limited-edition tiffin carrier sets.

## Metta Café x Pei Chun Public School

The Mid-Autumn Festival also brought us partnership opportunities with Pei Chun Public School again this year to bake a unique Pei Chun Limited Edition Gift Set, broadening our reach to different networks and supporters. In this wonderful collaboration, we aim to nurture the spirit of CARE within Pei Chun Public School students and inspire them to continue spreading love and compassion throughout our community while celebrating festivals with families.





## ITG Cup 2022

This year, some 144 golfers gathered at Seletar Country Club on 29 July for ITG Cup 2022. The charity tournament raised \$110,000 in support of Metta Cafe F&B Training Programme for Metta School alumni youth with mild intellectual disability with/without autism. We are thankful for our long-term partner, PTC System (S) Pte Ltd and all flight sponsors and donors for their generous contributions and support. Our programme would not have been possible without their unwavering support.

At Metta Cafe, our comprehensive training and development programmes help our youth with special needs to maximise their potential, allowing them to achieve economic independence and remain inclusive in the community.



## Nutty Christmas Snack Bar and Personalised Brew Bag Workshop at Enabling Village

In celebration of the International Day of Persons with Disabilities, Metta Café joined the Enabling Lives Festival organised by SG Enable. Led by apprentices with special needs from Metta Café and students from Temasek Polytechnic (TP), we co-conducted two public runs of Nutty Christmas Snack Bar and Personalised Brew Bag Workshop on 3 December 2022.

The workshop provided an expanded learning opportunity as TP students taught our apprentices how to make nutty snack bars and personalised brew bags. The experience broadened students' academic knowledge and social skills in conducting public workshops and working with persons with special needs competently and compassionately. Participants acquired new knowledge from the workshop content while strengthening their understanding and deepening their awareness when working with persons with disabilities.

On the other hand, our apprentices with special needs learnt to interact confidently with the public, gained new skills, and acquired new recipes that can be incorporated into workshops in the future or even included in our café's menu.



## Other Partnerships

In conjunction with the Singapore Heritage Fest, we partnered with National Heritage Board and SG Enable in conducting inclusive heritage Hakka Abacus Seeds Culinary Workshops for the public in May at the Enabling Village. Our apprentices from Metta Café, along with their chef, demonstrated how to make Hakka Abacus Seeds from scratch! The workshop is one of the many partnerships we established to help our youth with special needs to develop their skills and gain confidence at work as part of our Youth Employment Support program.

Furthermore, we were given the opportunity to manage an outpost at Changi Airport Terminal 3 from mid July until the end of August, allowing our apprentices to acquire valuable retail experience from this collaboration.







**COMMUNITY  
PARTNERSHIP**



## Metta Charity Carnival 2023 – Green & Sustainable

After a two-year hiatus, we were happy to bring back our annual Charity Carnival! It was held on the 19 March 2023 at Metta Building/School. We kicked off the day with a fun 3 km community walk, followed by a festival of food, fun games, and entertaining stage performances as well as a lucky draw.

Themed 'Green & Sustainable', we hope to encourage everyone to live a healthier life and how we can all contribute towards the environment while promoting healthy living and family bonding.

It is indeed heartening for us to know that compassionate organizations and individuals alike, continue to render much-needed assistance to the needy in the community and are supportive of our cause. We thank everyone for the great support to make this carnival yet another successful event!





## Metta's 23rd Charity Golf

2022 was also a year we swing into action for a cause that matter. We held our 23rd Annual Charity Golf Tournament on 22 July 2022 at the Singapore Island Country Club.

The tournament was participated by 112 golfers raising a total of \$162,480 in support of our programmes and beneficiaries. All golfers had a great time during the game and every participant bagged a lucky draw prize for their generosity and sporting spirit.





# OUR PEOPLE





## Green Ambassador (GA) Program

Launched on 22 September 2022, the Green Ambassador (GA) program aims to bring together like-minded colleagues to raise awareness on environmental and sustainability issues within Metta. Training and activities were also organised throughout the year to empower and encourage employees to be more sustainable and to drive green projects.

