



BUILDING UP RESILIENCE

Cycling Without Age Singapore
Annual Report May to December 2021



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INTRODUCTION

Founded in May 2017, Cycling Without Age Singapore (CWAS) is a social service agency that provides the seniors in Singapore the much needed support in the battle against social isolation.

Over the last 5 years, CWAS has helped more than 3,000 seniors through more than 9,000 physical and virtual rides.

OUR VISION

Inspiring hope and creating positive impact to senior lives.

OUR MISSION

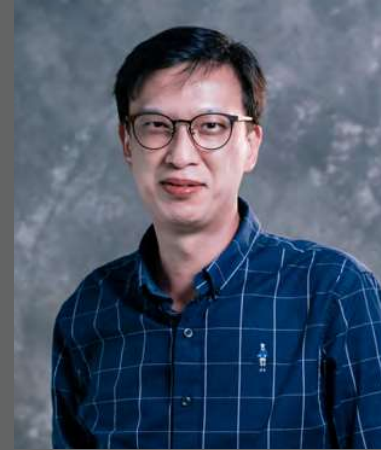
Empowering and engaging seniors to enhance their well-being and lead a purposeful life.

ABOUT THIS REPORT

This 8-month reporting period, while marked as the shortest reporting period of Cycling Without Age Singapore as a result of a change in fiscal year-end, showcases several key milestones for the organisation. We say this in terms of building up our resilience in the ever-changing landscape of the social sector – the evolving needs of our beneficiaries, the increasing sophistication of our donors and supporters, and the resounding call for collaboration across the sector in this new normal.



MESSAGE FROM THE CHAIRMAN



Dear Partners and Collaborators,

With 2021 coming to a close, we at Cycling Without Age Singapore (CWAS) are quite positive that 2022 would be a better year where economic and social activities would start to gradually resume. We are fortunate that as an organisation we are able to maintain positivity as we continue to nurture family spirit within our organisation throughout the pandemic with more regular touchpoint either in-person or virtual. This unique culture has allowed 2021 to be the year where we raise the most funds since our setup.

For this financial year we have onboarded 3 new directors, namely Jerome Yuen who is a very experienced non-profit senior management in the elderly sector, Clairia Chua who is very experienced in digital marketing and PR, and lastly we have Cyril Ong who has been an active advocate of CWAS by volunteering as trishaw trainer. With an improved board of directors' composite, we have more diverse views and ideas to help CWAS in its 2nd strategic planning.

In 4th Quarter, we kick off our strategic planning session by reviewing our relevance to the current needs of our seniors. In our interactions with our community partners and intimate dialogues with some seniors, we realise that this pandemic has affected many seniors not just financially but also socially and emotionally.

We wrap up 2021 with a new vision, mission and a desire to develop more services for seniors. We have also concluded that there is a strong need to empower seniors for seniors in order to drive more sustainable and impact social services.

I look forward to share more on new strategic partnerships and services for our seniors.

Aaron Yeoh



MESSAGE FROM THE EXECUTIVE DIRECTOR



Dear friends,

The months of May to December 2021 proved to be a short but productive season for Cycling Without Age Singapore (CWAS) in the context of the Board and team reflecting on our continued relevance given the changing sector landscape, and our strategic initiatives and services that would meet real community needs. During this time, we were able to take more learning journeys with seniors on the ground, and listen to the evolving needs of our beneficiaries amidst continued uncertainty during the pandemic.

Apart from this, we had a strong focus on fundraising, to raise more awareness of the benefits of our services to the seniors, and to secure our operations. Hence, our annual fundraiser Cycle for Good was scaled up to a virtual event with a dedicated fundraising portal, eventually bringing together 189 participants to raise over \$200,000 in the span of 4 months.

