

A N N U A L

R E P O R T

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FORGING AHEAD



BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

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ABOUT US

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- The Founding of Tzu Chi
- Vision, Mission and Values
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OUR FOUNDER

Dharma Master Shih Cheng Yen



Dharma Master Shih Cheng Yen was born in 1937 in a small town in Central Taiwan, and she was adopted by her uncle and aunt when she was a toddler. At the age of seven, she experienced the air raids that the Second World War brought upon the then Japanese-occupied Taiwan, and the cruelties of war were deeply engraved on her young mind. Throughout her growing years, she had many questions about life and its purpose.

An event that happened when Master Cheng Yen was 21 years old changed the course of her life forever. One day, her father suddenly took ill and passed away the next day. The shock and trauma of her beloved father's death marked a turning point in her life. She began to search for the truths behind life and death and often visited a Buddhist temple in her hometown to study Buddhist sutras to seek the answers to her questions.

Inspired and moved by the insights of Buddhism, Master Cheng Yen came to the realisation that she can only find true happiness in life when she expanded her love for her family to all sentient beings. She felt strongly that instead of merely caring for her one and small family, she should work for the good of all people.

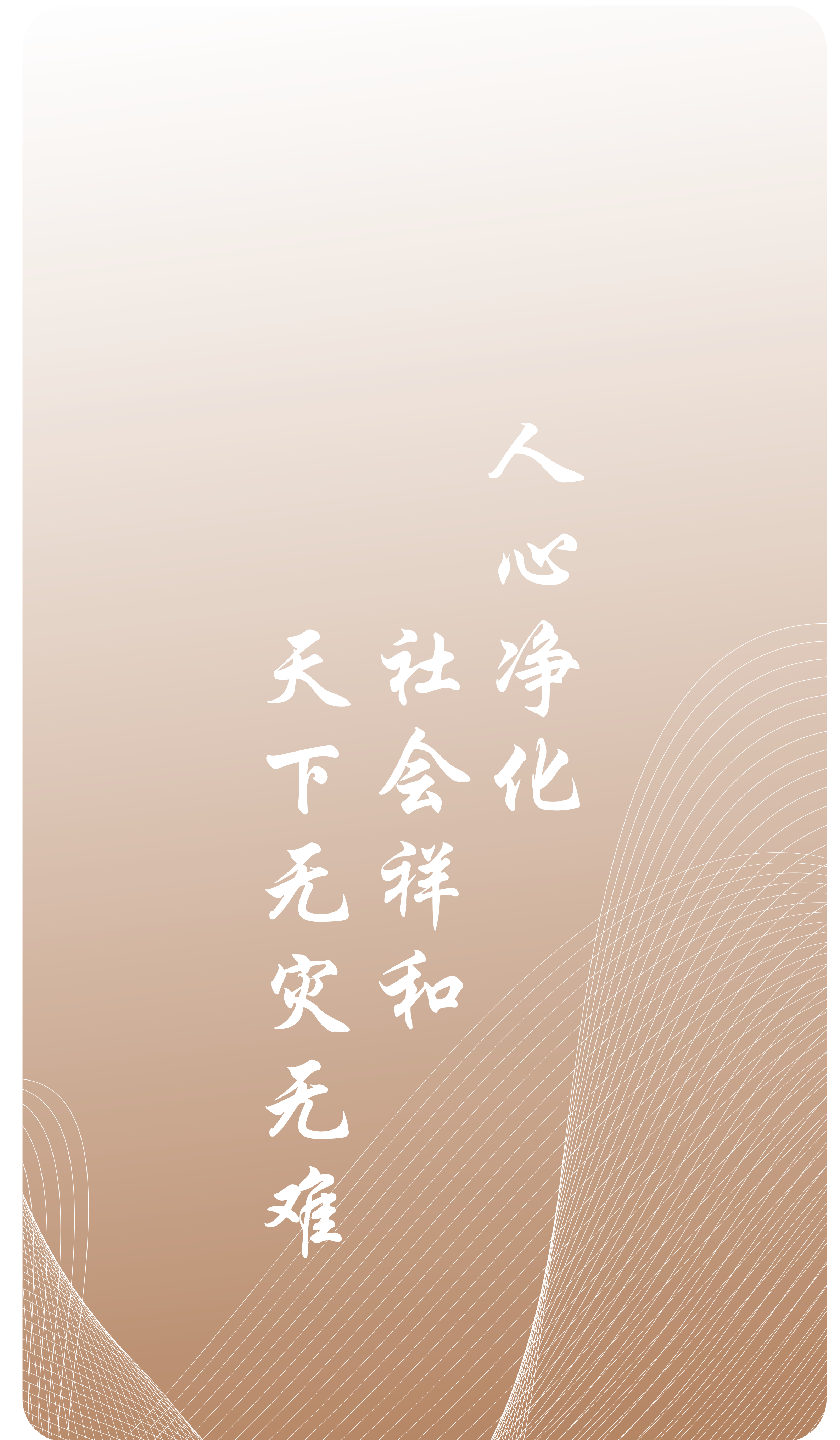
Master Cheng Yen left her relatively comfortable home to begin a journey of greater purpose – to pursue a monastic life when she was 24. In 1962, she arrived in Hualien, an impoverished town on the east coast of Taiwan, and took residence in Pu Ming Temple, living a spartan life as she devoted herself to the study of Buddhism. Demonstrating her resolute choice to become a Buddhist monastic, she underwent the Buddhist ordination ceremony of head shaving, in autumn that year.

In February 1963, Master Cheng Yen travelled to Taipei to attend an initiation ceremony for those entering Buddhist monastic life, only to be told that she could not be ordained as she did not have a refuge master. Then, by chance, she met Venerable Master Shih Yin Shun, an acclaimed monastic and intellectual of Buddhism, and took refuge under him. The Venerable gave her the Dharma name, Cheng Yen, and said to her: “Now that you have embarked on Buddhist monasticism, you must always remember to work for the good of Buddhism and all living beings.”

“Always work for Buddhism and all living beings” is the aspiration set by Master Cheng Yen, and she has not deviated from it for decades. Now in her 80s, she is still very concerned about what is happening around the globe. Master Cheng Yen believes that “wherever a disaster strikes, there is a need for bodhisattvas to emerge”. Hence, her eagerness lies in guiding Tzu Chi volunteers worldwide to unite their strengths and provide assistance to others, akin to a gathering of fireflies illuminating a single location. When the sky is filled with these radiant creatures, they serve as beacons, leading people in the right direction and bringing solace to a troubled world.

Tzu Chi began its philanthropic work more than 50 years ago, with 30 housewives saving 50 NT cents daily. Originating in Taiwan, Tzu Chi volunteers can now be found in 67 countries around the world. Whenever a disaster strikes in a neighbouring country, the volunteers promptly mobilise, sourcing local materials and food to provide aid and support to those affected. With the spirit of “accumulating a small amount of money to do great deeds”, our impactful charitable works have a global reach of 128 countries.

The irregularity and imbalance in the four elements (earth, water, fire and wind) of nature, the fragility of the land, and the impermanence of the moment are dharma teachings and universal truth. Through various media platforms, Master Cheng Yen reinforces the Buddha’s teachings on a daily basis by drawing upon real-life events. She passionately urges everyone to engage in self-reflection, actively participate in serving others, and make the most of every moment in their lives. This collective effort aims to foster a society grounded in love and peace.



THE FOUNDING OF TZU CHI

In 1966, Dharma Master Shih Cheng Yen saw the possibility to carry out her calling when she decided to set up a charity (which later became the Buddhist Tzu Chi Foundation) in Hualien, to help the poor and suffering. At the time, Hualien, on the east coast of Taiwan, was underdeveloped and impoverished.

Master Cheng Yen established the rules for daily living in her monastic community at the Jing Si Abode, and one of them was to be self-reliant and self-sufficient. Instead of receiving alms from laity, the monastic nuns earned a meagre living from doing various chores, such as farm work, knitting sweaters, making baby shoes, bags and other handicraft items for sale. Even till this day, this rule is strictly adhered to at the Abode.

In spite of living a simple and austere lifestyle, Master Cheng Yen and her disciples were determined to help the impoverished and destitute. To raise funds for the charity mission, she requested her 30 lay followers (mostly housewives) to set aside 50 NT cents from their daily grocery allowance and saved it in a bamboo coin bank. One follower remarked that it would be easier to just donate NT\$15 every month. Master Cheng Yen, however, reminded that although the amount was the same, the meaning was very different. She hoped that everyone would cultivate a daily inclination to help others, rather than limiting it to just once a month. Soon, word spread from the marketplace to other areas of Hualien, prompting an increasing number of people to join the cause and make their contributions.



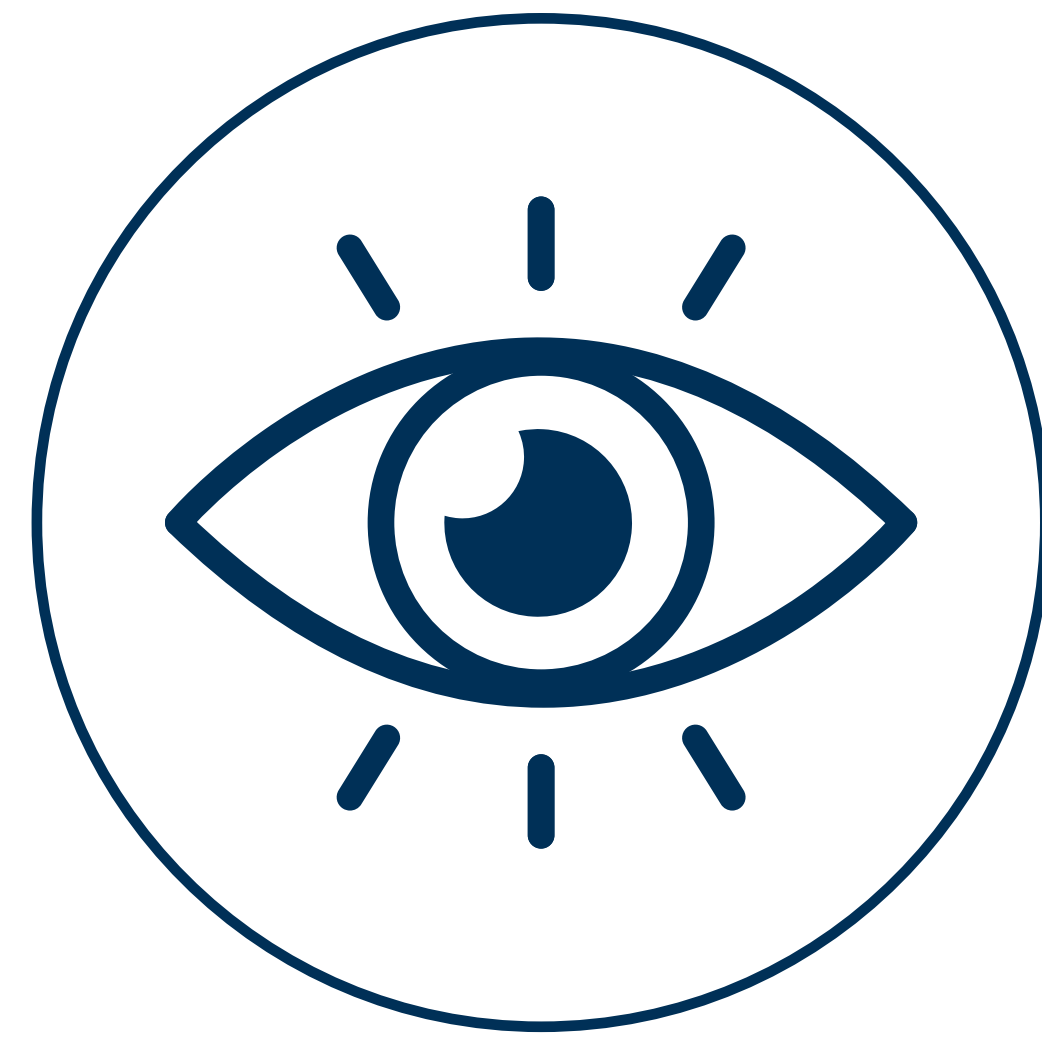
Gradually, committed volunteers joined the ranks of Tzu Chi commissioners, who would travel to villages to personally collect the savings in bamboo coin banks. On one occasion, a commissioner commented that the travelling cost to a donor's home exceeded the collected donation. Master Cheng Yen, however, replied that giving people an opportunity to participate in a good cause was just as important as the donation itself.

By collecting donations personally, the commissioners were in fact nurturing the seed of love in each donor. Inspiring love and kindness is the ultimate goal of Master Cheng Yen.

Master Cheng Yen firmly believes that everyone is capable of living our lives with the same great compassion as the Buddha. Compassion, however, is not just about having sympathy for the suffering of others; it is to reach out to relieve that suffering through action. In founding Tzu Chi, Master Cheng Yen wishes to give everyone the chance to live out this compassion, which will bring inner peace and happiness to our lives, and help pave the way for world peace and harmony.



VISION, MISSION AND VALUES



Vision

Relieve the sufferings of those in need, and create a better world for humanity through our Four Missions of Charity, Medicine, Education, and Humanistic Culture.



Mission

Purify hearts and minds, and bring about harmony in society and a world free of disasters.



Values

Cultivate sincerity, integrity, faith, and steadfastness within, and practise loving-kindness, compassion, joy, and equanimity.

