

STRONGER TOGETHER

IN TIMES OF PANDEMIC



BUDDHIST COMPASSION RELIEF
TZU CHI FOUNDATION (SINGAPORE)
2020 ANNUAL REPORT

佛教慈济慈善事业基金会(新加坡)
2020年度报告

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人心净化

社会祥和

天下无灾无难



“Now that you have embarked on Buddhist monasticism, you must always remember to work for the good of Buddhism and all living beings.”

Dharma Master Shih Cheng Yen
Founder of Tzu Chi



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 still a toddler. When she was around seven years old, she experienced the air raids that the Second World War brought upon the then Japanese-occupied Taiwan, and the cruelties of war deeply imprinted on her young mind. Throughout her growing years, she had many questions about life and its meaning.

When Master Cheng Yen was 21 years old, an event happened that changed the course of her life forever. One day, her father suddenly took ill, and he passed away the very 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 the Buddhist sutras and to seek the answers to her questions.

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

At the age of 24, she left her relatively comfortable home to begin a journey of greater purpose - to pursue a monastic life. In 1962, she arrived in Hualien, an impoverished town in 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. In autumn that year, she shaved her own head, determined to become a Buddhist monastic.

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 scholar 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.”

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 around her. At the time, the east coast of Taiwan, where Hualien was located, was rather 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 nuns earned a meagre living from doing various chores, 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.

Though living a simple and austere lifestyle themselves, Master Cheng Yen and her disciples were determined to help the impoverished and destitute. To raise funds for the charity mission, she asked her 30 lay followers (mostly housewives) to set aside 50 NT cents from their grocery allowance each day and saved it in a bamboo coin bank. One follower thought that it would be easier to just donate NT\$15 every month. But the Master said that although the amount was the same, the meaning was very different. She hoped that everyone could give rise to a kind thought of helping others every day, and not just once a month. Words soon spread from the marketplace to other parts of Hualien, and more and more people contributed to the cause.

Gradually, committed volunteers joined the ranks of Tzu Chi commissioners, who would travel to villages to personally collect the savings in every bamboo coin bank. On one occasion, a commissioner complained that the cost of the trip to a particular donor was more than the amount donated. 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 personally collecting donations from people, the commissioners were in fact nurturing the seed of love in each donor. Inspiring love is, in fact, Master Cheng Yen's true goal.

Master Cheng Yen firmly believes that everyone is capable of living our lives with the same great compassion as the Buddha. True 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

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



MISSION

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



VALUES

Cultivate sincerity, integrity, faith, and honesty within, while living out kindness, compassion, joy, and selflessness.



“唯有茹素、斋戒护生才能消弭疫情，灾难已临头，觉醒还没抬头，大家如果不做，就真的来不及了，所以是非素不可。”

Venerable Shih De Ge (Toh Kim Kiat) 释德格

Chairman, Tzu Chi Foundation (Singapore)

慈济基金会(新加坡)主席

CHAIRMAN MESSAGE

The year 2020 was a very unsettling year that saw the world being plagued by the outbreak of the new coronavirus. The invisible virus has led to many lives being taken away, overburdening of the public health system, panic among people and an economic crisis caused by the suspension of businesses and industrial operations. Even a country with advanced medical care and a stable economy like Singapore was greatly affected. Fortunately, the government had managed the crisis wisely and the entire nation had worked together to fight the pandemic. By the end of 2020, the COVID-19 situation in Singapore was finally brought under control with things slowly moving back on track.

Master Cheng Yen reminded Tzu Chi volunteers around the world that it is important to love others and love themselves during this fight against the pandemic. The help and support to relieve the poor and the effort to promote vegetarianism must be persevered. In late January 2020, when the first confirmed COVID-19 case emerged locally, Tzu Chi Foundation (Singapore) immediately set up an epidemic prevention response team to gather epidemic prevention supplies and take the lead in caring for hospitals, frontline workers and caregivers, with the aim to bring them assurance.