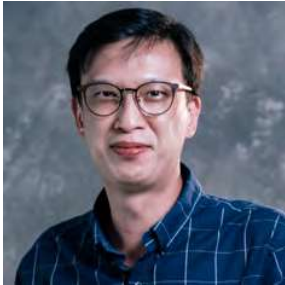
The finisher event for Cycle for Good 2021 tied into the launch of our first community space for trishaw rides at the Active Gardens. This was made possible through a partnership with Gardens by the Bay. With this partnership, we hope to bring the joy of trishaw rides even closer to the community, and ensure that the multitude of benefits on mental well-being that these rides bring are enjoyed by more people.

Finally, we capped the year with an exciting opportunity reintegrate seniors living in nursing homes into community activities, by restarting our trishaw rides. It was truly an emotional moment for all those involved to see the immense joy of seniors as they went out for a ride, after 20 months of staying within the confines of the nursing homes.

In a year where much continued to be uncertain, CWAS held fast to the certainty that we could make a difference in the lives of seniors through programmes such as our trishaw rides, virtual rides and senior empowerment opportunities.

I wish to thank all those who continued to support and believe in CWAS, and it is with much excitement that we look ahead to 2022.


Addie Elicano



Mr. Aaron Yeoh
Chairman

Appointed on 25 May 2021
Attended all except 1 board meeting



Ms. Claira Chua
Director

Appointed on 25 May 2021
Attended all except 1 board meeting



Mr. Cyril Ong
Director

Appointed on 25 May 2021
Attended all except 4 board meetings



Mr. Siang Ter Foo
Director

Appointed on 25 May 2021
Attended all except 1 board meeting



Ms. Yos Pang
Director

Appointed on 25 May 2021
Attended all except 2 board meetings



Ms. Dorothy Teo
Director

Appointed on 25 May 2021
Attended all board meetings



Mr. Jerome Yuen
Director

Appointed on 25 May 2021
Attended all except 1 board meeting

MOVING GENERATIONS

Moving Generations aims to connect youth with seniors through trishaw rides. The trishaw ride is used as a tool to build intergenerational relationships between senior passengers and youth pilots.

For this programme, CWAS works closely together with Nursing Homes, Senior Activity Centers and Senior Care Centers.

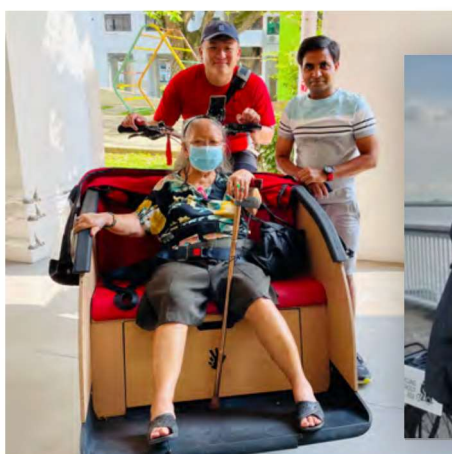
In September 2020, in agreement with the funder Temasek Foundation, the programme expanded its beneficiary base to include persons with disabilities.

Due to the restrictions and pauses on volunteer activities in the senior care sector, CWA halted rides for 4 months in the period from May 2021-December 2021. In response to the pause on volunteer activities in the senior care sector, CWAS continued to offer virtual engagement activities to seniors residing in nursing homes.



Key outcomes

- 26** Average age of the volunteers is between 16-35 years
- 53** New volunteers
- 15** Volunteers who completed their trishaw training
- 225** Trishaw rides
- 171** Unique passengers





I joined the National Day event ride with special needs kids. I can feel their parents is definitely not easy and I can feel their really appreciate the ride with their kids.

Volunteer, National Day Rides

No words can explain when i saw elderly smile while they are riding the trisaw, the moment the step in and sit they keep on telling the old trishaw on how to drive and the exactly look like.

Volunteer, AIC Rides with Nursing Homes

The Trishaw activity was definitely an interesting way of engaging the elderly compared to the usual outreach that I've seen about elderly engagement. I think it also manages to target both introverted and extroverted elderly as we can tweak our verbal engagement to the needs of the elderly.