PRESIDENT AND CEO MESSAGE

The global environment in 2022 has remained largely unsettled throughout the year. Although the pandemic gradually eased in the second half of the year, the negative impact persisted. The ongoing war between Russia and Ukraine aggravated the dire situation by increasing the geopolitical risks, affecting adversely both the economic and energy markets, and rising inflation rate. Stability of livelihoods is threatened, with economically vulnerable countries and the lower strata of society being the most gravely affected.

The four elements of nature (Fire, Water, Earth, and Air) are imbalanced. Impermanence often strikes without warning, which is evident in the rampant occurrence of catastrophes. Dharma Master Shih Cheng Yen, the founder of Tzu Chi, placed great emphasis on the importance of collective efforts in doing good deeds. Recognising the inherent limitations of individual efforts, Master Cheng Yen passionately advocated for the widespread recruitment of volunteers towards building a compassionate and harmonious society.

Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) has been actively promoting its missions of Charity, Medicine, Education, Humanistic Culture, and Environmental Sustainability over the past year, inviting more professional partners to join us in creating a better local community. Like-minded partners included social service agencies, corporations, schools, and many more.

Education is the key to break the cycle of poverty and empower life transformation. In our Mission of Education, Tzu-Chi Foundation (Singapore) has engaged volunteering teachers and tertiary students to provide online mentoring sessions (two-to-one) to the children of our care recipients, through six seasons over a period of more than two years. Throughout the pandemic, our support was focused on assisting the students in transiting to Home-Based Learning (HBL) to ensure the continuity of their education. We are heartened to have observed positive behavioral changes in the children, who became more cheerful and confident under the companion of our volunteers.

In early 2022, Tzu-Chi Foundation (Singapore) also collaborated with North View Primary School in Yishun to inaugurate an after-school programme "Kidz Hideout". Conducted twice-a-week at our Tzu Chi Humanistic Youth Centre, "Kidz Hideout" was curated to befriend and mentor students from challenging family situations, with many showing signs of deep-rooted psychological and behavioural issues. We engaged professional teams of art therapists and psychological counsellors to provide the children comprehensive care support and companionship. It is also our hope to engage and provide the parents a platform to witness and celebrate the advancements achieved by their children in this programme.



Toh Kim Kiat, President



Low Swee Seh, Chief Executive Officer

Located near Yishun MRT station, our Tzu Chi Humanistic Youth Centre has offered many youth the safe and engaging platform in their growth development phase. Facilities such as the public reading area has served well as a conducive study space for the students. We are delighted to learn of the daily full occupancy rate and the extra miles that our colleagues have gone to, such as providing snack boosters during the examination seasons. After three years of operations, we are ready to take our youth centre to the next level. By introducing a sustainability living gallery, we aim to engage and educate the younger generation on sustainable living practices while fostering a spirit of common good. With the expertise of a creative curatorial team, we will create an immersive and interactive space that promotes environmental consciousness.

While Tzu-Chi Foundation (Singapore) endeavours to adapt to the changing needs of the society, our unwavering commitment lies in our aspiration to reach out to those in need and alleviate their suffering. In the areas of charity and medical care, we acknowledge that certain individuals may not receive adequate support from the current resources provided by the government. In such cases, we proactively step up to bridge the gaps by providing the support and services required. An instance is our dental care services, which are often scarce for bedridden residents in local nursing homes. Our dedicated dentists conduct regular visits to these nursing homes, ensuring that dental care services are provided to the seniors in need.

With Singapore facing the challenges of an aging population, how can we keep our elderly healthy and vibrant? How can we assist individuals in finding comfort and peace as they approach the end of their lives? These are questions we

often ponder about. Aligned with our government directives and initiatives, we embarked on a transformative journey two years ago to evolve our two senior activity centres into active aging centres. Our medical team has been working proactively towards this transformation by stepping up efforts to reach out to more seniors in the vicinity.

Our exploration into the areas of medical home care, nursing, rehabilitation, and palliative services also started ten years ago to ensure that our elderly are able to gracefully age and pass on with dignity. Supported by our committed medical and nursing team, elderly chronic kidney disease patients with comorbidities have the choice to forgo dialysis and opt for receiving home care until the end of their lives.

The number of kidney failures in Singapore increases year by year, with a daily average of about six new cases, and most of which are caused by diabetes. We are deeply concerned about this trend and aim to integrate our charity and medical assistance programmes. This entails a shift from solely providing medical subsidies towards emphasising proactive prevention and treatment initiatives. We have been subsidising the medical expenses and transportation costs for kidney patients since 2005. During the pandemic, we sought professional training from the National Kidney Foundation and provided health education to caregivers of the kidney failure patients. In a significant achievement this year, we have obtained the government approval to establish a non-profit dialysis centre in Buangkok. Set to commence operations by 2023, the centre will cater to the needs of kidney patients who are awaiting subsidies, ensuring the continuity of their access to essential dialysis treatment. The estimated budget of setting up the dialysis centre amounts to approximately S\$2.5 million.

Every aspect of our missions echoes the needs of the suffering. We maintain a high level of vigilance in our operations and progress towards organisational excellence by keeping abreast of the latest government regulations and current needs. Our primary funding sources, public donations, charitable activities income and government grants, contributed approximately S\$23 million in 2022. These funds were utilised for our Charity, Education and Medical missions, with expenditures exceeding S\$14 million to address evolving societal requirements. It has not been easy to get thus far, and we attribute our achievements to the collective efforts of our staff, and the steadfast understanding and support of every Tzu Chi volunteer and donor. We express our heartfelt gratitude for the generous support received during our three major online fundraising campaigns initiated in 2022.

Today, Singapore has successfully overcome the peak of the pandemic and life is gradually returning to normal. However, the world continues to grapple with various challenges such as wars, natural disasters, and humanitarian crises. As a closely interconnected community, we recognise that these ongoing global challenges are inevitably intertwined with our collective destiny.

Singapore, often known as the “Little Red Dot of Asia” on the world map, glows like a firefly. Embracing the words of Master Cheng Yen “Do not look down on yourself; instead, offer what you can to guide others in the right direction”, Tzu-Chi Foundation (Singapore) looks forward to celebrating our 30th anniversary in 2023. As we continue our journey, we are committed to our ongoing efforts of paving the path of love and kindness, safeguarding the peace of Singapore and the rest of the world.

主席和执行长献词

回顾2022年，世界局势依然不平静。新冠疫情导致各国封锁边界，虽然下半年疫情逐步趋缓，但负面影响仍在持续。俄乌战争未停歇，增加了地缘政治风险，冲击经济和能源市场，此外不断攀升的通货膨胀，影响民生的稳定，经济弱势国家及社会底层民众尤其深受冲击。

四大不调、国土危脆，无常在瞬间。如今天灾人祸频仍，慈济创办人证严法师呼吁，只有一个人行善太孤单，要广招志工为伴，共同造就富有爱心的祥和社区。

过去一年，佛教慈济慈善事业基金会（新加坡）在慈善、医疗、教育、人文和环保的推动不停歇，号召越来越多专业伙伴加入我们的行列，包括各领域的慈善团体、邻里组织、企业、学校等，携手共创美好社会。

教育是翻转贫困、翻转人生的关键。疫情两年多，慈济召集老师和大专生，二对一地照顾户的孩子提供线上课业辅导，辅助孩子适应居家学习(HBL)，上课不中断。这个项目持续至今已有六个梯次，我们很欣慰地看到孩子在哥哥姐姐的陪伴下更开朗自信。

2022年，义顺社区的德贤小学与慈济合作开设“快乐天堂”课后辅导，每周两次在慈济人文青年中心进行。我们陪伴的孩子大多来自复杂的家庭背景，成长路上面对各

种身心挑战。我们引进艺术治疗、心理辅导等专业团队，给予孩子全面的陪伴和关怀；此外我们也希望藉此平台让家长见证孩子的进展。

义顺地铁站附近的慈济人文青年中心，为处在各个成长阶段的青少年提供一个安全和有趣的活动平台。比如公共阅读区成了学生阅读、写作业的好选择，几乎天天座无虚席。我们的同仁也贴心地在考试期间供应小点心，默默为备考的学生打气。经过三年运作，我们已准备好让青年中心更上一层楼。藉由打造“慈济永续生活馆”，慈济与一组年轻有创意的专业策展团队合作，希望以创新的互动方式，吸引年轻一代来学习如何落实永续的生活方式，力行共善共好的精神。

社会在改变，慈济也力求与时俱进，不变的是闻声救苦的初心。在慈善和医疗方面，我们了解到有的个案不能单靠政府支援，因此我们竭尽所能提供针对性的支援和服务，补其不足。其中一例是针对机构的牙科往诊服务。多数疗养院的卧床者走不出来，需要牙医走进去，然而这类服务并不普及，慈济牙科团队定期走入疗养院等机构，保障院友的口腔健康。



义顺地铁站附近的慈济人文青年中心，为处在各个成长阶段的青少年提供一个安全和有趣的活动平台。比如公共阅读区成了学生阅读、写作业的好选择，几乎天天座无虚席。

新加坡正面临老龄化的挑战,如何让晚年生活保持健康活力?当走到人生的尽头,如何好好和生命道别?这些都是我们思索的面向。配合政府的发展蓝图,我们在两年前针对两所乐龄长青馆进行转型,从乐龄活动中心(Senior Activity Centre)提升到活跃乐龄站(Active Ageing Centre)。我们的医护团队积极推进整合式服务,带动在地养老的长者维持活跃的生活。

十年前,慈济已开始投入居家医疗、护理、复建和临终关怀服务,陪伴长者有尊严地度过最后一程。2021年慈济进一步和盛港综合医院合作,启动本地首个“肾衰病友居家护理计划”,让罹患多重疾病的高龄肾友,可以在医护团队的支持下,选择不洗肾,尽可能留在家中终老。

新加坡的肾衰竭发病率逐年上升,平均每天约有六个新病例,多数都是糖尿病导致的。我们深切关注这个趋势,希望结合慈善和医疗资源,从药费补助朝向更前端的防治工作。慈济自2005年补助肾友的医疗费、交通费等等;在疫情期间向全国肾脏基金会(NKF)取经,接受专业培训,向肾友照顾户推广卫教工作。今年,慈济成功获得政府的批准,即将在万国(Buangkok)设立非盈利型洗肾中心,为等待NKF补助的肾友提供就近治疗的便利,确保他们能继续获得基本服务。洗肾中心耗资约250万新元,预计在2023年底启用,是慈济志业的另一里程碑。

慈济志业的每一步,都呼应着苦难人的需求。慈济自我鞭策,持续推进组织优化工作,跟上政府监管规范和时代需求。2022年我们的主要资金来源、公众捐款、慈善活动收入和政府拨款,共约2300万新元。其中超过1400万新元,用于推动我们的慈善、教育和医疗工作,以满足不断变化的社会需求。这条路,并不容易,很感恩职工的群策群力,以及每一位志工和捐款者的善解与支持。慈济三次启动大型线上募款,获得大家慷慨解囊、鼎力护持,在此致以衷心的感谢。

如今,新加坡走过疫情高峰,社会逐渐恢复如常,但同时我们也看到世界各地仍面临着疫情、战争、气候灾难和人道危机。活在地球村的我们犹如命运共同体,福祸相倚。

被誉为“亚洲小红点”的新加坡,在世界版图上就如小小的萤火虫。但是诚如证严法师所说,不要轻视自己,有一分力,发一分光,为黑夜中的路人引导正确的方向。2023年,慈济基金会(新加坡)即将迈向30周年,我们自我期许,继续开道铺路,让爱与善源源不断,守护新加坡乃至世界的平安。



OUR LEADERSHIP

Board of Directors



Toh Kim Kiat
President
AD: 20 September 2008[#]



Yan Su Yuan
Secretary
AD: 1 July 2016



Sim Sem Peng
Deputy Secretary
AD: 1 July 2016



Chee Kim Huei
Treasurer
AD: 30 August 2020



Chang Horng Lin
Member
AD: 31 August 2010



Ng Gaik Pei
Member
AD: 30 August 2020



Lin Pi-Yu
Member
AD: 20 September 1998[#]



Siew Pei Fung
Member
AD: 1 July 2018



Ong Wee Heng
Member
AD: 30 June 2021



Ng Chuan Lim
Member
AD: 1 July 2016



Teo Chee Seng
Member
AD: 20 September 2008[#]

AD denotes appointment date.