During Circuit Breaker, volunteers continued to provide meals and pandemic prevention supplies to underprivileged families while complying with the safety measures. Chromebooks and online mentoring programme were also provided to school-going children of care recipients to assist them with their home-based learning. The dedication of Tzu Chi volunteers had gained trust and support from the

community, leading to joint efforts with companies, hospitals, and government agencies to bring warmth and hope to migrant workers quarantined in isolation facilities during the Circuit Breaker.

Tzu Chi Taiwan had also been supporting various overseas pandemic relief works in many other countries. Globally, Tzu Chi volunteers have assisted 68 countries and regions which are plagued by the pandemic. From the collaborative distribution between the Catholic Missionaries of Charity in India and the Tzu Chi International Medical Association, to the relief mission to support Syrian refugees in Turkey, we have worked together across religions for the benefit of humanity.

Master Cheng Yen calls this crisis a great lesson of our lifetime. She said,

“

The only way to ward off this pandemic is to adopt a vegetarian diet to protect all living beings. The disaster is already here, but some are still not awakened. If people choose not to change now, it might become too late. We must stop consuming meat.”

We hope that everyone will remain vigilant and pious, adopt a vegetarian diet, carry out good deeds and care for each other, treat all living beings with respect, kindness and love, and work together to overcome the pandemic. Let us pray sincerely for peace of mind, a harmonious society and a world free of disasters.

主席致词

2020年，是非常不平静的一年，全球笼罩在新型冠状病毒疫情中。看不到、摸不着的病毒使得大量生命消失、医疗紧缩而人们恐慌，工商业的停摆也造成经济危机。即使医疗先进，经济富足稳定的新加坡也深受威胁，所幸政府睿智的危机处理，全民合心配合防疫，2020年底终于将疫情控制，逐步恢复正常生活。

证严上人提醒全球慈济人，在这一波防疫工作中，不仅要爱人爱己，对贫困持续施以救济，也要带动茹素，是任重而道远。在2020年1月下旬，当本地出现第一宗确诊病例，慈济基金会（新加坡）立即成立防疫应对小组，统筹防疫物资，率先为医院、前线人员和照顾户送关怀，安定人心。

阻断措施期间，志工在防疫准则下，持续为弱势家庭提供餐食和防疫物资，为在家学习的孩子提供笔电和线上课业辅导。慈济人的精进付出，也获得信任与协助，陆续和企业、医院、政府单位合作，在严格的防疫限制中，将爱与善送到客工隔离宿舍，让来自异乡的客工们感受到人间温情。

在海外，慈济援助的脚步也没有缺席，带着全球点滴汇聚的爱心，世界各地的慈济人总动员，已援助68个疫情蔓延的国家地区；从与印度天主教仁爱传教会、人医会协力合作发放、至土耳其叙利亚难民救助，跨越宗教合作共善，造福社会。

证严上人说，这一波是大灾难，也是给我们一个很大的教育——大哉教育。

“唯有茹素、斋戒护生才能消弭疫情，灾难已临头，觉醒还没抬头，大家如果不做，就真的来不及了，所以是非素不可。”

期盼人人要戒慎虔诚、斋戒茹素、行善造福，彼此用爱关照，以尊重、以善、以爱来对待所有的生灵，共同度过疫情。虔诚祈求，人心净化、社会和谐、天下无灾难。



“We look forward to those who are blessed and benevolent to encourage each other to become the support for those who are suffering. We earnestly pray for the purification of the mind, a harmonious society, and a world free of disasters.”

Low Swee Seh

Chief Executive Officer, Tzu Chi Foundation (Singapore)

CEO MESSAGE

In 2020, the world was shaken by a threat invisible to the naked eye. The sudden outbreak of a pandemic has disrupted international order and the lives of ordinary people across the globe. The impact of the pandemic on the vulnerable groups is way more severe than we could have imagined. Fortunately, Singapore has managed to control the local pandemic situation very well, thanks to the cooperation from the local community in complying with the effective preventive measures implemented by the authorities and also the government in providing economic relief assistance to people and businesses. We should all cherish and be grateful to be living in this blessed nation.