Volunteer, SMU Bike4Change

Virtual Activities

19 SMU volunteers from the Bike4Change project conducted a series of virtual activities for at least 40 residents from Ren Ci Nursing Home Ang Mo Kio. The weekly sessions included various hands-on activities such as Red Packet Folding, Song writing, reminiscence, coloring etc. The staff at Ren Ci shared that the seniors were noticeably happier and looked forward to our sessions every Saturday. After restrictions eased, some of the volunteers were able to get trained on the trishaw and brought their knowledge to practise via a trishaw ride.

The online session with Renci was also very meaningful as almost every Saturday we get to engage the elderlies from RenCi Nursing Home through games and activities. Through these activities, we get to know more about them as they slowly start to open up. It was a meaningful experience as I remembered most of the elderlies were carrying a smile as they leave the zoom call.

The project inspired me and my team a lot by it bring up the issue of misconception in the elderly, in this period I really learned a lot from the elderly real-life experience and how the way they valued their lives. Although they were some exceptions that depressed about the current pandemic situation but from most of the feedback, seniors actually taught me how to seize the day both mentally and physically.

... and it made me realised that these are the little things we can do to help make our world a better place. Especially in Singapore where life is already tough, and such activities and projects can actually help make us feel better.

STRENGTHENING GENERATIONS

In January 2021, CWAS launched its first longevity and empowerment programme for volunteers aged 50 years and older. The programme is funded by the Council for Third Age.

The ultimate goal of the programme is to engage senior volunteers as longevity ambassadors and trishaw pilots. Longevity ambassadors help promote healthy living and optimised longevity to those engaged through trishaw rides and in the community. The programme takes a collaborative and strengths-based approach whereby the involvement of volunteers help shape programme activities.

Senior volunteers joining the programme undergo two forms of training: CWAS' longevity training and trishaw handling training to graduate as Longevity Ambassadors. The health tips shared by the volunteers in the longevity training are incorporated in subsequent training sessions. Through this re-iterative process, training content is shaped by the wisdom of many volunteers.

The programme targets to enhance the physical and psychosocial wellness of senior volunteers. The health promoting benefits of volunteering as a Longevity Ambassador are further amplified as volunteers join a growing supportive community of other like-minded individuals where they will be invited to participate in regular activities. Beyond this, the programme aims to reduce ageism and promote a more positive perception of ageing amongst programme participants and those engaged in the community.

CWAS conducted surveys to better understand volunteer's availability and desire to give back in capacities beyond trishaw rides. Through this activity CWAS approached volunteers who felt ready to take on roles with greater responsibility.

Key outcomes

44 Senior volunteers
393 Cumulative volunteering hours
183 Trishaw rides*

**159 of which were inter-generational volunteering with youth volunteers*

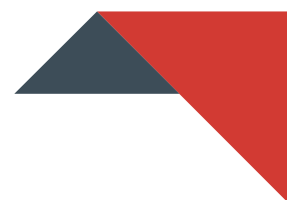
Leading Activities

Some Longevity Ambassadors have attended train-the-trainer sessions for trishaw training and a VR ageing simulation + empathy training provided to new volunteers and CWAS educational partners (secondary schools and higher education institutions). Other volunteers took up the opportunity to lead in activities for seniors or fellow Longevity Ambassadors.

Activities Led by Longevity Ambassadors

(No. Volunteer Leaders) *Name of Activity

2 Ageing Simulation
3 Virtual Zumba
16 Trishaw Training
1 Longevity Meal
3 Do You Remember? Reminiscence Session
30 Total





Longevity Ambassador: Gayl's Story

Gayl shared with CWAS staff and fellow longevity ambassadors that she was not always known for being an outdoor person and that her motivation to exercise increased after she turned 60 as she wanted to maintain good health. Since then, Gayl has made an effort to give back to the community while also looking after her health as she began volunteering for social enterprise Mad Roaster and as a longevity ambassador with Cycling Without Age Singapore. Gayl also took up kayaking and has completed long distances including around Pulau Ubin island. Gayl shared the benefits she has experienced since volunteering, she finds it is a good way to destress and improve her overall well being. "After coming back from cycling on the trishaw you feel like you have achieved something. It is so satisfying."