[#]held different board positions during the term of appointment

Management



Low Swee Seh
Chief Executive Officer
AD: 1 April 2012



Khoo Kean Yee
Deputy CEO
AD: 1 April 2012



Tan Chai Hoon
Deputy CEO
AD: 11 October 2016



Lo-Hsu Hsueh Yu
Deputy CEO
AD: 1 April 2012



Susi Zhao
Deputy CEO
AD: 1 April 2012



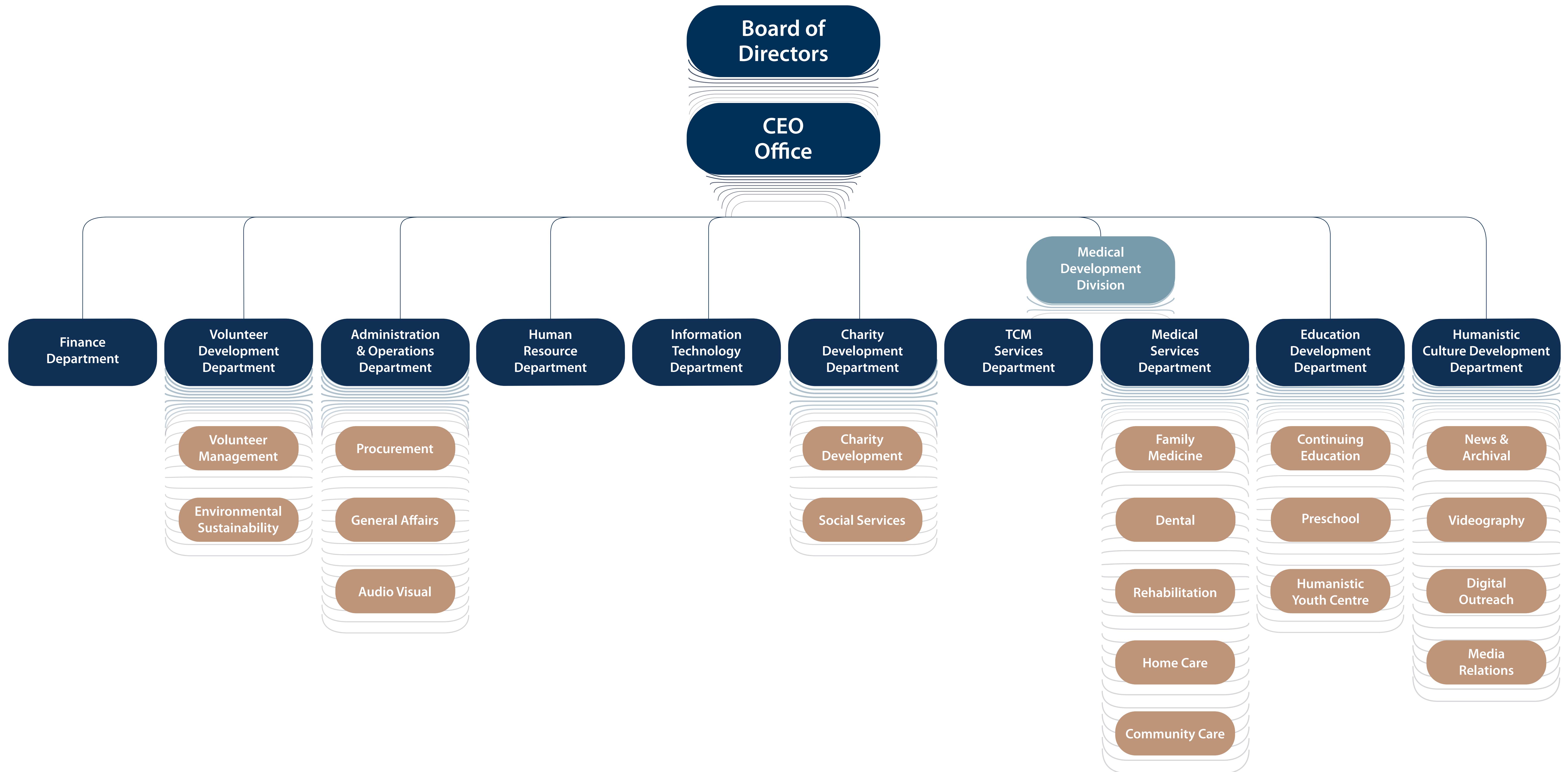
Keng Lim
General Manager
AD: 1 September 2016



Boh Shuhui
Deputy General Manager
AD: 1 September 2016

AD denotes appointment date.

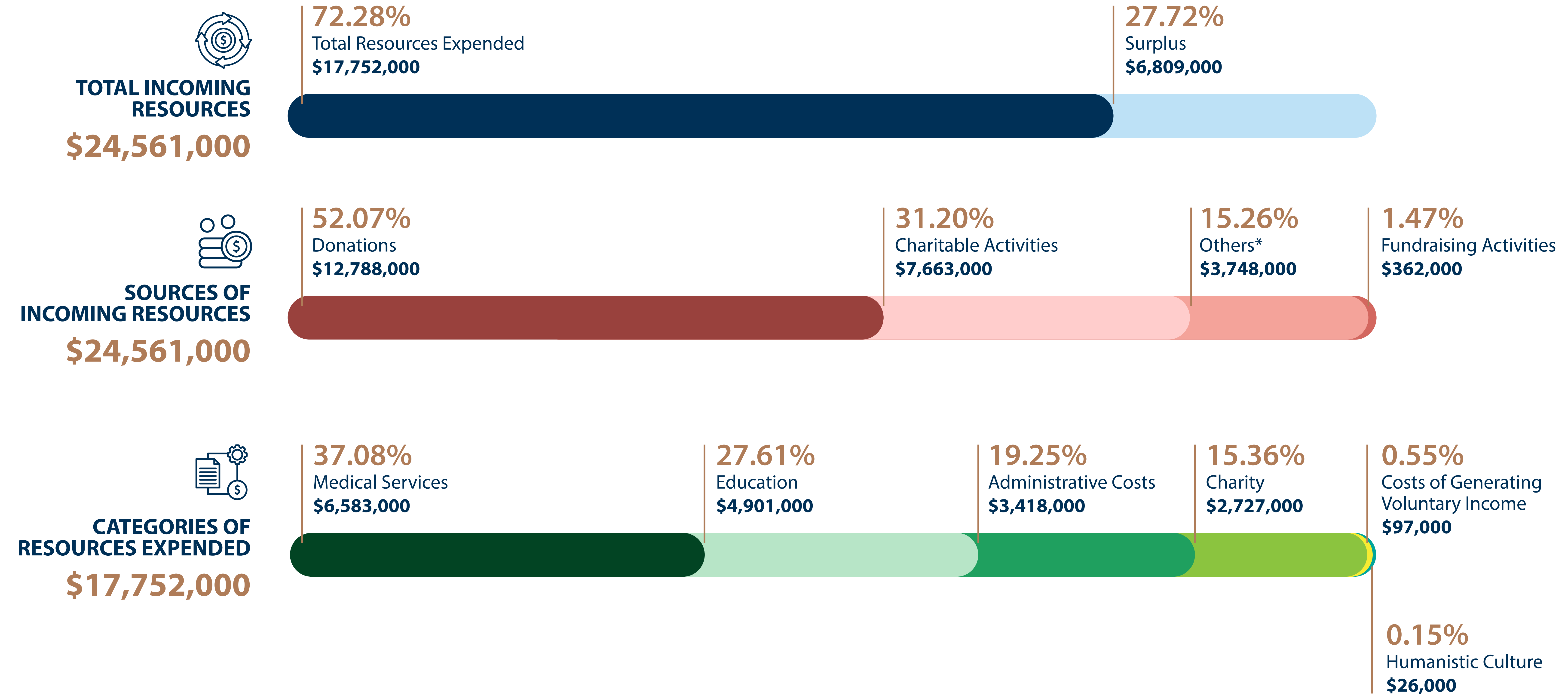
ORGANISATIONAL STRUCTURE



THE YEAR IN NUMBERS

- Financial Highlights
- Our Local Reach
- Statistics of Services

FINANCIAL HIGHLIGHTS



*Others refer to government grants, funding from foundations, amortisation of deferred capital grant, and interest income.



TOTAL INCOMING RESOURCES
\$24,561,000

▲ 7.30%
+\$1,672,000

2021
\$22,889,000



TOTAL RESOURCES EXPENDED
\$17,752,000

▲ 7.97%
+\$1,310,000

2021
\$16,442,000



SURPLUS
\$6,809,000

▲ 5.62%
+\$362,000

2021
\$6,447,000



Medical Services
\$6,583,000

▲ 12.28%
+\$720,000

2021
\$5,863,000*



Education
\$4,901,000

▲ 8.17%
+\$370,000

2021
\$4,531,000*

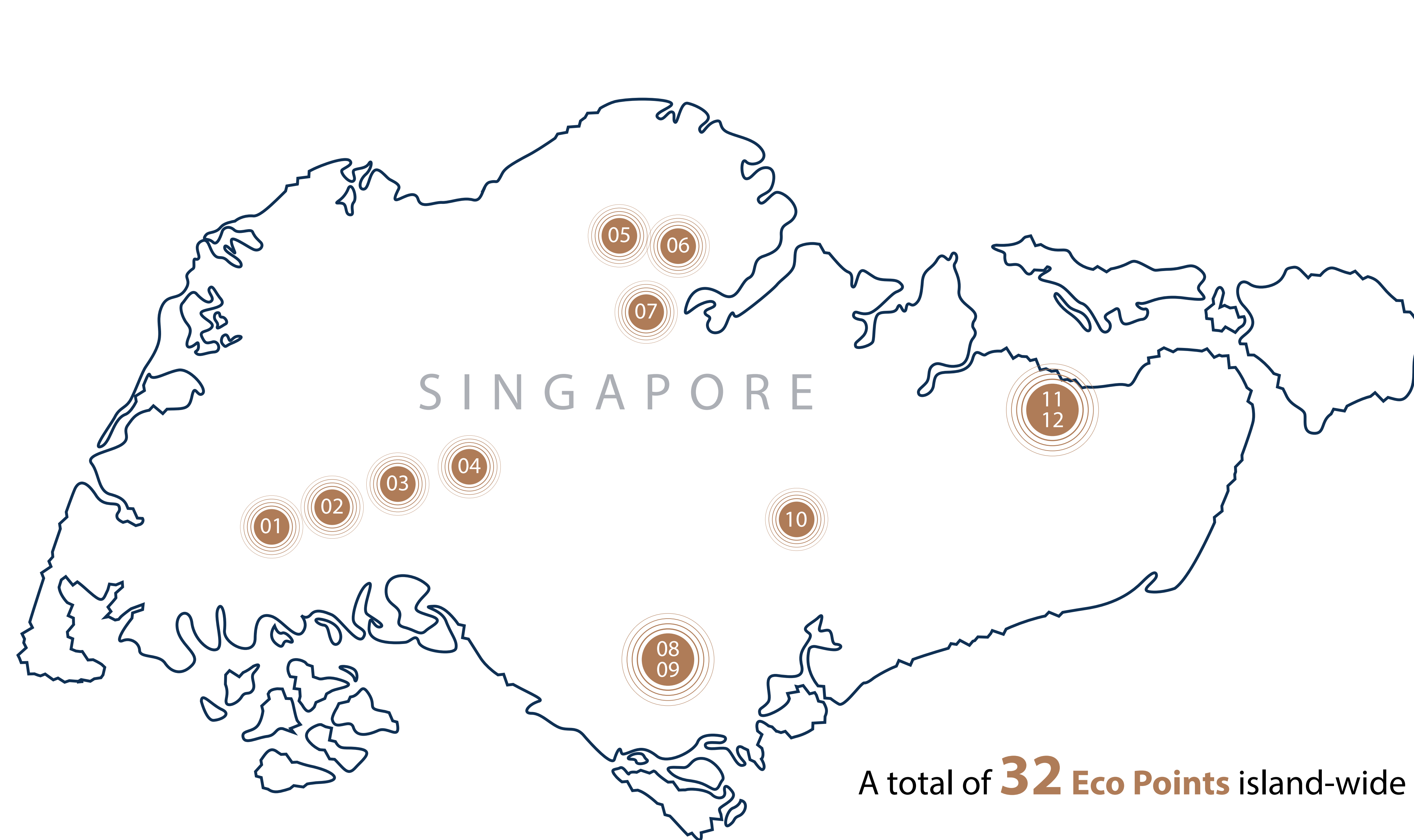


Charity
\$2,727,000

▲ 14.82%
+\$352,000

2021
\$2,375,000*

OUR LOCAL REACH



- 01 Tzu Chi Seniors Engagement & Enabling Node (SEEN) @Nanyang
- 02 Lakeside Family Medicine Clinic
- 03 Tzu Chi Day Rehabilitation Centre
- 04 Tzu Chi Seniors Engagement & Enabling Node (SEEN) @Bukit Batok
- 05 Tzu Chi Great Love Preschool (Yishun)
- 06 Tzu Chi Humanistic Youth Centre

- 07 Buddhist Tzu Chi TCM Free Clinic (Khatib)
- 08 Tzu Chi Free Clinic (Singapore)
- 09 Buddhist Tzu Chi TCM Free Clinic (Redhill)
- 10 Tzu Chi Great Love Preschool (Toa Payoh)
- 11 Jing Si Hall
- 12 Tzu Chi University Continuing Education Centre (Singapore)