### Green Ambassador Mascot

Our GA mascot and tagline was created this year!



### Green Ambassador Retreat

Our Inaugural Green Ambassador (GA) Retreat was held on 17 February 2023. The GA team went through visioning exercises to develop their personal and shared visions for Metta's GA program. They mingled with other GAs and got to know each other better through games, discussed the key success factors for the GA program, brainstormed action plans, and shared their thoughts on the proposed GA taglines.

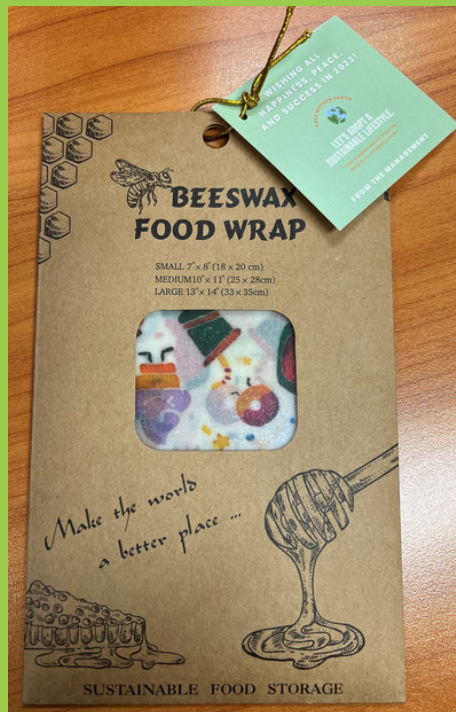


### Plant-A-Tree

Our GAs volunteered in the Plant-A-Tree event on 4 November 2022 at Alexandra Canal Linear Park. This event was organised by our affiliated organisation, Buddha Tooth Relic Temple Singapore.

## Building Awareness in Sustainability

As part of our green movement in Metta, we were proud to give all our staff an ECO Beeswax wrap for Chinese New Year in 2023, which included designs that were specially curated by our artists from [Arts@Metta](#).



## Mid-Year Staff Briefing

The mid-year staff briefing was conducted in hybrid mode on 18 November 2022. Metta's President Venerable Chao Khun Fa Zhao<sub>BBM</sub> delivered an inspirational speech on opportunities, innovation, personal values, working attitudes, and the importance of cultivating love & compassion for our families and the community. He ended his speech by expressing his gratitude to all employees for their commitment to the journey with Metta over the years.





## Training and Development

Metta believes in lifelong learning for our employees so that they can be equipped with the latest learning skills and provide a good service to our clients. Metta also encourages the training and upgrading of staff development through enrollment in short courses, seminars, and part-time certificates.

### Advanced Diploma in Early Childhood Intervention (Special Needs)

Metta supported our Preschool Teachers in their academic achievements to provide quality support for our Preschool Children's development needs. Our teachers attended the part-time evening course provided by the National Institute of Early Childhood Development (NIEC) to enhance their capabilities and knowledge to support young children with special needs.

Teacher Seri Nur Hidayu attended the advanced diploma from 19 October 2020 to 18 April 2022.

#### Teacher Seri Nur Hidayu's Testimonial

*"I've completed my Advanced Diploma in Early Childhood Intervention, Special Needs (ADESN) last year in 2022. It was challenging and undeniably tiring having to juggle work, studies, and my personal life. Additionally, I had to complete my research module and practicum at the time when the preschool was also transiting into a new framework. I persisted knowing that progress is essential in this industry.*

*This course has definitely provided useful knowledge that helps me grow as an early interventionist and improves my quality of teaching. I can deliver better intervention strategies, and this encourages me to give my best to the students as well as their families. And I hope to continue making a positive difference in their lives.*

*It is rewarding and I spur on fellow teachers to continue upgrading themselves despite the challenges because when the going gets tough, the tough gets going."*



## Managerial Training (SIM Leadership Course)

From 15 August 2022 to 7 March 2023, a total of four members from our management team attended a Workplace Learning Programme, an initiative by Singapore Institute of Management (SIM) Professional Development and Franklin Covey Singapore. This program aims to improve the functional skills of managers in Social Service Agencies (SSAs) in the areas of People Engagement, Strategy Planning and Resource Management.