Known by CWAS staff for her can-do attitude and positive outlook Gayl has supervised new younger volunteers on their first shift as a trishaw pilot and found this experience particularly rewarding:

“”

Rainy day, I partnered with a youth, Chang Tu (22 y.o.). Chang was a first-timer. I was happy she turned up for the volunteer work in spite of the heavy rain. I was thrilled that she was willing to wear my raincoat, she looked so good and so cool. That afternoon, I was able to show her the trishaw route at Ang Mo Kio-Bishan Park. She was enthusiastic about riding the trishaw and giving rides to the elderly. We had a great time. It really made my day.

When asked whether she believes that she is able to make a difference in the community as a Longevity Ambassador, Gayl agreed this is so as she can share her experiences and stories while also setting a good example for fellow volunteers, young and old.

AGEING SIMULATION AND EMPATHY TRAINING

Since 2017, CWAS has offered Ageing Simulation and Empathy training to volunteers, schools, corporates and other organisations as part of our advocacy work. The main objective of this training is to develop greater understanding of and empathy for seniors and differently abled people. CWAS has an in-person version of the training that is assisted through virtual reality (VR) and an online version when in-person activities are on pause.

The VR ageing simulation training was first developed in 2020 to give our participants a more immersive experience. The VR session comprises 3 environments in a senior's daily life. These environments are designed to give participants the feeling of social isolation, and certain frustration due to the inability to complete common daily activities.

Through this training, participants will have greater understanding of the challenges faced by seniors. Participants will be asked to identify and reflect on the range of feelings and emotions that seniors may experience as a result of limited physical and cognitive abilities through the ageing simulation experience. Participants also learn about the positive attributes of ageing and debunk stereotypes against ageing. Lastly, we support participants in identifying examples of positive action that can be taken to show empathy for seniors.

CWAS provided training to 61 trishaw pilots as part of volunteer development, helping to prepare volunteers for their time out in the community with seniors. CWAS was also engaged by our longstanding corporate partners Zendesk and OCBC to provide training to their employees. 25 Zendesk employees received ageing simulation and empathy training online with participants from across APAC. 53 OCBC employees underwent CWAS comprehensive ageing simulation, empathy and longevity training.

Our VR Ageing Simulation and Empathy Training landed as a semi-finalist in the Best Adoption NGO category for Techblazers 2021



Training and No. Participants

6 May	14 CWAS volunteers**
31 May	26 OCBC employees*
22 July	8 CWAS volunteers*
31 August	18 CWAS volunteers*
7 October	21 CWAS volunteers*
21 October	27 OCBC employees*
21 October	25 Zendesk employees*

* Virtual

** In-person



“““

Sometimes you don't know what you don't know - and only by doing can you say for certain. This is what the activities we were put through that helped open my eyes to the struggles the elderly go through.

Inviting Longevity Ambassadors to Co-Facilitate

On 7th October we invited Longevity Ambassadors to co-facilitate a virtual ageing simulation and empathy training to some of our new volunteers of different ages and backgrounds. The volunteers found it especially useful to hear from the longevity ambassadors who could speak from their own experiences of ageing and volunteering.

“““

It was a really enlightening experience, especially the engagement with the trainers who shared their own experiences and story. The engagement really added so much to the empathy exercises.

The volunteering journey at CWAS

From May 2021, CWAS sought to review and transform the journey its volunteers have as they engage with the organisation in serving the community. To this end, we have strengthened the volunteer experience with CWAS, beginning with the establishment of an onboarding session that brings together volunteers from the different programmes to understand our common vision and mission for our beneficiaries.