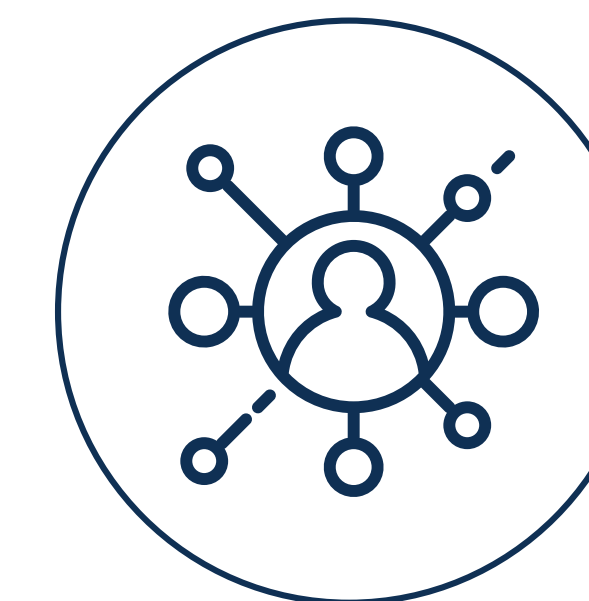
30,754*
Donors



3,733
Volunteers



188
Staff Strength

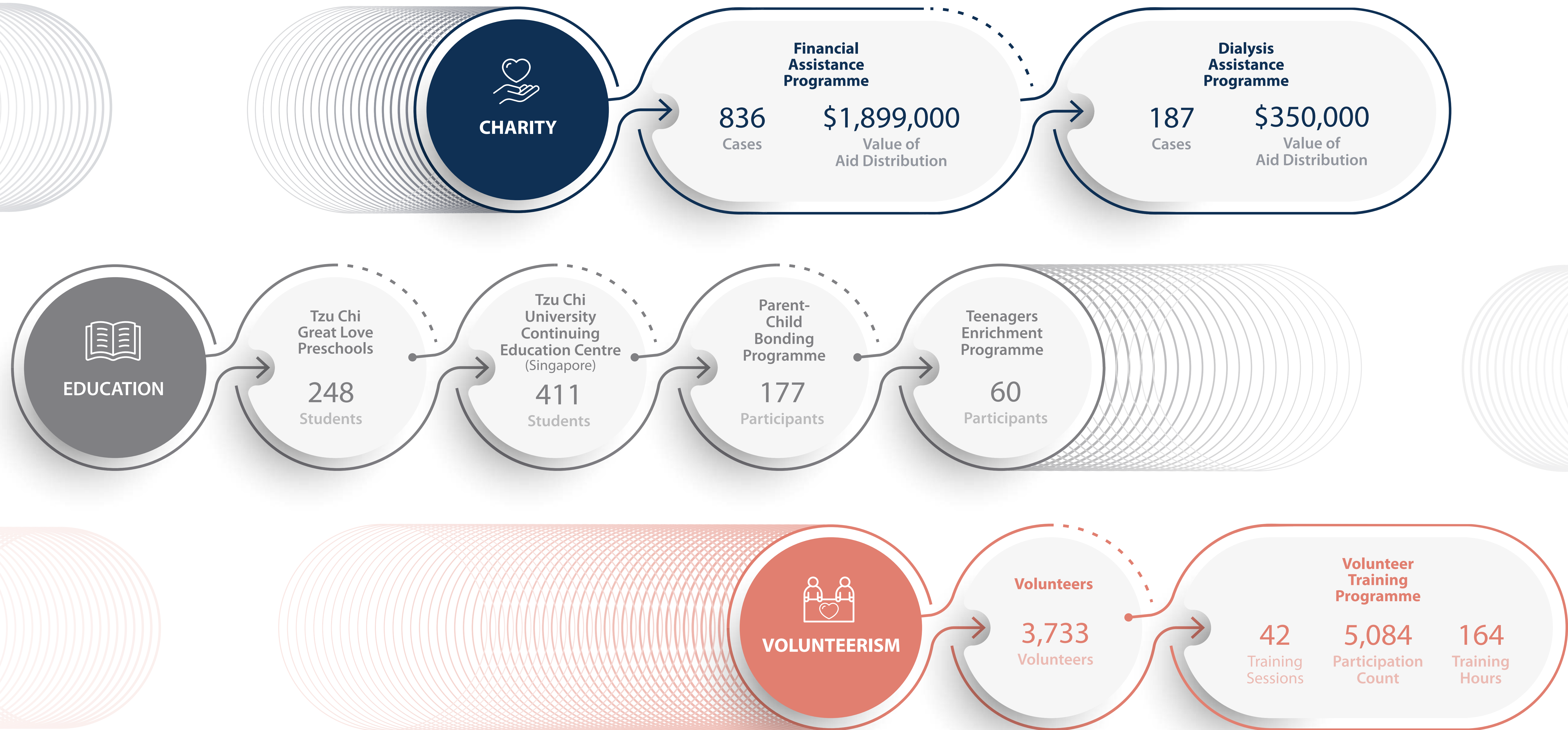


60,314
Total Outreach

*With the deployment of a new Donation Management System in October 2022, we have revised our calculation method to better reflect the impact of our fundraising efforts and provide a more accurate representation of our donor base. The average donation value per donor has increased as compared to previous years.

STATISTICS OF SERVICES





HIGHLIGHTS OF THE YEAR

- Home Care Services
- Youth Empowerment
- Humanistic Youth Centre: Advancing Youth Empowerment
- Environmental Protection
- Plant-Based Diet Advocacy
- Academic Collaboration
- Driving Sustainability Through Organisational Excellence

HOME CARE SERVICES

Healing Lives as Part of the National Healthcare Plan

As a rapidly ageing nation, it is part of the National Healthcare Plan to encourage the community to care for the old and chronically sick. Besides not overburdening the healthcare sector and preserving resources for those with more urgent needs, staying home is also better for the patient as it reduces the risk of cross-infection and is more cost savvy.

Singapore has long been committed to providing not just quality but also accessible and affordable healthcare to its citizens. To contribute to this national goal, our medical establishments serve as approved providers of home care services in Singapore that reach out to patients from the low to medium income group. By tapping on charitable resources, these patients are offered subsidised healthcare services, and cases that require additional financial assistance and emotional care will be referred for follow-up review and support.



Home Medical & Home Nursing

2
doctors

7
nurses

597
patients

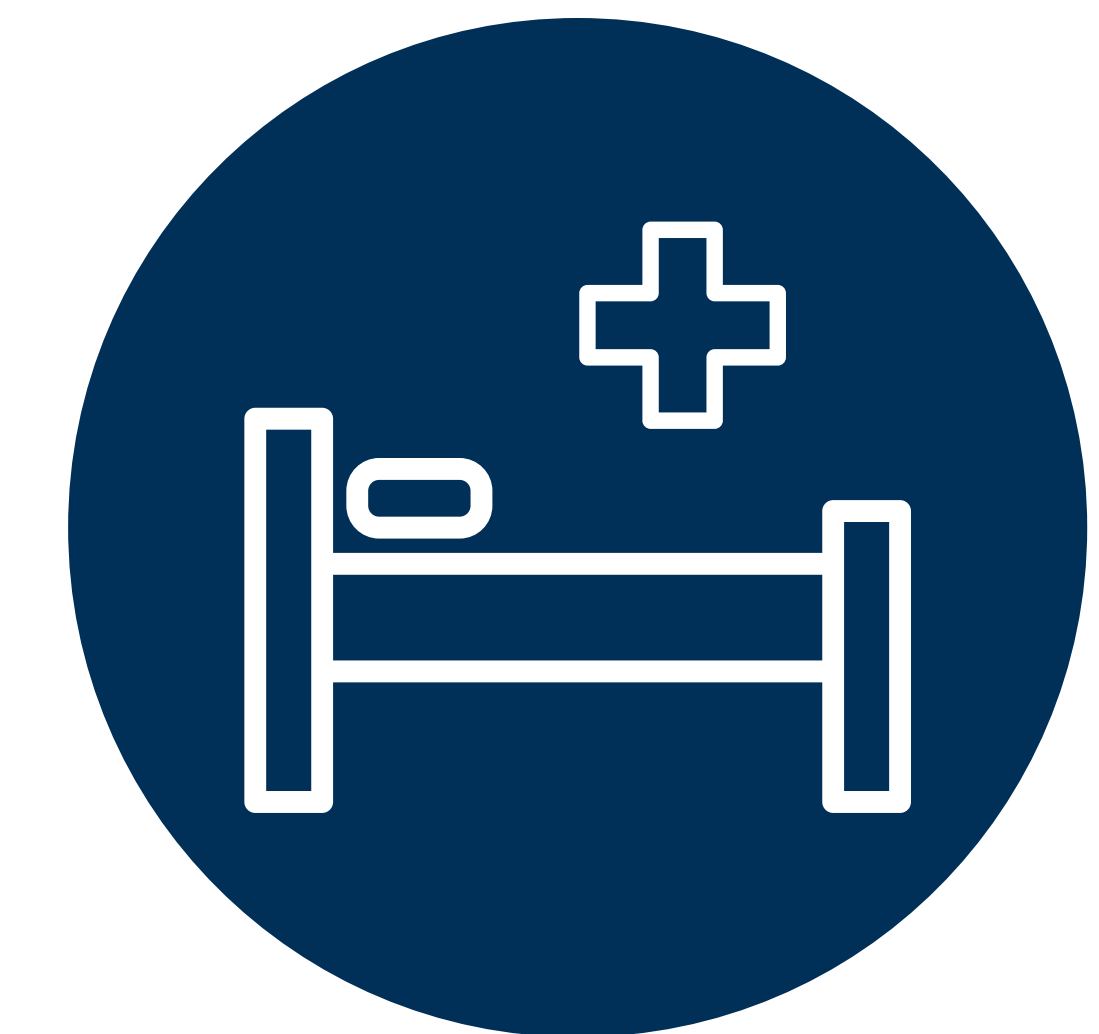


Home Rehabilitation

2
physiotherapists

2
therapy assistants

125
patients



Home Palliative Care

2
palliative care nurses

138
patients

Home Medical and Home Nursing

Our home care services programme kick-started in 2014 when Tzu-Chi Foundation (Singapore) collaborated with the Agency for Integrated Care (AIC) to serve underprivileged homebound patients referred by AIC. Currently, we accept referrals from the hospitals as well as the community, with more than 90% of our home medical and home nursing patients being chronically ill senior citizens.

Besides providing regular medical and nursing services, the home care team also seeks to understand the patients' family backgrounds, home environment, and even their mental and emotional health. This is done to adjust the level of care according to each individual's needs.

Providing home care services during the COVID-19 pandemic was significantly more challenging due to the need to maintain social distancing and abide by safety protocols. To ensure that our patients are well taken care of, our medical team monitors their conditions through teleconsultation and provides timely and adequate assistance. With the patients' health in mind, our medical staff and volunteers often go the extra mile to meet their unique needs.



94-year-old Madam Koh suffers multiple chronic diseases, including stroke, heart failure, and dementia. She is cared for by a foreign domestic caregiver, Tin Tin, and our nurse who visits her monthly. In July 2022, Madam Koh, her daughter and Tin Tin were diagnosed with COVID-19 within a week. Her daughter was hospitalised due to breathing difficulties, leaving only infected Tin Tin to care for Madam Koh. Feeling lost and panicked, Tin Tin contacted the Tzu Chi nurse for help. The nurse not only promptly arranged for a physician's visit but also personally delivered medications to their doorstep.

Home Rehabilitation

While most of our physiotherapy treatments are provided at Tzu Chi Day Rehabilitation Centre, patients with mobility issues also receive home visits from our physiotherapists. These home physiotherapy services aim to improve the mobility and independence of patients in the comfort of their homes.

The home rehabilitation team comprises qualified and certified physiotherapists, as well as assistant therapists who collaborate closely with patients and their caregivers. Together, they create a personalised care plan that specifically addresses each patient's unique needs. The physiotherapy home therapy service includes a range of exercises and treatments, such as muscle strengthening, joint mobilisation, balance training, and pain management. In 2022, senior citizens made up more than 90% of our total home therapy patients. As of end 2022, we have helped 70 patients successfully regain their mobility.



Mrs Toh's fall in early 2022 resulted in her hospitalisation, but she made a good recovery. Since then, she developed a fear of walking and remained bedridden for over six months. Reluctant to leave her bed, she preferred wearing adult diapers and spending her days watching TV at home. It took months to convince Mrs Toh to undergo physiotherapy, and even then, she hesitated to leave her bed for rehab exercises. Our physiotherapist continued to encourage her and set realistic exercise plans for her. With his support, Mrs Toh overcame her doubts and fears, and successfully completed all her scheduled weekly exercises.

Home Palliative Care

Tzu Chi palliative care programme was launched in 2016, with the primary objective of handling referrals from hospitals for patients residing in the western region of Singapore.

Presently, our programme includes services such as regular home visits to monitor the patient's health conditions, adjustment of prescriptions and pain relief. Our nurses are also on 24/7 standby to answer urgent phone calls from palliative patients' family members and to support them in times of emergency.

Beyond providing essential medical services, the team also serves as an important bridge of communication by conveying the wishes and concerns of the patients to their families, and partners the families in supporting their loved ones through their final journey.



Mr Lim insisted on spending his final moments in the comfort of home and stated that he would not return to the hospital after being discharged. His family was initially hesitant to grant his wish because they lacked the necessary knowledge and skills to provide adequate care for him at home. Such request on a short notice made it challenging for the family to locate palliative services with Catholic affiliations. Despite this, our nurse agreed to take on the responsibility and immediately assisted the family with hospital discharge procedures as well as getting the home ready to receive Mr Lim. Mr Lim passed away peacefully six days after being discharged from the hospital. However, prior to his passing, he had the opportunity to meet with everyone he wanted to see before departing, bringing him a sense of comfort and closure.

YOUTH EMPOWERMENT

Empowering Our Younger Generations

In an increasingly complex and uncertain world today, our youth are faced with a myriad of challenges in their growing up years, including academic, behavioural and mental health issues. Our programmes and activities are designed to equip children and youths with the skillsets and humanistic values they need to become valuable members of society.

Target groups



Secondary to
Tertiary Level
Students



Youth from
Lower-income
Families



Latchkey
Children



Secondary Level Students

Teenagers Enrichment Programme

2022 was another great year of growth for the participants of the monthly Tzu Chi Teenagers Enrichment Programme. Targeted at teenagers aged 13 to 15, our classes provide an enriching experience through a comprehensive range of engaging activities aimed at fostering exploration, discovery and personal growth.