From 14 May to 21 May 2023, a total of 20 care staff from Metta Home attended a course on how to manage challenging behaviours to equip them with the relevant competence and capabilities.





## Staff Nite 2022

After a two-year break due to the Covid-19 pandemic, we resumed our annual staff appreciation event, Xin Guang Night, on 11 November 2022. This is an event where employees from Metta Welfare Association, Buddha Tooth Relic Temple Singapore and Golden Pagoda Buddhist Temple gathered to unwind and celebrate. We also took the opportunity to congratulate our long-service award recipients.









# Corporate Governance

## 1. 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 GST
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

## 2. Management Committee

We are governed by a Management Committee ("MC") of 15 members, elected according to our Constitution. Presently, the MC comprises the President, two Vice Presidents, Honorary Secretary, Assistant Honorary Secretary, Honorary Treasurer, Assistant Honorary Treasurer and 8 other 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 run well and responsibly.

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

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

The MC meets at least 6 times a year. For the financial year from 1 April 2022 to 31 March 2023, there were 6 MC meetings.

Appointment	Name	Date of Current Appointment	Meeting Attendance
President	Venerable Chao Khun Fa Zhao <sub>BBM</sub>	18.09.2021	5/6
1st Vice President	Venerable Shi You Guang	18.09.2021	5/6
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	6/6
Asst Honorary Treasurer	Mr Lim Yew Si	18.09.2021	6/6
Committee Member	Mr Chua Meng Kiat	24.09.2022	*3/3
	Ms Goh Kah Eem, Evelyn	18.09.2021	4/6
	Mr Koh Kong Wen	18.09.2021	5/6
	Mr Lim Ah Noi, Peter	18.09.2021	6/6
	Mr Lim Thou Kin, Julian	18.09.2021	3/6
	Er. Loke Sim Wee, Joshua	18.09.2021	4/6
	Mr Soon Yeu Kian	18.09.2021	6/6
	Mr Woo Khai San, Victor	18.09.2021	5/6

\*This member was newly elected to the MC at the Annual General Meeting held on 24 September 2022. He therefore did not attend the 3 MC meetings convened before 24 September 2022.



## Office Bearer's Appointment & Occupation

Name	Current Board Appointment & Date	First Board Appointment & Date (#)	Occupation
Venerable Chao Khun Fa Zhao <sup>BBM</sup>	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 Sept 2017	Abbot & President, Buddhist Temple
Dr Wong Sin Yew	2nd Vice President 18.09.2021	2nd Vice President 25 Sep 2016	Infectious Disease Physician Specialist
Mr Ee Tiang Hwee	Honorary Secretary 18.09.2021	Honorary Secretary 1 June 2017	Deputy Executive Director, Buddhist Temples
Mr Ko Yu Quan	Assistant 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 date of first appointment to the Board on a continuous basis.

## Office Bearer's Appointment in Affiliated Organization

Officer Bearers	Affiliated Organisation	Position in Affiliated Organisation
Venerable Chao Khun Fa Zhao <sub>BBM</sub>	Golden Pagoda Buddhist Temple Buddha Tooth Relic Temple (Singapore)	Abbot and President President
Mr Ee Tiang Hwee	Golden Pagoda Buddhist Temple Buddha Tooth Relic Temple (Singapore)	Deputy Executive Director Deputy Executive Director

### 3. 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



## 4. Senior Management Team

Name	Appointment	Date appointed to position
Ms Felicia Wee Mr Tan Ming Tatt Ms Micky Ng	Deputy Executive Director Legal Counsel Assistant Director	1 April 2015 3 May 2021 1 January 2020