What we aim for volunteers to receive in this session:

1. Gain a deeper understanding on what the organisation offers and does to engage with our target audience
2. Have a clear understanding on the roles, responsibilities and objectives of volunteers
3. Receive a clear outline of their volunteering journey in CWAS

Driving community rides

While we had minimal opportunities to engage beneficiaries from our care partners due to the COVID restrictions, our Moving Generations volunteers were mobilised to engage with the community. They brought the trishaw out into the parks and offered rides to seniors who expressed interest in a trishaw ride. Sometimes these rides were pre-booked, but not always. The volunteers showed great knowledge of the mission and vision of CWAS and were able to translate this to members of the community in the parks.

Trishaw training

Trishaw training is conducted to ensure that our newly recruited volunteers can confidently and independently pilot the trishaw in a responsible way. The 3-hour training session covers the mechanics of handling /maneuvering the trishaw as well as the safety of the passengers. At the end of the training session, the trainer will determine if they have passed and are fit for their first trishaw ride with the seniors. During the period of May - December 2021, CWAS conducted training for **72 new volunteers**. We also welcomed on board **9 new trishaw trainers**.

Expanded Virtual Volunteering Activities

While we had to put out trishaw rides on hold for a period, both the volunteers and seniors missed engaging with one another. To continue the engagement with the seniors in the nursing homes, we developed a set of virtual activities. Volunteers sent photos and videos for a montage, and created heartwarming Christmas cards for the residents at Sree Narayana Mission Nursing Home. Other activities included a memory session where seniors were asked to bring 5 images of themselves and share their story in a virtual meeting room. This activity was well received by both the volunteers and seniors as it allowed them to reconnect with each other and take a trip down memory lane.



Volunteer Engagement

One of the objectives of Moving Generations is to create meaningful relationships between the younger and older generation. Whilst we were unable to build these relationships with seniors from our community partners, we organized opportunities for our Moving Generations and Strengthening Generations volunteers to get to know each other better during the Intergenerational Walks.

Youth volunteers were paired with senior volunteers and during their walk they had different pit stops where they would complete an activity. After the walk there was time to sit down at the coffee shops and have some refreshments and snacks together because we believe food is the best way to build relationships. Over the two walks organised, 20 participants joined.





CYCLE OR GOOD 2021

Cycle for Good (CFG) 2021 is CWAS' flagship fundraiser held annually since 2020. On its second run, CWAS committed to use the proceeds of the fundraiser to support 750 seniors and persons with disabilities (PWDs), train 100 e-trishaw pilots, and further develop its virtual trishaw rides programme. The campaign had 189 registered participants, and raised a total of \$200,390. Through CFG 2021, CWAS also worked to raise the visibility of its beneficiaries through a weekly checkpoint challenge. Our event partners included SG Bike, Singapore Pools, WOBS, Yimage and Zendesk. 8VI Holdings Ltd. also supported the event with a dollar-for-dollar matching of all funds raised by the VI team.

President Halimah Yacob graced CFG 2021's finishers event as the guest of honour, and was part of the inaugural ride in the newly established e-trishaw route in Gardens by the Bay. Chief Executive Officer of Gardens by the Bay Mr. Felix Loh was also in attendance. After the finishers event, the top placers in the CFG 2021 were awarded their prizes in a ceremony attended by Member of Parliament Melvin Yong, who has been supportive of CWAS' community activities since 2019.



Top 1-5 fundraisers: (Front row) Ken Chee, President Halimah, CWAS Chairman Aaron Yeoh, Jerome Yuen (Back row) Edmond Neo, Darwin Ho, Debra Ng



Top 6-10 fundraisers (Front row) Angeline Tan, President Halimah, CWAS Executive Director Addie Elicano, Justin Lim (Back) Simon Barnett, Siang Ter Foo, Terence Tan



President Halimah learns more about our virtual trishaw rides



Gurmit Singh presents the MVP award to Mr Ken Chee



President Halimah with Mdm Sylvia, a senior from Yong-Eng Active Ageing Hub



MP Melvin Yong (middle) with seniors from Yong-Eng Active Ageing Hub enjoy a trishaw ride

OUR PARTNERS

In these 8 months, we have managed to form strategic partnerships with these senior care organisations, companies and funders.