By actively engaging in these carefully curated activities, young participants are thoughtfully guided towards recognising and comprehending their unique emotions and qualities. Our programme equips them with invaluable skills to effectively navigate the complex challenges that accompany the journey of adolescence, empowering them to overcome obstacles with confidence. In 2022, there was a total of 60 participants, with 88 volunteers involved in the planning and organising process.

Read more:

[Teenagers Enrichment Programme](#)

[Students Express Filial Piety and Gratitude to Parents in the Heart-warming Month of May](#)

[Tzu Shao Enjoys the Embrace of Nature](#)

[Nurturing Young Hearts with Love and Care](#)



During the June holidays, a two-day camp with the theme “Coexisting with Nature” was organised for the youths. A key highlight was visiting Thomson Nature Park where participants not only learned about environmental ecology but also deepened their understanding about the importance of taking care of the Earth.

Tertiary Level Students

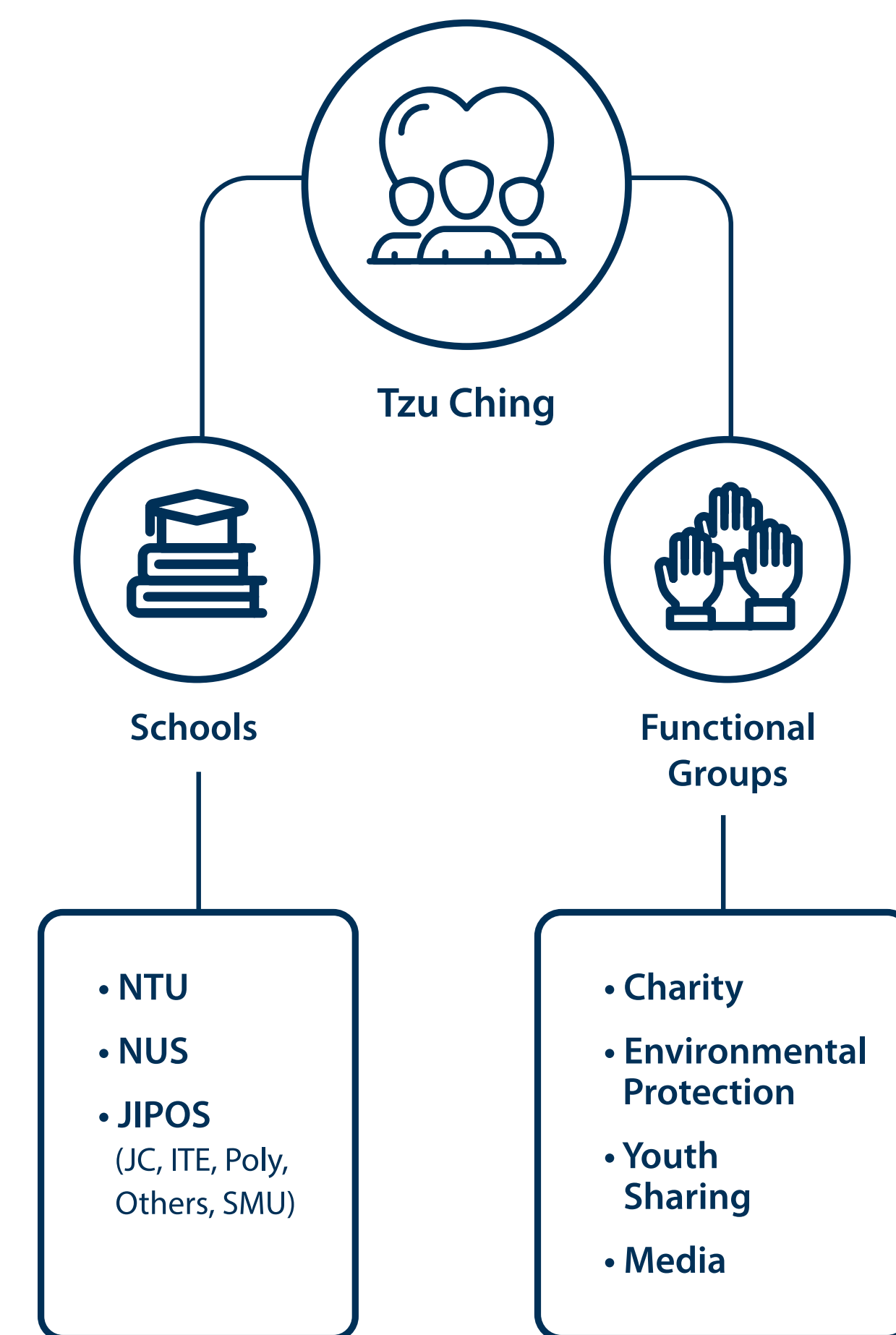
Tzu Chi Collegiate Youth Association

Comprised of current and former tertiary students from diverse educational institutions across the island, the Tzu Chi Collegiate Youth Association (Tzu Ching) has consistently grown and strengthened its commitment to social welfare. Tzu Ching members are currently organised into school-based and functional groups, enabling them to actively participate in a range of charitable, media-related, and environmental protection initiatives and activities.

Engaging in these purposeful activities, Tzu Ching members have not only acquired valuable insights through active involvement but have also garnered practical experience in planning and taking charge. A significant milestone for Tzu Ching occurred in 2022, as millennial leaders gracefully stepped down from their leadership positions, paving the way for their Gen Z successors to carry forward and expand upon their accomplishments.

Read more: [Tzu Chi Collegiate Youth Association](#)

Tzu Ching Group Structure



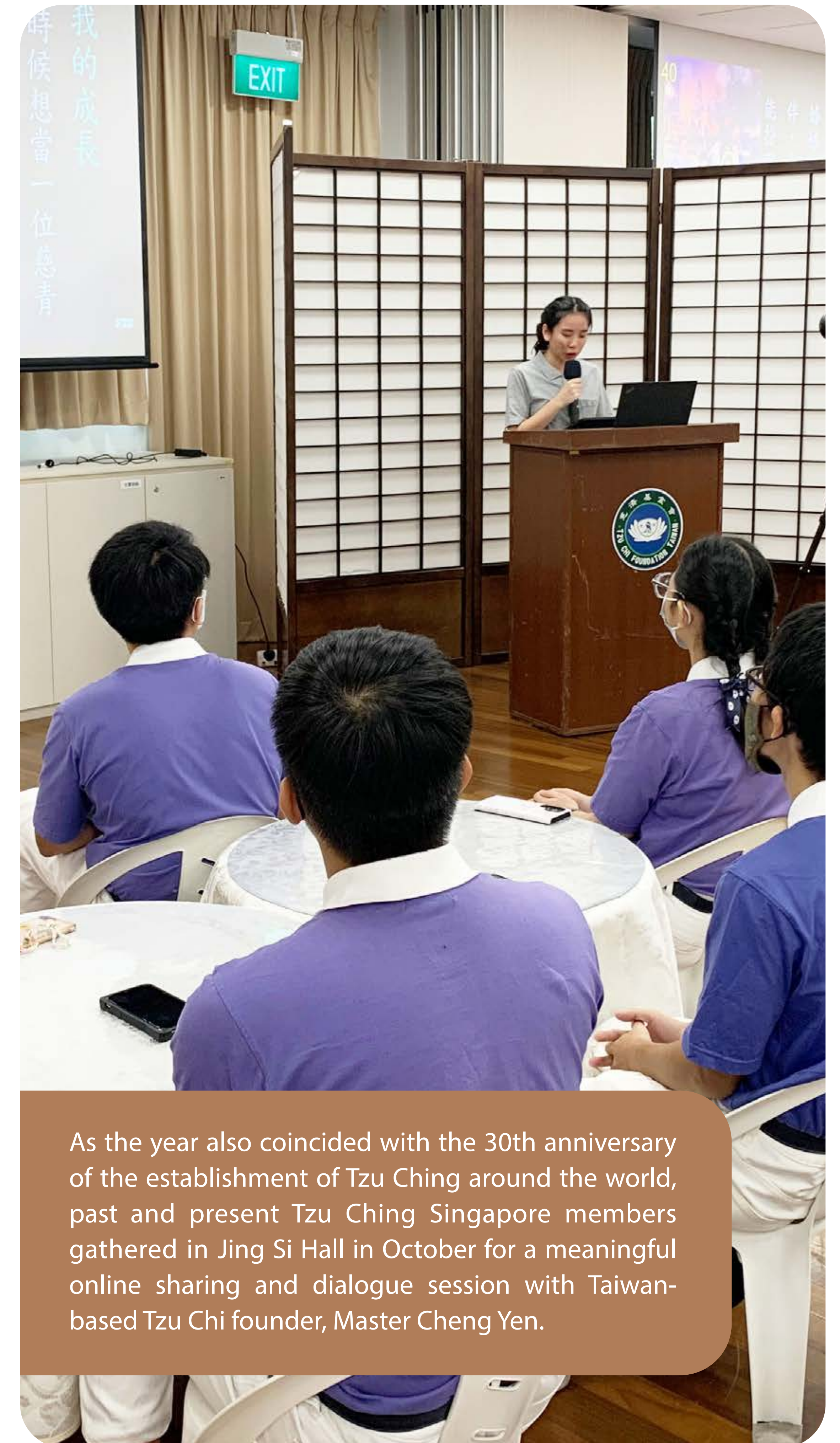
Tzu Ching Key Statistics

(from 1996 to 2022)

> 1,000
Tzu Ching
Members Outreach

121
Transition to
Tzu Chi Commissioners

22
Transition to
Full-Time Staff



As the year also coincided with the 30th anniversary of the establishment of Tzu Ching around the world, past and present Tzu Ching Singapore members gathered in Jing Si Hall in October for a meaningful online sharing and dialogue session with Taiwan-based Tzu Chi founder, Master Cheng Yen.

Youth from Lower-Income Families

“Mentoring With Love”

The Mentoring With Love (MWL) programme was inaugurated in 2020, where Tzu Ching members and alumni served as academic mentors to help primary school students in both their academics and socio-emotional well-being.

Through the programme, it has also empowered the youth mentors by providing them a platform to positively impact the lives of the less privileged. Thanks to its resounding success, the programme underwent multiple extensions, resulting in the completion of six seasons by the end of 2022. As the COVID-19 situation moves towards an endemic phase, the programme will transition to a fully offline format for its next season in 2023.

Read more:

[After two years of not seeing each other, the children have grown up!](#)



Despite the programme primarily being conducted online due to the pandemic, an unprecedented physical reunion session took place in November 2022. This “reunion” brought together 33 care recipients’ children and their families, alongside 43 Tzu Ching members and other dedicated Tzu Chi volunteers.

Latchkey Children

Kidz Hideout

As part of a collaboration with North View Primary School since the start of 2022, a group of 20 Primary Four and Five students have been diligently making their way to Humanistic Youth Centre (HYC) twice a week after school to participate in various enrichment activities.

Unlike typical students, participants of Kidz Hideout come from challenging family situations, with many showing signs of deep-rooted psychological and behavioural issues. Over the course of the 46-week programme, consisting of 21 thoughtfully-curated activities organised by the HYC team and its partners, incremental progress has been observed among the children.

Read more:

[Students Share Their Inner Thoughts and Grow through Art Therapy](#)

[A Year of Growth and Progress at Kidz Hideout](#)

[Regaining the Sunshine and Smile of an 11-Year-Old Through Kidz Hideout](#)



Owing to ongoing family issues, 11-year-old Chong Yu Xuan has experienced a significant lack of confidence throughout her life, to the extent that she even struggles to muster the courage to form meaningful friendships and engage in activities. Upon her school's recommendation, Yu Xuan and her younger brother began to head to HYC every week to participate in the activities of Kidz Hideout. She has since regained her smile and courage, momentarily putting aside her troubles and enjoying her childhood once again.

HUMANISTIC YOUTH CENTRE: ADVANCING YOUTH EMPOWERMENT

For YOUth by Youth

Having celebrated its 3rd anniversary in November 2022, Humanistic Youth Centre (HYC) has seen immense growth over the years. Designed to be a one-stop location for young people to gather, meet new friends, learn positive values, and be inspired, the centre hopes to continue empowering youths to create positive social impact locally and internationally through its various programmes and activities.