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

## 5. Management Team

Name	Appointment
Ms Lee Lin Foong Mr Choi Yew Seng, Patrick Ms Wong Geok Mei, Veron Ms Tan Kwee Leng, Michelle Mr Chew Boon Thong, Joe Ms Ng Peck Kee, Ann Mr Num Lit Guan, John Mr Kuan Chau Min, Andy Ms Ng Poh Kwee, Patricia Ms Lim Bee Ting, Amy	Manager, Children Care Manager, Disability Care (w.e.f 17 Apr 2023) Principal, Metta School (w.e.f 20 Mar 2023) Manager, Youth Employment Support (w.e.f 16 May 2023) Manager, Community Partnership Senior Manager, Compliance & Secretariat Manager, Facilities & Projects Project Manager, Maitri School (w.e.f 17 Apr 2023) Manager, Finance Manager, Human Resource

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

## 6. Strategic Planning

The MC approves and reviews our Vision, Mission and Values to ensure we stay relevant in relation to the changing environment and needs. These are communicated to all stakeholders and the public through various platforms, including the 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.

## 7. 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.

## 8. 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.

## 9. 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.

## 10. 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.

## 11. 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.

## 12. 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.

## 13. 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.

## 14. 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 members receive any remuneration for their services.

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



# GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

Code Compliance for the period from 1 April 2022 to 31 March 2023

S/N	Code guideline	Code ID	Compliance Status
<b>BOARD GOVERNANCE</b>			
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 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  No
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
<b>CONFLICT OF INTEREST</b>			
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
<b>STRATEGIC PLANNING</b>			
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
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
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  Yes
16	There are volunteer management policies in place for volunteers.	5.7	Compiled
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
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
<b>FUNDRAISING PRACTICES</b>			
	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
<b>DISCLOSURE AND TRANSPARENCY</b>			
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 <sup>3</sup> belonging to the Executive Head <sup>4</sup> 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 <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Compiled
<b>PUBLIC IMAGE</b>			
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:

<sup>1</sup> 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.

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

<sup>3</sup> 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

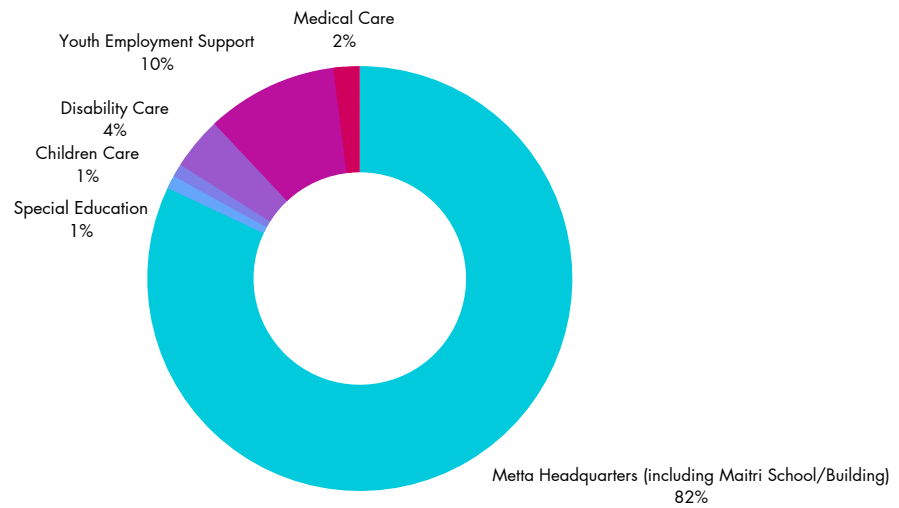
A close member of the family may include the following:

- (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.

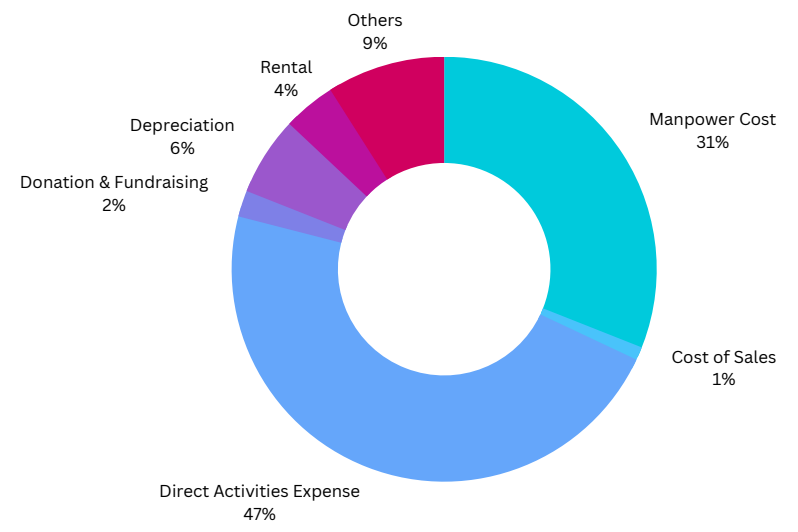
<sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