These partnerships further enable our charitable work in the sector.



STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Period from 01 May 2021 to 31 December 2021

Note	Unrestricted fund	Restricted funds							Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund	i Learn Social Workshop	Strengthening Generations C3A Grant	NCSS Trust Fund - Presidents Challenge	NCSS Transformation Support Scheme	
01.05.2021 - 31.12.2021	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income									
Voluntary income:									
Donations	19,100	-	-	-	-	-	-	-	19,100
Activities for generated funds:									
Fund-raising	197,929	-	-	-	-	-	-	-	197,929
Training	2,124	-	-	-	-	-	-	-	2,124
Grants	134,450	-	-	-	51,000	12,973	-	29,280	227,703
Other income	2,300	-	-	-	-	-	-	4,600	6,900
	355,903	-	-	-	51,000	12,973	-	33,880	453,756
Less: Cost of generating fund									
Fund raising expenses	21,609	-	-	-	-	-	-	-	21,609
Programme activities and event	23,244	-	-	5,000	2,337	169	10	-	30,760
	44,853	-	-	5,000	2,337	169	10	-	52,369
Less: Governance and administrative costs									
Auditor's remuneration	6,286	-	-	-	-	-	-	-	6,286
Bank charges	52	-	-	-	-	-	-	-	52
Depreciation of plant and equipment	1,136	2,073	-	-	868	-	-	-	4,077
Foreign worker levy	3,779	-	-	-	-	-	-	-	3,779
General and administration	477	-	-	-	-	-	-	-	477
Insurance	2,335	-	-	-	-	-	-	1,378	3,713
Legal fees	760	-	-	-	-	-	-	-	760
Licences	1,974	-	-	-	-	-	-	-	1,974
Balances brought forward to next page	16,799	2,073	-	-	868	-	-	1,378	21,118

The accompanying notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Period from 01 May 2021 to 31 December 2021

Note	Unrestricted fund	Restricted funds							Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund	i Learn Social Workshop	Strengthening Generations C3A Grant	NCSS Trust Fund - Presidents Challenge	NCSS Transformation Support Scheme	
01.05.2021 - 31.12.2021 (cont'd)	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balances carried forward from previous page	16,799	2,073	-	-	868	-	-	1,378	21,118
Office rental	3,790	-	-	-	-	1,316	1,020	-	6,126
Repairs and maintenance	1,239	-	-	-	-	-	-	-	1,239
Shipment and delivery	54	-	-	-	-	-	-	-	54
Staff costs	80,150	-	6,055	-	13,531	21,223	17,020	42,354	180,333
Stationary, photocopy and printing expenses	498	-	-	-	494	71	-	-	1,063
Sundry expenses	621	-	-	-	-	18	-	-	639
Telecommunication and internet	1,107	-	-	-	-	-	129	-	1,236
Training cost	430	-	-	-	-	-	-	-	430
Transportation and travel	1,763	-	-	-	-	26	35	-	1,824
Travel Expense	929	-	-	-	30	-	21	-	980
Volunteer cost	2,636	-	-	-	-	-	-	-	2,636
	110,016	2,073	6,055	-	14,923	22,654	18,225	43,732	217,678
Total expenditure	154,869	2,073	6,055	5,000	17,260	22,823	18,235	43,732	270,047
Surplus/(Deficit) before taxation	201,034	(2,073)	(6,055)	(5,000)	33,740	(9,850)	(18,235)	(9,852)	183,709
Less: Income tax expense	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	201,034	(2,073)	(6,055)	(5,000)	33,740	(9,850)	(18,235)	(9,852)	183,709