Average of
15,000
visitors monthly



Organised more than
300
activities since opening

Read more:

[Tzu Chi Humanistic Youth Centre](#)

[What We Do](#)

[Deepening Social Bonds Through Arts, Culture](#)

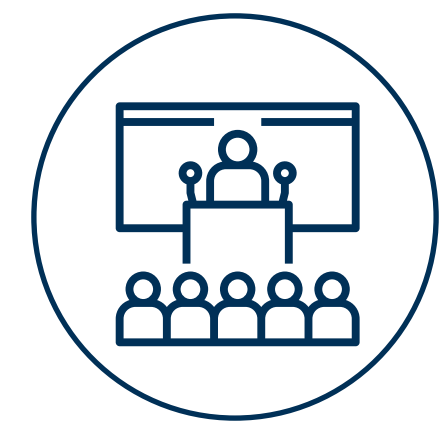
[Important in Tackling Future Challenges: Edwin Tong](#)

What We Do

Pillar	Purpose	Programmes/Activities
Arts & Culture	In alignment with the country's aim to deepen a sense of belonging, strengthen social bonds and build a better society through arts and culture, HYC regularly organises and supports exhibitions in its premises.	<ul style="list-style-type: none"> - Ngee Ann Polytechnic School of Design & Environment Graduation Showcase - Temasek Polytechnic Sustainability Design Showcase Exhibition - Wang Art Exhibition - Do You See Me Story Showcase
Eco-Awareness	Alongside Singapore's commitment to achieve net-zero emissions by 2050, advocating for environmental sustainability has been key in HYC's activities as it bids to change mindsets and lifestyles.	<ul style="list-style-type: none"> - Zero • Market - Brown Bag: Daniel Tay (Food Rescuer) - Eco Workshops - Fashion Swap
Youth Wellness	At HYC, the belief is that everyone deserves happiness and a holistic approach is taken to cover the different facets of health among the youth – physical, mental and spiritual.	<ul style="list-style-type: none"> - Art Therapy Sessions (Chung Cheng High School & Nanyang Primary School) - Kidz Creatorz Exhibition - Puppy Power - Dungeons and Dragons Game Session - Wellness Film Festival - Let's Talk: Aphasia - Let's Talk: Art and Mental Health - Animal-Assisted Interventions: Learn, Meet & Greet - Gifting Mental Health: An Art Workshop - The Monster in the Mirror Musical
Volunteerism	Based on the latest Individual Giving Survey in 2021, Singapore's volunteerism rate is at 22%. While this is more than double compared to 20 years ago, there remains room for growth. Through encouraging volunteerism, HYC hopes to develop a sense of altruism and empower the public to create positive social impact.	<ul style="list-style-type: none"> - Friends of HYC (HYC youth volunteer group) - Tzu Chi Volunteers Training
Young Parenting	It is vital for parents to learn about the best approaches to bring up their children as the type of parenting style has a life-long impact. HYC aims to co-organise programmes and activities to make parenting a smoother and more rewarding journey.	<ul style="list-style-type: none"> - Parent-Child Bonding Day - "A Book, Embracing Love" Parenting Bonding Book Sharing

A Space for Youth and More

Humanistic Youth Centre



Event Space

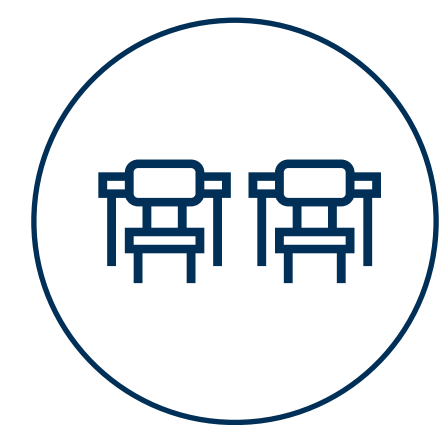
Located by the idyllic Yishun Pond, HYC is a tastefully furnished venue comprising of multiple spaces which have played host to many vibrant and exciting events over the years.

32

Venue-sponsored events

57

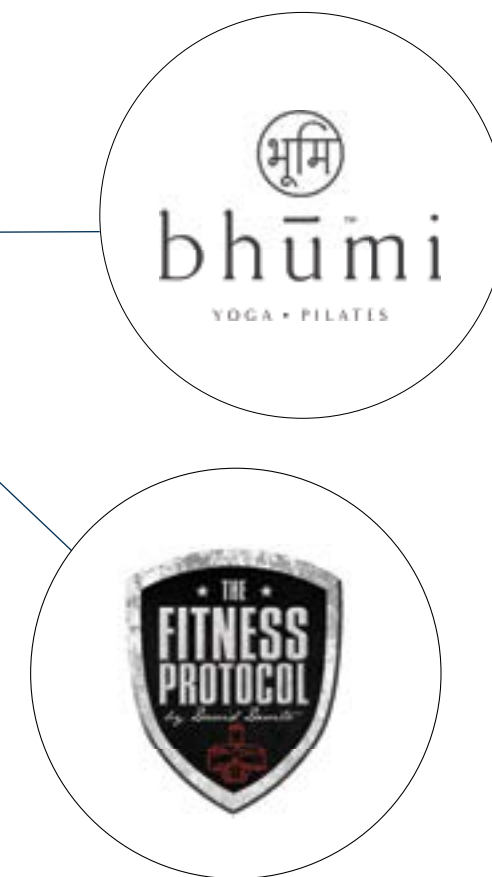
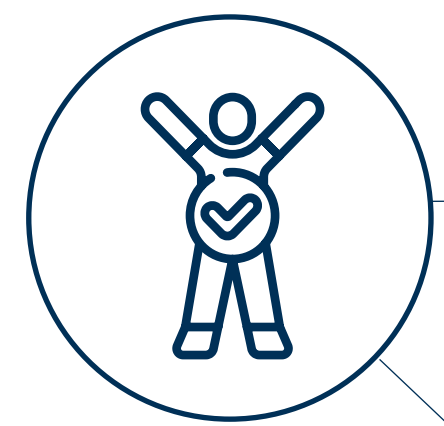
Non-sponsored events



Study Space

Being youth-centric, HYC has struck a chord with many young people, and this is especially evident at the study spaces. Complemented by the free amenities such as power sockets, wifi and water, the quiet and conducive environment has appealed to many students who have utilised the spaces for their studies. HYC has become a popular study space after receiving media attention in 2022.

Key Partners



Wellness

As a boutique lifestyle pilates studio, programmes of Bhumi Lifestyle utilise an integrated method of strength and functionality training as well as innovative and fun techniques, promising a true wellness experience.

The Fitness Protocol prides itself on providing a comprehensive and well-equipped gym facility, offering users an exceptional experience with a wide range of exercise regimes.



Healthy F&B

HYC is also home to a few F&B outlets, namely Jing Si Books & Cafe, Real Food and Slow Bakes. Jing Si Books & Cafe is known to be a spiritual oasis for busy dwellers, where visitors and readers can settle their minds and quench their spiritual thirst in its quiet and cosy environment.

As for Real Food and Slow Bakes, they firmly believe that adopting an environmentally friendly diet and lifestyle can be an enjoyable, diverse, and delectable experience.



Eco Start-Up

As a vibrant start-up dedicated to advancing the circular economy in Singapore, Circular Asia creates dynamic platforms to facilitate youth stewardship education and development, corporate innovation and training, and community programmes, all aimed at achieving sustainability and maximising value within the ecosystem.

Read more: [Our Partners](#)

In Focus



Co Lab

Co-working spaces have been very much part of the centre since the beginning. Named “Co Lab”, the co-working space at HYC is home to various youthful start-ups, non-profit organisations and social enterprises. As of end 2022, we are proud to host nine partners, with three key organisations occupying the main suite rooms, while the remaining partners occupy the single-seater dedicated desks. Distinct from other co-working spaces that may prioritise commercial interests, Co Lab sets itself apart by fostering a community of like-minded entities driven by a shared mission of creating positive social impact.

Read more:

[Spaces](#)

[Co-working Space Serves as Platform to Foster Mutual Support](#)



Zero • Market

The bi-weekly sustainability themed weekend market held at HYC continues to advocate for sustainability at source and a sustainable lifestyle. With an average of 13 booths each day, Zero • Market offers a diverse range of sustainable products and services. In alignment with the global movement “Plastic Free July”, four eco-workshops and an educational documentary screening were organised as part of a special edition of Zero • Market, raising public awareness about the damaging impact of plastic waste. Through these initiatives, HYC strives to inspire the community to embrace sustainability and make conscious choices for a better future.

Read more:

[Zero • Market](#)

ENVIRONMENTAL PROTECTION

Sustainable Living

With the goal of strengthening environmental education, Tzu-Chi Foundation (Singapore) has shifted its focus from mainly encouraging recycling efforts to a more comprehensive approach. The pandemic over the past few years has prompted significant changes in our lives, including a notable shift towards online platforms, and this has further aided our community outreach efforts.

Tzu Chi Environmental Sustainability Day (formerly known as Tzu Chi Recycling Day), which has been suspended for ten months due to COVID-19 measures, was relaunched on 13 December 2020. In this new model, members of the public are encouraged to practise self-recyclable sorting. By doing so, we aim to leave a lasting impression on individuals about the importance of practising sustainability at source, conscious consumption and waste reduction beyond the conventional approach of recycling. Our volunteers also proactively reached out to the members of the public to emphasise the key messages and encouraged them to apply the concepts of environmental protection in their daily lives.

Moving forward, we are committed to furthering environmental protection education by guiding the public in implementing the 5Rs concept (Refuse, Reduce, Reuse, Repair, Recycle). Our advocacy efforts will primarily focus on plastic waste reduction and promoting plant-based diets as essential components of the initiatives.



Transformation of Eco-Efforts



Tzu Chi x PaGamO Environmental Education E-sports

Gaming offers an engaging avenue for learning, particularly for the younger generation. Recognising this, we took the initiative to raise environmental awareness by organising an international e-sports competition, the first of its kind in Singapore. The final day of the competition witnessed the presence of representatives from government agencies, schools, and non-profit organisations, all coming together to cheer on the contestants and show their enthusiastic support for this innovative approach of spreading the message of environmental protection.

Besides the main competition, nine environmental education booths and an e-sports mock competition zone were set up for the public, creating a carnival atmosphere attracting nearly 500 people. With the success of this inaugural event, we are encouraged and motivated to reach out to more schools to take part in the coming years, with the aim to bring the game to the wider community through the monthly Tzu Chi Environmental Sustainability Day.



Corporate Social Responsibility (CSR)

The corporate world plays a vital role in environmental protection in its daily operations. As such, proactive collaboration with companies to promote CSR activities is one of the initiatives by Tzu-Chi Foundation (Singapore) to raise awareness about the importance of social responsibility and environmental sustainability. During such CSR events with partnering companies, Tzu Chi volunteers would introduce the 5Rs concept (Refuse, Reduce, Reuse, Repair, Recycle) through sharing, skits, and educational booths. Some companies that Tzu Chi had worked with in recent years include Zero Spot and DB Schenker.

PLANT-BASED DIET ADVOCACY

Plant-based Campaigns and Programmes

According to the United Nations report, “Climate Change 2022: Mitigation of Climate Change”, a shift to the adoption of plant-based diets has a high potential in reducing carbon footprints and mitigating climate change. Tzu-Chi Foundation (Singapore) has remained a steadfast advocate of plant-based diets. The campaign was launched in response to the aftermath of the SARS outbreak in 2003, and since then, we have consistently championed this sustainable and compassionate lifestyle choice.

Some studies have shown that maintaining a balanced plant-based diet can help to raise one’s immunity levels and lower the risk of severe COVID-19 implications. This has served as one of the key driving forces behind our advocacy during the pandemic period.



VERO Campaign (Since 2011)



Healthier Me 21-Day Challenge Campaign (Since 2021)



Community Meatless Bento Programme (2022)



Veggie Kitchen Programme (Since 2021)



“Super Veggie Super Fun” Programme (2022)



“Veggie Vitality Advocates” Interest Group (Since 2021)

“Super Veggie Super Fun” Programme

In 2022, the Foundation launched the “Super Veggie Super Fun” programme to promote the adoption of plant-based diets and eliminate stereotypes, particularly among younger generations. The Foundation invited prominent local artistes Ms Liu Ling Ling and Ms Lin Mei Jiao to share their life-changing experiences during the journey towards a plant-based diet. The culmination of our plant-based diet advocacy campaign was marked by a significant event, the meat-free and plastic-free market. This engaging gathering offered attendees the opportunity to indulge in delectable plant-based food tastings, explore interactive zones, enjoy captivating stage shows, and participate in enlightening movie screenings. We were delighted to welcome over 300 attendees, whose presence demonstrated the growing interest and support for our advocacy efforts.



Local artiste Ms Liu Ling Ling enjoying herself at the event where she shared her experience adopting a plant-based diet with the public.



“Veggie Vitality Advocates” Interest Group and Veggie Kitchen Programme

With the aim to promote a plant-based diet, Tzu Chi volunteers established the “Veggie Vitality Advocates” interest group. This dedicated group organised monthly cooking demonstrations at various homes to showcase the delicious and appealing nature of plant-based food, while encouraging individuals to embrace a plant-based diet. As part of their advocacy efforts, group members also designed and wore T-shirts to raise awareness among the public through their visible support.



Community Meatless Bento Programme

In collaboration with plant-based restaurants, Tzu Chi volunteers successfully organised a 10-day meatless bento campaign, strategically designed to highlight the advantages of adopting a plant-based diet. With the participation of 188 individuals, the campaign served nearly 2,200 meatless meals across two rounds. By offering delectable meatless bentos, the initiative aimed to dispel misconceptions surrounding plant-based diets and inspire more people to adopt meatless alternatives.

Academic Collaboration

Supporting Seniors Research

Tzu Chi Seniors Engagement & Enabling Nodes (SEENs) have served as friendly spaces for elderly-centric research projects, providing new insights and serving as testing platforms for products that could potentially be commercialised. From 2019 to 2022, there were several collaborations between SEENs and Nanyang Technological University, Singapore.



Project ①

Focus Group Discussion on Fake News and Deliberate Online Falsehoods

To gather the opinions of seniors and clarify their misconceptions about fake news in Singapore.

Project ②

Survey on Job-seeking, Technology and Health

To obtain insights regarding job-seeking intentions, use of technology, and physical and mental well-being of seniors.

Project ③

Virtual and Augmented Reality Training Systems for the Elderly in Singapore

To examine if the Virtual Reality (VR) system would be a suitable and cost-effective learning tool to guide seniors towards independent living.

Project ④

Motor and Cognitive Training with the H-MAN Robot

To test the effects of simultaneous motor and cognitive training with a robotic manipulator on healthy adults.