I remember one heartwarming case during Circuit Breaker, where Tzu Chi volunteers visited a Malay family to deliver urgent food supplies and cash allowance at doorstep. The family was in such desperate need of help that the sight of a loaf of white bread in the care package made the wife feel delighted. The wife is the sole breadwinner of the household because her husband is partially paralysed and relies on her to support the family. However, the wife had stopped working temporarily as she was worried about transmitting the virus to her husband if she were to be infected at her workplace. Unfortunately, at the time when the family was already facing a food shortage, she accidentally lost her wallet.

Delivering urgent food supply and pandemic prevention items, and showing care at a critical moment was what Tzu Chi had been doing throughout the year. The Foundation is consistently adjusting its pace and actively identifying community groups in need to provide timely assistance.

In the early stages when the new coronavirus started to spread locally, Tzu Chi immediately adjusted its mode of operation to reach out to its care recipients

by phone in order to provide prompt assistance such as the supply of daily essentials and pandemic prevention items. Despite the hurdles in delivering aid supplies amid a pandemic, Tzu Chi had kept its charitable assistance for the needy ongoing. Tzu Chi had also set up a project team to prepare and arrange for the distribution of pandemic prevention items for those in need and took the lead in showing support to surgical frontline workers in hospitals and also caregivers at home. To preserve the limited number of medical masks available in the market for frontline workers, Tzu Chi Humanistic Youth Centre, which is just adjacent to Khoo Teck Puat Hospital, had initiated a fabric mask cover sewing project and offered its space to be used as a resting area for hospital staff.

As Circuit Breaker came into force, Tzu Chi partnered with Esse Pi Pte Ltd in a fundraising project to purchase Chromebooks and laptops for school-going children from low-income families. This effort was crucial to enable students to do their Home-Based Learning (HBL) during school closure. Furthermore, several tertiary students were also invited to provide online mentoring for the children of our care recipients to guide them in their schoolwork.

The impact of the pandemic on businesses was unprecedented. Aware of how some business owners could be in need of guidance and support, Tzu Chi Entrepreneur Association had invited political and economic experts, as well as entrepreneurs to share their views and experiences through webinars. The series of webinars had updated business owners about the latest trends, pandemic prevention policies and also the available economic relief packages which were helpful to them. The sharings had uplifted many business owners to face the challenges with confidence, and continued to contribute to the stability of society.



“期待有福的仁者，彼此勉励，勇于承担，作苦难人的后盾。虔诚祈祷人心净化、社会祥和、天下无灾难。”

刘瑞士

慈济基金会(新加坡)执行长

执行长致词

2020年，一个肉眼看不见的病毒，震动全球，颠覆了人们的生活，打乱国际秩序，对于弱势群体的影响，也超乎我们的想象。幸而新加坡是个有福的国度，本地疫情受到良好控制，政府为人民所做的防疫及纾困补助非常到位，我们都要珍惜与感恩。

在阻断措施期间，慈济志工隔着门，把应急食物和补助金带给一户马来家庭。马来太太看到白面包时很开心。原来她的先生半身瘫痪，靠她一人养家，她担心出门会不小心把病毒传染给先生，只好暂停工作，又不小心弄丢钱包，家里已面临断粮。

在关键时刻，送上一条白面包，一个口罩，一份关怀，这就是慈济这一年来的重点工作，随时调整步伐，积极找出有需要的群体，提供及时而有温度的援助。

当新冠疫情在本土扩散初期，面对长期照顾的大约七百余户弱势家庭，慈济即刻调整作业模式，善用电话及网络通讯，提供重点援助、生活物资及防疫物资，慈善援助不中断。慈济也迅速成立项目小组，统筹防疫物资，率先为医院、前线人员和照顾户送关怀。为了将市面上有限的医疗口罩保留给前线人员，比邻邱德拔医院的慈济人文青年中心发起布口罩套缝纫计划，并借出场地作为医院后勤使用，成为了医疗团队的社区后盾。