The accompanying notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Period from 01 May 2021 to 31 December 2021

Note	Unrestricted fund	Restricted funds						Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund	i Learn Social Workshop	Strengthening Generations C3A Grant	NCSS Trust Fund - Presidents Challenge	
	\$	\$	\$	\$	\$	\$	\$	\$
01.05.2020 - 30.04.2021								
Income								
Voluntary income:								
Donations	99,046	-	-	-	-	-	-	99,046
Activities for generated funds:								
Events - Trishaw rides	5,038	-	-	-	-	-	-	5,038
Fund-raising	-	-	-	-	-	-	-	-
Interest Received	1	-	-	-	-	-	-	1
Training	20,203	-	-	-	-	-	-	20,203
Grants	10,404	-	-	50,816	50,000	25,946	19,665	156,831
Other income	7,373	-	-	-	-	-	-	7,373
	142,065	-	-	50,816	50,000	25,946	19,665	288,492
Less: Cost of generating fund								
Fund raising expenses	-	-	-	-	-	-	-	-
Programme activities and event	38,134	-	-	60,816	5,135	-	-	104,085
	38,134	-	-	60,816	5,135	-	-	104,085
Less: Governance and administrative costs								
Auditor's remuneration	4,687	-	-	-	-	-	-	4,687
Bank charges	95	-	-	-	-	-	-	95
Depreciation of plant and equipment	495	37,825	-	-	651	-	-	38,971
General and administration	1,329	6	-	-	-	-	-	1,335
Insurance	-	-	-	-	-	800	835	1,635
Legal fees	1,333	-	-	-	-	-	-	1,333
Licences	4,870	632	-	-	29	-	-	5,531
	12,809	38,463	-	-	680	800	835	53,587

Balances brought forward to next page

The accompanying notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Period from 01 May 2021 to 31 December 2021

Note	Unrestricted fund	Restricted funds						Total funds
	General fund	Temasek grant fund	Sage grant fund	NCSS VR Project grant fund	i Learn Social Workshop	Strengthening Generations C3A Grant	NCSS Trust Fund - Presidents Challenge	
	\$	\$	\$	\$	\$	\$	\$	\$
01.05.2020 - 30.04.2021 (cont'd)								
Balances carried forward from previous page	12,809	38,463	-	-	680	800	835	53,587
Office rental	-	6,281	-	-	-	960	1,020	8,261
Public relation cost	-	-	-	-	-	-	-	-
Repairs and maintenance	-	15,545	-	-	-	166	-	15,711
Shipment and delivery	130	-	-	-	-	-	-	130
Staff costs	85,513	45,732	1,500	-	27,235	9,663	-	169,643
Stationary, photocopy and printing expenses	1,350	8	-	-	6	246	-	1,610
Sundry expenses	972	46	-	-	51	400	-	1,469
Telecommunication and internet	733	768	-	-	129	-	129	1,759
Training cost	1,460	-	-	-	-	327	-	1,787
Transportation and travel	6,214	-	-	-	-	-	-	6,214
Travel Expense	1,002	39	-	-	260	21	-	1,322
Volunteer cost	311	-	-	-	-	-	-	311
	110,494	106,882	1,500	-	28,361	12,583	1,984	261,804
Total expenditure	148,628	106,882	1,500	60,816	33,496	12,583	1,984	365,889
Surplus/(Deficit) before taxation	(6,563)	(106,882)	(1,500)	(10,000)	16,504	13,363	17,681	(77,397)
Less: Income tax expense	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	(6,563)	(106,882)	(1,500)	(10,000)	16,504	13,363	17,681	(77,397)

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS
For the Financial Period from 01 May 2021 to 31 December 2021