Project ⑤

Virtual Integrated Therapy for Active Living (VITAL) Health Box: a Monitoring and Motivating Companion to Reduce Frailty for Older Adults

To conduct a feasibility study to find out the effectiveness of the Virtual Integrated Therapy for Active Living (VITAL) Health Box on the physical and psychosocial well-being of older adults.

DRIVING SUSTAINABILITY THROUGH ORGANISATIONAL EXCELLENCE

Organisational Adaptability

Tzu-Chi Foundation (Singapore) continues to strive for organisational excellence with determination. Our journey towards this goal requires cultivating vital attributes such as adaptability to embrace the challenges.

The prolonged COVID-19 pandemic, which has persisted for more than two years, has presented significant challenges to our operations. Nevertheless, we remain dedicated to ensuring uninterrupted charitable services in the “new normal”. Following the announcement by the Singapore government on further easing of community and border measures with effect from 26 April 2022, we have ended the work-from-home arrangement and required all employees to work in office. We are, however, flexible in our approach and conduct meetings with our counterparts online when necessary. We also recognise the need to support our employees in adapting to revised routines and have put in efforts to ensure their well-being.

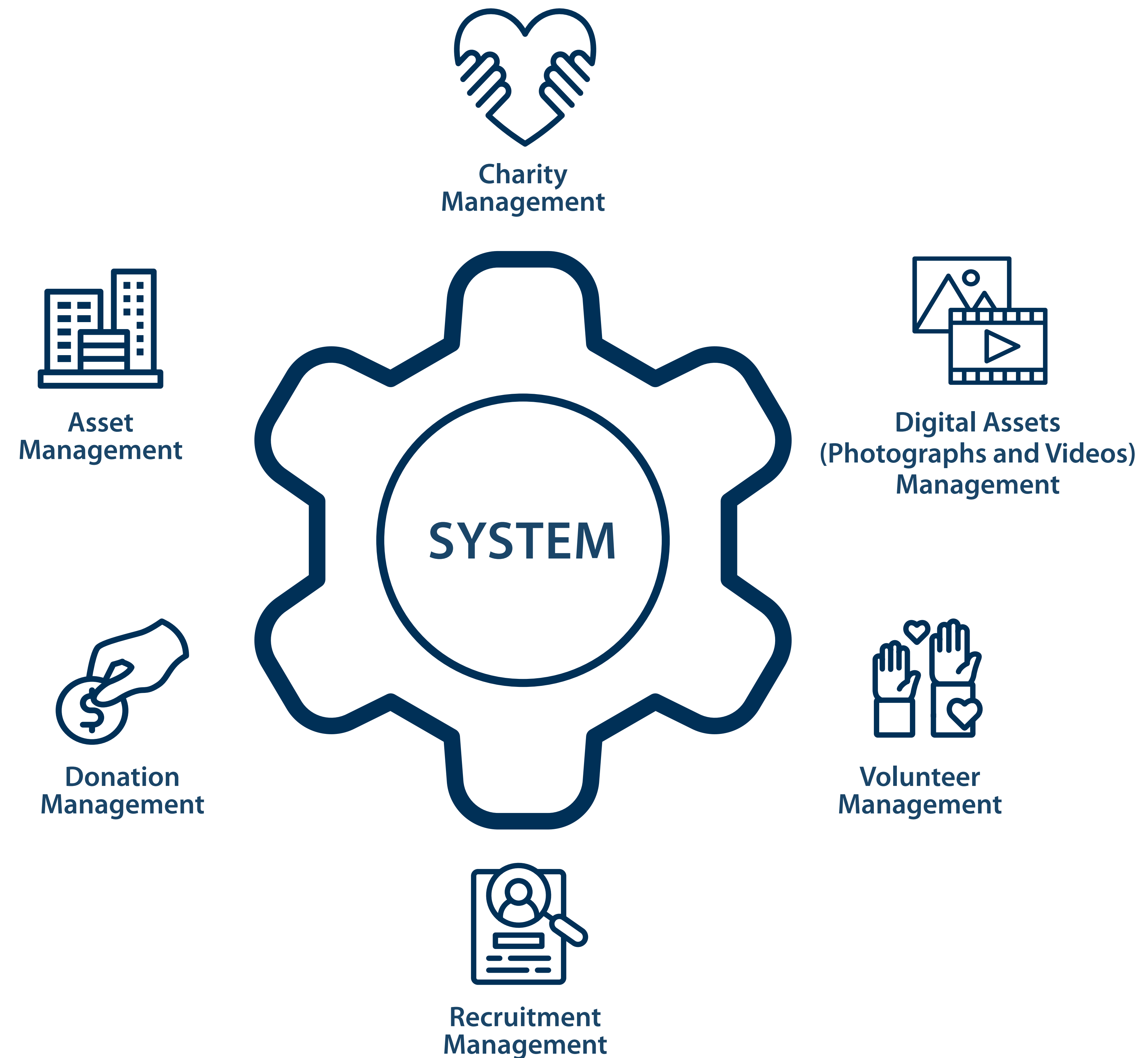
To enhance our volunteer engagement and participation, we have progressively arranged our volunteering events and programmes to be held physically or through a hybrid approach of online and offline modes. We have also put in place initiatives to ensure that our volunteers, particularly our senior volunteers, are ready to embrace changes. Despite the importance of maintaining human interaction, particularly in this era of technology, we recognise the need to continue strengthening our organisational resilience and improve agility in this VUCA (Volatile, Uncertain, Complex, and Ambiguous) world. Tzu-Chi Foundation (Singapore) remains committed to our missions and to serving the community with excellence.



Persistence in Digital Progression

In pursuit of continuous improvement, Tzu-Chi Foundation (Singapore) has been embracing the integration of digital solutions into various aspects of our operations to achieve greater work efficiency and establish a stronger internal control environment. Since 2020, we have been taking steps towards automation, and we are proud to report significant progress in 2022 with the deployment of the following systems.

It is, however, important to bear in mind that the successful implementation of any new system ultimately relies on the users. Change management plays a critical role in all digital transformation initiatives, as it requires a shift in mindset, culture, and strategy, as well as a willingness to adapt to rapidly-evolving technology. User acceptance is key to the effectiveness of digital solutions. To ensure success, we have invested significant resources in updating our policies and procedures, increasing user awareness, promoting readiness, and providing accessible education materials to keep our teams engaged throughout the deployment journey of new solutions.



Resource Optimisation for Sustainable Operations

As a charitable organisation, we recognise that it is imperative to stay attuned to the evolving needs of society and the challenging living conditions we face today. Our focus is to ensure that we maintain financial viability and adequate manpower to meet these needs effectively. We take a proactive approach to resource management, including exploring new funding sources and optimising our operations to reduce costs.

To that end, we are proud to announce our plans to establish the 'Glow On Gallery' in 2023, following the closure of the Eco-Awareness Centre and Daai Gallery in 2021. Our objective is to motivate the younger generation and the wider public to engage in public welfare, sustainable development and environmental stewardship, and make a positive social impact in Singapore and globally. We are confident that this new initiative will enable us to achieve our objective with great effectiveness.

We are also dedicated to developing the capabilities of our staff and volunteers alongside building our infrastructure and operational resources ("capacity"). With an ageing volunteer population, we began restructuring our volunteer leadership framework, the "4-in-1 Cohort", in early 2022 to ensure the long-term sustainability of our volunteer framework in serving the needy community.

Moreover, we remain mindful of the changing demographics of society and the corresponding shift in societal needs. As such, we continuously review and update our programmes and services to ensure their relevance and impact.

The sustainability of our charity relies on our ability to maintain financial stability and sufficient manpower to serve the community effectively. By prioritising these elements, we can adapt to evolving societal needs and continue to make a positive impact on the communities we serve.



CORPORATE GOVERNANCE

- Board of Directors
- Sub-Committees
- Governing Instrument, Governance Evaluation and Policies

BOARD OF DIRECTORS

The Board plays a critical role in guiding Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (“Tzu-Chi Foundation (Singapore)”) towards a sustainable future, ensuring that best practices in relevant sectors are followed. The Board also strives to cultivate a strong corporate governance culture by continuously strengthening the internal control environment. It further ensures that sufficient resources are available, and that they are effectively and efficiently managed to advance the charitable missions and operations of the Foundation.

Prior to the start of each financial year, the Board reviews and approves the annual budget and periodically reviews and approves management reports. Additionally, the Board monitors expenditure against the approved budget and approves all significant new activities and transactions.

To ensure compliance with all applicable laws, rules, and regulations, including the Code of Governance for Charities and Institutions of Public Character, the Board ensures that Tzu-Chi Foundation (Singapore) has robust processes in place. Additionally, the Board ensures that the financial statements are in compliance with the provisions of Societies Act, Charities Act, and the Financial Reporting Standards (FRS) in Singapore.

Roles and responsibilities of the Board and Management are kept separate to maintain effective oversight. Day-to-day management activities are delegated by the Board to the management team headed by the Chief Executive Officer (CEO). The CEO and his management team consult the Board and its Sub-Committees through meetings, teleconferences, telephone calls, and electronic mails.

As part of its commitment to achieving organisational excellence, Tzu-Chi Foundation (Singapore) has been enhancing its corporate governance initiatives since the financial year 2016. Substantial resources have been allocated towards this goal with the sole objective of improving asset (including work force) management and establishing a robust internal control environment. Ongoing efforts to enhance and automate work processes are being undertaken in a sustainable manner, and these efforts will continue in the coming years.

Board of Directors Profile

	Occupation	Previous Offices Held, Period	Designation, Related Entity ¹
Toh Kim Kiat (President)	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Board Member, from 20 September 2008 to 20 March 2009; President, since 21 March 2009	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.
Yan Su Yuan (Secretary)	Full-Time Volunteer	Secretary, since 1 July 2016	None
Sim Sem Peng (Deputy Secretary)	Chairman, Malayan Daching Co. Pte Ltd	Board Member, since 1 July 2016	None
Chee Kim Huei (Treasurer)	Full-Time Volunteer	None	None
Chang Horng Lin	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Board Member, since 31 August 2010	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.
Lin Pi-Yu	Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan	Board Member, from 20 September 1998 to 29 March 2008; President from 30 March 2008 to 20 March 2009; Board Member, since 21 March 2009	Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan
Ng Chuan Lim	Director, APICO Holdings Pte Ltd	Board Member, since 1 July 2016	None
Ng Gaik Pei	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	None	None
Ong Wee Heng	CEO, Lim Kim Hai Electric Co (S) Pte Ltd	Board Member, from 26 March 2010 to 30 June 2016; Treasurer, from 1 July 2016 to 29 August 2020	None
Siew Pei Fung	Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan	Board Member, since 1 July 2018	None
Teo Chee Seng	Director, Lee Bon Leong & Co	Secretary, from 20 September 2008 to 30 June 2016; Board Member, since 1 July 2016	None

¹ – Related entities of Tzu-Chi Foundation (Singapore) are:

A) Buddhist Tzu Chi Merit Organization (Singapore) Ltd.;

B) Fuhui Books & Cafe Pte. Ltd.; and

C) Buddhist Tzu Chi Charity Foundation, Taiwan.

The Board held a total of five meetings in the financial year 2022.

Dates of Board Meetings	Attendance
13 April 2022	100%
23 June 2022	91%
29 August 2022	100%
31 October 2022	91%
21 December 2022	100%

Members of the 12th Board were elected on 29 June 2022 during the Annual General Meeting with the term from 1 July 2022 to 30 June 2024.

Directors' Attendance at Board Meetings (for the financial year ended 31 December 2022)		
Name	No. of meetings held	No. of meetings attended
Toh Kim Kiat (President)	5	5
Yan Su Yuan (Secretary)	5	5
Sim Sem Peng (Deputy Secretary)	5	5
Chee Kim Huei (Treasurer)	5	5
Chang Horng Lin	5	5
Lin Pi-Yu	5	5
Ng Chuan Lim	5	5
Ng Gaik Pei	5	5
Ong Wee Heng	5	5
Siew Pei Fung	5	5
Teo Chee Seng	5	3

Board members who have served for over 10 consecutive years (as at 31 December 2022)

	Name	Duration of service	Reasons
1	Toh Kim Kiat (Ven. Shih De Ge)	Since 20 September 2008	A monastic disciple of Dharma Master Shih Cheng Yen, Ven. De Ge is exemplary in practising frugality, self-discipline, perseverance, and diligence. She provides overall guidance and support to the Foundation on its directions and operations.
2	Chang Horng Lin (Ven. Shih De Rang)	Since 31 August 2010	A monastic disciple of Dharma Master Shih Cheng Yen, Ven. De Rang is exemplary in practising frugality, self-discipline, perseverance, and diligence. She provides overall guidance and support to the Foundation on its directions and operations.
3	Lin Pi-Yu	Since 20 September 1998	A veteran Tzu Chi volunteer, Lin Pi-Yu is a certified accountant in Taiwan who assists with guiding the development of Tzu Chi in Taiwan and globally. With vast experience in the operations of the missions, she has assisted to guide the missions and directions of the Foundation for many years.
4	Teo Chee Seng	Since 20 September 2008	A veteran Tzu Chi volunteer, Teo Chee Seng is an experienced lawyer in Singapore. He provides legal advice to the Foundation and assists with legal matters pertaining to its development and operations.