# Operations Review

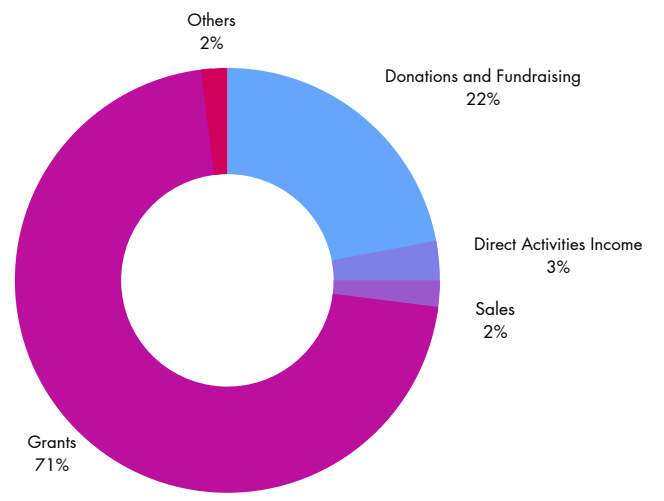
## Donations Received for Financial Year 2022/2023



## Major Expenditures for Financial Year 2022/2023



## Principal Funding Sources for Financial Year 2022/2023



## Key Ratios

Reserves	: Operating Expenses
Operating Reserves (Total)	:\$90,589,531
Annualised Expenses	:\$33,533,548
Ratio	:2.7
Fundraising Expenses (Consolidated Year Ended 31 March 2023)	: Fundraising Income
Fundraising Expenses	:\$385,323
Fundraising Income	:\$1,696,174
Ratio	:0.23