		01.05.2021	01.05.2020
		to	to
	Note	31.12.2021	30.04.2021
		\$	\$
Cash flows from operating activities			
Surplus/(Deficit) before taxation		183,709	(77,397)
<u>Adjustments for:</u>			
Depreciation of plant and equipment	3	<u>4,077</u>	38,971
Operating surplus/(deficit) before working capital changes		187,786	(38,426)
<u>Adjustments for changes in working capital:</u>			
Prepayment		2,250	(1,788)
Trade receivable		(30,780)	2,900
Other payables		<u>25,629</u>	2,258
Net cash flows generated from/(used in) operating activities		<u>184,885</u>	<u>(35,056)</u>
Cash flow from investing activity			
Acquisition of plant and equipment	3	<u>-</u>	(9,003)
Net cash flow used in investing activity		<u>-</u>	(9,003)
Net changes in cash and cash equivalent		184,885	(44,059)
Cash and cash equivalent at beginning of financial period/year		<u>101,292</u>	145,351
Cash and cash equivalent at end of financial period/year	5	<u>286,177</u>	<u>101,292</u>

Donations and Fundraising

Our total income from donations and fundraising for the 8 months ended 31 December 2021 was \$217,028. From the total donations of \$217,028, \$155,457 is tax deductible and \$61,571 is non tax deductible.

Our Fundraising efficiency ratio was 10.92%, well below the 30% efficiency ratio that is considered fundraising best practice. This is in compliance with the 30/70 fundraising efficiency ratio rule also set by the Commission on Charities.

Financial year-end change

The financial year of the company was changed from 30 April to 31 December. Accordingly, the Financial statements were prepared for the same 8-months period and as a result, the figures stated in the statement of income and expenditure and statement of cash flows are not comparable to the previous reporting period.

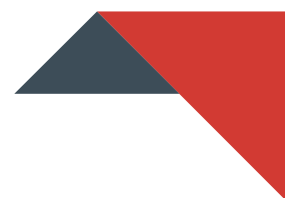
The total expenditure for the 8 months ending 31 December 2021 was \$270,047. The charity did not note any significant change in expenditure. The fundraising income for the 8 months ending 31 December 2021 of \$197,929 was slightly higher than past years due to more robust fundraising activities during the year.

Unrestricted Funds

Our reserves position is as follows:

Unrestricted Funds	Current Year	Previous Year	%Increase/decrease
Total Funds	322,310	121,276	201,034
Ratio of reserve to annual Operating Expenditure	1.19	0.33	0.86

We are building up our reserves steadily over the years despite the harsh effects of the pandemic. CWAS will soon reach its 5-year mark and it looks forward to a more robust financial standing ahead with the new strategic direction slowly taking shape.



Conduct of Affairs

The Board of Directors (“Board”) conducts its affairs as set out in the CWAS Constitution and the Terms of Reference.

The Board provides guidance to the Executive Director (ED) in overseeing the smooth day-to-day operations of CWAS. The Board also provides consultative, networking and resource support to the CWAS Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CWAS.

To assist the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within the Terms of Reference approved by the Board.

The Board’s decision and approval is required for the following matters:

- Corporate and services strategies and policies
- Annual budget
- Strategic alliances
- Annual report and accounts
- Interested person transactions and matters involving conflict of interest for a Director
- Any material and significant matters

The Board meets at least 6 times a year and more than half of the Board must be present for proceedings to be valid. The Board can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year can be found in page 6 of this report.

Appointment as Director of the Board

All potential Directors of the Board will be invited to first serve in one of CWAS's management committees. They are also required to attend one Board meeting as observers before they can be co-opted as a Board Director. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and Board responsibilities.

Besides briefing at meetings and email circulars, Board Directors are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation, with the exception of the ED.

New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CWAS's vision, mission and core values

Directors are generally elected yearly at the annual general meeting unless specific needs arise in the year.

Risk Management and Internal Control

The Board has overall responsibility for the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring that processes are in place, and are adequate and effective in fulfilling the mission of CWAS.

The audit committee assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team.