SUB-COMMITTEES

The Board has established six sub-committees, each chaired by a committee member to assist in overseeing its functions and executing the responsibilities. All sub-committees are elected for a two-year term. They are empowered by the Board to decide matters within their terms of reference and decisions shall be referred to the Board for approval. Sub-committee meetings are held periodically during the financial year.

Sub-Committees from 1 January 2022 to 31 December 2022

Audit Committee	
Chairman	Ong Wee Heng
Member	Lin Su-Yun
Member	Ng Gaik Pei
Member	Sok Hang Chaw
Member	Lim Wah Chun (resigned wef 17 June 2022)

Fundraising Committee	
Chairman	Ng Chuan Lim
Member	Keng Lim
Member	Low Swee Seh
Member	Sim Sem Peng
Member	Sok Hang Chaw

Nomination Committee	
Chairman	Lin Pi-Yu
Member	Chang Horng Lin
Member	Toh Kim Kiat

Investment Committee	
Chairman	Ng Chuan Lim
Member	Lin Su-Yun
Member	Low Swee Seh
Member	Ong Wee Heng
Member	Sim Sem Peng
Member	Sok Hang Chaw

Human Resource Committee	
Chairman	Yan Su Yuan
Member	Chang Chung Kuei-Chen
Member	Keng Lim
Member	Low Swee Seh
Member	Ng Chuan Lim
Member	Ng Gaik Pei

Programmes Committee	
Chairman	Sim Sem Peng
Member	Hsu Tun Ying
Member	Kerk Chu Meng
Member	Low Swee Seh
Member	Luar Siok Hong

The activities of each Sub-Committee during the financial year are as follows:

1. Audit Committee

The Audit Committee reviews the annual financial statements and internal control procedures. The review focuses on changes in accounting policies and practices, major judgemental and risk areas, significant adjustments resulting from the audit, compliance with accounting standards, and compliance with Societies Act, Charities Act and other relevant regulations.

In the financial year 2022, the Committee reviewed and updated the Terms of Reference to include an expanded scope – to oversee the effectiveness of internal controls on IT and Personal Data Protection. With the objective to further strengthen the internal control environment, the Committee has also advised to conduct periodic organisational risk assessments and internal audits of key processes.

2. Fundraising Committee

The Fundraising Committee develops and proposes annual fundraising plan to the Board, which includes the objectives, contents and budgets of respective activities. In view of the development of Tzu-Chi Foundation (Singapore) with new proposed establishments, the Committee continues to actively seek grants and subsidies from government agencies as well as contributions from private donors and organisations.

In the financial year 2022, the Committee continued to access grant funding through the Enhanced Fundraising Programme by the Singapore government and Tote Board.

Through these initiatives, every donation received was matched dollar-for-dollar by the grantmakers, and further supported by philanthropic entrepreneurs. These successful fundraising efforts have enabled us to continue providing aid to the needy community in the long term.

In our latest charitable initiative, Tzu-Chi Foundation (Singapore) aims to establish a kidney dialysis centre in 2023 to support needy individuals in the renal community. As such, during the financial year 2022, the Committee created a comprehensive fundraising plan to appeal for donations to cover the set-up and operational costs of the centre.

During the financial year 2022, the Committee conducted an in-depth financial and donor analysis to gain a comprehensive understanding of the giving history of our donors. This analysis was critical in shaping our outreach efforts, improving our fundraising effectiveness, and strengthening donor retention. Moving forward, the Committee will concentrate its fundraising efforts on exploring untapped donor segments, with the goal of establishing a sustainable source of funding.

3. Human Resource Committee

The Human Resource Committee reviews human resource policies with the objective to align the existing practices with relevant best industry practices to ensure that we stay competitive in employee attraction, management and retention.

The Committee, with the aim to drive towards the goal of organisational excellence, continued to support the Management in the Objectives and Key Results (OKR)

framework, first implemented in the financial year 2020. OKR is a collaborative goal-setting framework for defining and tracking objectives and their measurable outcomes. Since the financial year 2021, the Foundation has been using OKR to drive departmental goals on an organisation-wide level, demonstrating collective efforts in pursuit of strategy breakthrough and operational efficiency, so as to achieve organisational sustainability. With effect from year 2022, the OKR framework complemented the appraisal system for the development of employees.

In the financial year 2022, the Committee reviewed and updated the Terms of Reference to include an expanded scope – to develop the capability of the organisation with a focus on enhancing staff expertise, skills and knowledge. The Committee also endorsed the implementation of flexible benefits to enhance staff welfare in the next financial year.

4. Investment Committee

The Investment Committee reviews investment policies and guidelines. The Committee also implements investment strategies and monitors the overall investment portfolio to achieve the investment objectives.

In the financial year 2022, the Committee reviewed the current investment policies and concluded that the Committee shall continue to adopt a conservative approach in managing investments. In particular, capital-guaranteed products are favoured and investment in derivative products is not allowed.

5. Nomination Committee

The Nomination Committee reviews the Board's structure, size and composition (skills, knowledge and experience) on a regular basis. The Committee selects and nominates individuals for directorship and assesses their suitability to become qualified members of the Board. Review of the independence of directors is also part of the Committee's responsibilities to ensure that the board members perform their duties according to our missions and objectives.

6. Programmes Committee

The Programmes Committee reviews activities, programmes and projects to ensure that they comply with the existing government laws and are consistent with our missions and objectives.

The year 2023, marks a significant milestone for Tzu-Chi Foundation (Singapore) as we celebrate 30 years of service to the community in Singapore. To commemorate this momentous occasion, the Committee has meticulously planned a series of exciting and meaningful events and activities, aimed at making the 30th anniversary an unforgettable experience for all involved.

GOVERNING INSTRUMENT, GOVERNANCE EVALUATION AND POLICIES

Governing Instrument

The governing instrument of the Foundation is the Constitution. The Constitution of the Foundation restricts the use of fund monies to purposes that are for the furtherance of the objects of the Foundation. It prohibits the payment of dividends to members. The Foundation has no share capital. Any amendments to the Constitution must be passed at a General Meeting and come into force with the prior sanction of the Registry of Societies and Commissioner of Charities.

Governance Evaluation

Annually, Tzu-Chi Foundation (Singapore) performs the online governance evaluation on the extent of its compliance with the essential guidelines in the Code of Governance for Charities and IPCs via the Charity Portal. The Governance Evaluation Checklist for the period from 1 January 2022 to 31 December 2022 can be viewed on the Charity Portal www.charities.gov.sg after 30 June 2023.

Policy on Conflict of Interest

All members of the Board, Management, staff and volunteers (i.e. full-time volunteers involved in the administration work) are required to read our policy on Conflict of Interest and sign a declaration upon their recruitment or appointment as an acknowledgement of having read and understood the Policy. As and when a (potential) conflict of interest situation arises, a full disclosure has to be made to the Board or Management immediately.

Policy on Whistleblowing

We have updated the Whistleblowing Policy in the financial year 2022 and have published it on our official website. This policy ensures that our staff, volunteers and external parties may, in confidence, raise concerns about possible improprieties in assets management, financial reporting or other matters.

Under the whistleblowing policy, all staff, volunteers and external parties may raise concerns or observations on any suspected wrongdoing through email to the Chairman of the Audit Committee. All whistleblower reports will be reviewed by the Audit Committee Chairman to ensure independent assessment, investigation and adequate resolution.

Human Resource Policy

We have updated the Human Resource Policy and Staff Handbook in the financial year 2022 to ensure that the human resource management and operations comply with the provisions of relevant laws and regulations in Singapore. Both the Human Resource Policy and Staff Handbook are written with the concept of “guide with precepts and manage with love”, and the market practices in relevant sectors. Ongoing reviews are performed by the Management and Human Resource Department to ensure the relevancy and effectiveness of the Handbook and human resource practices.

With the objectives to achieve better employee management and market competitiveness, optimise human capital resources, and enhance the work efficiency of staff, we have undertaken a few enhancements in the financial year 2022. Leveraging on technology

advancement, we implemented Mathilda recruitment system to streamline the entire hiring process, which has brought about improved recruitment efficiency and effectiveness. As for performance appraisal, we have also introduced an enhanced calibration process, which involves a comprehensive review of various performance indicators – objectives and key results, core values and behavioural attributes.

Furthermore, we have devoted significant resources towards laying the groundwork for enhancing the overall well-being of our employees, with the changes set to take effect in 2023. These measures include the implementation of flexible staff benefits, among others. Going forward, we will prioritise the training and professional development of our staff to ensure they remain motivated, dedicated, and empowered. The ultimate objective of these initiatives is to attract and retain a high-performing workforce that will drive the organisation towards continued success.

Procurement Policy

The Procurement Policy and purchasing practices support our operational needs, and govern the processes and procedures for the sourcing and procurement of goods and services. We constantly aim at achieving effective procurement to ensure the best use of our resources by producing the right output, attaining value for money over the contract duration, minimising risk, protecting reputation and operating within the law.

Ongoing monitoring is performed by the Management and Procurement Department to ensure the relevancy and effectiveness of existing procurement practices. The Procurement team works closely with the Management to ensure that all purchases are properly evaluated and approved in a timely manner.

In the financial year 2022, we implemented a number of process improvements to increase

procurement efficiency. For instance, the enhanced supplier relationship management allowed us to achieve a positive impact on budget control while meeting our operational requirements.

In the next few years, our procurement team will continue to place emphasis on process streamlining and supplier relationship management. In addition, the team will explore proactively the adoption of green procurement practices to play our part in galvanising climate actions towards environmental sustainability. We are confident that these initiatives will make our organisation more resilient and sustainable.

Reserve Policy

We have a Reserves Policy to provide clarity in the management of our reserves and assure stakeholders that we are well managed and have a strategy for building up reserves. Our reserves provide financial stability and serve to meet future increase in operating expenses as a result of expansion and development, in order to ensure long term sustainability.

The board of directors review the level of reserves regularly for our continuing obligations. Our long term goal is to achieve a reserve ratio of 2.5 times to the annual operating expenditure. In the financial year 2022, we have strengthened our organisational financial resilience. Our current year reserves of \$37 million are estimated to be only adequate to fund 2.33 years of annual operating expenditures.

	2022	2021	2020
Ratio of unrestricted funds to annual operating expenditure (times)	2.33	2.04	1.59

FINANCIAL STATEMENTS

- Summary
- Staff Remuneration Overview

SUMMARY

STATEMENT OF FINANCIAL POSITION	2022 S\$'000	2021 S\$'000
Non-Current Assets	16,883	17,277
Current Assets	31,891	23,443
Total Assets	48,774	40,720
Non-Current Liabilities	1,395	602
Current Liabilities	4,957	4,505
Total Liabilities	6,352	5,107
NET ASSETS	42,422	35,613

STATEMENT OF CHANGES IN ACCUMULATED FUNDS	2022 S\$'000	2021 S\$'000
Balance as at 1 January	35,613	29,166
Surplus	6,809	6,447
Balance as at 31 December	42,422	35,613

STATEMENT OF CASH FLOWS	2022 S\$'000	2021 S\$'000
Net cash effect of operating activities	9,260	8,555
Net cash effect of investing activities	(90)	95
Net cash effect of financing activities	(1,146)	(1,338)
Net change in cash and cash equivalents	8,024	7,312
Cash and cash equivalents as at 1 January	20,966	13,654
Cash and cash equivalents as at 31 December	28,990	20,966

STATEMENT OF FINANCIAL ACTIVITIES	Total Unrestricted Fund	Total Restricted Fund	Total Fund	Total Unrestricted Fund	Total Restricted Fund	Total Fund
	2022 S\$'000	2022 S\$'000	2022 S\$'000	2021 S\$'000	2021 S\$'000	2021 S\$'000
Incoming Resources						
Voluntary Income	12,788	-	12,788	11,692	-	11,692
Charitable Income	7,663	-	7,663	6,650	-	6,650
Fund Generating Activities	362	-	362	154	-	154
Interest Income	325	-	325	334	-	334
Sundry Income	425	-	425	593	-	593
Government Grant	774	1,750	2,524	1,573	1,394	2,967
Other Funding	-	29	29	-	2	2
Amortisation of Deferred Capital Grant	269	176	445	327	170	497
Total Operating Income	22,606	1,955	24,561	21,323	1,566	22,889
Resources Expended						
Cost of Generating Voluntary Income	66	31	97	301	-	301
Cost of Charitable Activities	12,430	1,807	14,237	11,425	1,480	12,905
Administrative Expenses	3,352	66	3,418	3,089	147	3,236
Total Resources Expended	15,848	1,904	17,752	14,815	1,627	16,442
Surplus / (Deficit)	6,758	51	6,809	6,508	(61)	6,447

The full set of audited financial statements is available at our [website](#) to save printing costs as well as to care for the environment.

STAFF REMUNERATION OVERVIEW

The number of staff whose remuneration exceeded \$100,000 during the year was as follows:

Remuneration Amount	2022	2021
\$100,000 to \$200,000	4	2

Note 1:

In both financial years 2022 and 2021, these staff are not governing board members.

Note 2:

There are no paid staff who are close members of the family of the management team and governing board members, and whose remuneration each exceeds \$50,000 during the year.

Note 3:

No governing board members are remunerated.

Professional Service Providers

Bankers: Bank of Singapore Limited
First Commercial Bank, Ltd.
Maybank Singapore Limited
United Overseas Bank Limited
Oversea-Chinese Banking Corporation Limited

Auditor: RSM Chio Lim LLP (Public Accountants and Chartered Accountants Singapore)

Sector Administrator

Ministry of Social and Family Development (MSF)



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