# FINANCIAL STATEMENT SUMMARY

# FINANCIAL STATEMENTS



# Financial Statement Summary

## Statement of Financial Activities

for the financial year ended 31 March 2023

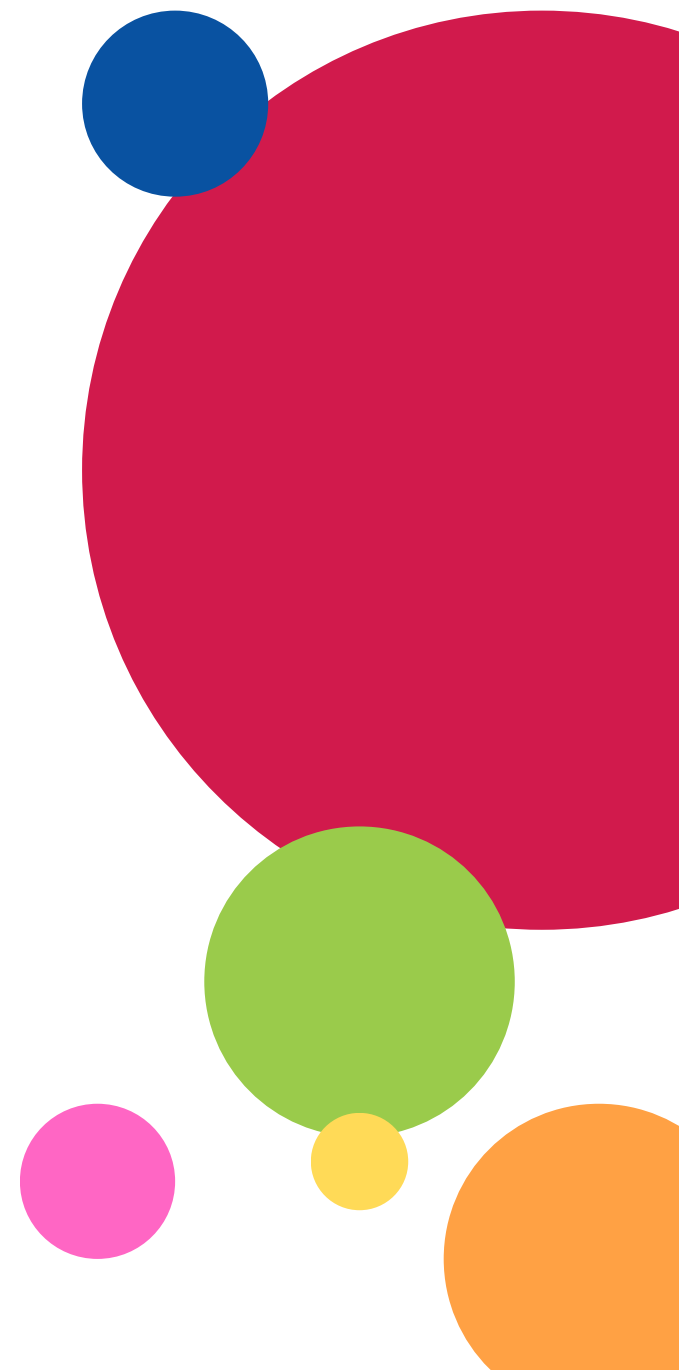
	Note	2023			2022		
		Unrestricted Fund S\$	Restricted Fund S\$	Total Fund S\$	Unrestricted Fund S\$	Restricted Fund S\$	Total Fund S\$
<b>INCOME</b>							
Income from generated funds							
• Voluntary Income	4	3,352,920	33,265,568	36,618,488	3,608,264	29,595,362	33,203,626
• Activities for generating funds	4	1,640,437	55,737	1,696,174	611,573	50,824	662,397
• Investment income	4	309,036	627,740	936,776	128,318	126,318	254,636
Income from charitable activities	4	991,969	820,696	1,812,665	760,017	773,217	1,533,234
Other income	4	177,797	679,838	857,635	327,787	1,168,145	1,495,932
Total Income		<u>6,472,159</u>	<u>35,449,579</u>	<u>41,921,738</u>	<u>5,435,959</u>	<u>31,713,866</u>	<u>37,149,825</u>
<b>EXPENDITURE</b>							
Costs of generating funds	5	546,521	82,761	629,282	171,416	92,146	263,562
Costs of charitable activities	5	7,133,731	25,382,539	32,516,270	6,350,537	23,565,252	29,915,789
Governance and other administrative costs	5	187,393	200,603	387,996	84,281	247,409	331,690
Total expenditure		<u>7,867,645</u>	<u>25,665,903</u>	<u>33,533,548</u>	<u>6,606,234</u>	<u>23,904,807</u>	<u>30,511,041</u>
<b>NET (DEFICIT) / SURPLUS</b>		(1,395,486)	9,783,676	8,388,190	(1,170,275)	7,809,059	6,638,784
<b>REFUND TO MOE</b>		-	(14,125)	(14,125)	-	(11,563)	(11,563)
<b>TRANSFER WITHIN FUNDS</b>		2,527,163	(2,527,163)	-	2,190,698	(2,190,698)	-
<b>ALLOCATION OF 20% OF NET SURPLUS</b>	12.1.2 12.1.4	172,615	(172,615)	-	140,744	(140,744)	-
<b>NET MOVEMENTS IN FUNDS</b>		<u>1,304,292</u>	<u>7,069,773</u>	<u>8,374,065</u>	<u>1,161,167</u>	<u>5,466,054</u>	<u>6,627,221</u>



## Statement of Financial Position

as at 31 March 2023

	Note	2023 S\$	2022 S\$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	64,514,506	58,683,837
Pledged fixed deposit	7	134,354	134,354
Trade and other receivables	8	1,754,431	1,102,443
Investment in financial assets	9	1,782,975	500,316
Inventories		98,500	3,890
		<u>68,284,766</u>	<u>60,424,840</u>
<b>Non-current asset</b>			
Investment in financial assets	9	3,741,161	2,262,417
Property, plant and equipment	10	22,084,395	23,422,787
		<u>25,825,556</u>	<u>25,685,204</u>
<b>Total assets</b>		<u>94,110,322</u>	<u>86,110,044</u>
<b>LIABILITY</b>			
<b>Current liability</b>			
Trade and other payables	11	3,520,791	3,894,578
<b>Total liability</b>		<u>3,520,791</u>	<u>3,894,578</u>
<b>NET ASSET</b>		<u>90,589,531</u>	<u>82,215,466</u>
<b>TOTAL FUNDS</b>		<u><b>90,589,531</b></u>	<u><b>82,215,466</b></u>



## Statement of Financial Position as at 31 March 2023 (Continued)

	Note	2023 S\$	2022 S\$
<b>NET ASSET</b>		<u>90,589,531</u>	<u>82,215,466</u>
<b>FUNDS</b>			
<b>Unrestricted funds</b>			
General fund	12.1.1	27,121,727	26,609,271
Investment fund	12.1.2	5,174,411	4,801,083
Project account reserve	12.1.3	1,517,134	1,517,134
Sinking fund	12.1.4	5,976,703	5,542,425
Student welfare fund	12.3.16	-	71,956
Designated fund			
- Alumni / student welfare fund	12.2.1	172,947	201,748
- Children welfare fund	12.2.2	44,921	44,921
- Client welfare fund	12.2.3	41,827	42,611
- Medical care welfare fund	12.2.4	39,812	40,997
- Apprentices training fund	12.2.5	183,000	168,000
		<u>40,272,482</u>	<u>39,040,146</u>
<b>Restricted fund</b>			
Education trust fund	12.3.1	181,156	203,156
Programme fund	12.3.2	(2,747,013)	(2,993,500)
School building fund - extension	12.3.3	125,221	135,950
Sinking fund	12.3.4	2,480,857	2,483,906
Project fund	12.3.5	1,402,918	1,463,891
Student assistance fund	12.3.6	1,692,053	1,692,053
Job support scheme	12.3.7	2,423,476	2,423,476
MOE fund	12.3.8	236,227	251,989
Maitri school / building project fund	12.3.9	17,528,102	12,350,268
Accumulated general fund	12.3.10	26,944,978	25,164,131
SG Enable transport subsidy fund	12.3.12	6,444	-
Student welfare fund	12.3.16	42,630	-
		<u>50,317,049</u>	<u>43,175,320</u>
<b>TOTAL FUNDS</b>		<u><b>90,589,531</b></u>	<u><b>82,215,466</b></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 comprises the Deputy Executive Director, Assistant Director, Managers, Principal, Vice Principal, Head of Programme and Head of Department.

	<b>2023</b>	<b>2022</b>
	S\$	S\$
Total remuneration of key management personnel	<u>2,947,888</u>	<u>2,172,344</u>

Remuneration Band	Number of Staff	
	2023	2022
Between S\$100,000 to S\$200,000	21	15

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

### Management Committee member compensation

Neither the Management Committee member nor any close member of the Management Committee member's family received any remuneration, benefits, allowances, or other manner of compensation.

## Reserve policy and position

The Association's reserve position for financial years ended 31 March 2023 and 31 March 2022 is as follows:

	<b>2023</b>	<b>2022</b>	<b>Increase / (Decrease)</b>
	S\$'000	S\$'000	%
A Unrestricted funds			
General fund	27,122	26,609	1.93
Investment fund	5,174	4,801	7.77
Project account reserve	1,517	1,517	-
Sinking fund	5,977	5,543	7.83
Student welfare fund	-	72	(100)
Total unrestricted funds	39,790	38,542	3.24
B Restricted or Designated funds			
Designated funds	483	498	(3.01)
Restricted funds	50,317	43,175	16.54
C Total funds	90,590	82,215	10.19
D Total annual operating expenditure	33,533	30,511	9.90
E Ratio of funds to annual operating expenditure (A/D)	1.19	1.26	

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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