随着阻断措施的施行，慈济和Esse Pi科技公司合作展开网络募资，为低收入家庭的孩子募资采购在家学习(HBL)的配备，并号召大专青年为线上学习的孩子提供在线课业辅导。新冠疫情带给企业商家的冲击前所未见，慈济实业家联谊会举办线上讲座，邀请政经专家和知名企业线上分享，帮助经营者快速掌握社会脉动、防疫政策与纾困配套，通过资深企业家的创业心路历程，鼓励大家化忧虑为信心，为稳定社会出一分绵力。

从2月到8月，疫情影响了不同的客工群体，慈济与企业、医院、政府单位合作，支持客工宿舍场地布置、致赠祝福包，动员志工缝制超过五万份布口罩，赠予宿舍客工。慈济也和艺术组织叁南瓜、艺术家王文清及马来亚银行合作，展开“篱家布衾”社区艺术计划，在严格的防疫限制中寻求突破，把爱与善传出去。

慈济也很重视对内职志工的关怀与固本，因应政府颁布的防疫措施，及时调整各个志业体的运作，并以职志工的安全健康为优先考量。疫情造成经济紧缩，慈济也普查了解志工的家庭状况，若发现有需特别关怀者，比如独居年长志工、居家隔离者或生计受影响者，志工彼此分组就近照应，互相扶持。疫情虽然造成社交阻隔，但是慈济人精进不间断。透过网络科技，慈济将培训课程、读书会、薰法香及联谊会等，改为线上进行，人人持续不懈地闻法精进，在多变的疫情考验中安住身心，更凝聚爱心善念，随时为苦难人伸援。

面对疫情危机，证严上人赋予了“大哉教育”的正向意义，吁请人人谦卑忏悔，虔诚祈祷，茹素护生，将完整的爱扩及天地万物。新加坡慈济人依教奉行，更积极透过各种方式向亲友邻里劝素推素，以实际行动回应疫情考验。

过去一年，政府对民间团体的大力扶持，以及每一位仁翁善士涓滴不断的爱心护持，让慈济安稳走过每一步，持续发挥济世利人的使命。我们由衷地珍惜与感恩。

放眼天下，在新常态中，深受影响的弱势群体，仍需要我们持续关怀。期待有福的仁者，彼此勉励，勇于承担，作苦难人的后盾。虔诚祈祷人心净化、社会祥和、天下无灾难。

BOARD OF DIRECTORS



Toh Kim Kiat
Chairman



Yan Su Yuan
Honorary Secretary



Sim Sem Peng
Assistant Secretary



Chee Kim Huei
Honorary Treasurer



Chang Horng Lin
Member



Ng Gaik Pei
Member



Lin Pi-Yu
Member



Siew Pei Fung
Member



Teo Chee Seng
Member



Sim Hee Chew¹
Member



Ng Chuan Lim
Member

1 - DEMISE OF DIRECTOR: The Board regrettably reports the sad demise of Mr Sim Hee Chew on 6 June 2021, an invaluable member of the Board since 1 June 2014. The Board further expresses their heartfelt condolences and wishes to put on record their sincere and deep appreciation for his invaluable guidance and contributions in driving and spanning the charitable missions of Tzu Chi Foundation (Singapore).

MANAGEMENT



Low Swee Seh
Chief Executive Officer



Khoo Kean Yee
*Deputy Chief
Executive Officer*



Tan Chai Hoon
*Deputy Chief
Executive Officer*



Susi Zhao
*Deputy Chief
Executive Officer*



Lo-Hsu Hsueh Yu
*Deputy Chief
Executive Officer*



Keng Lim
General Manager



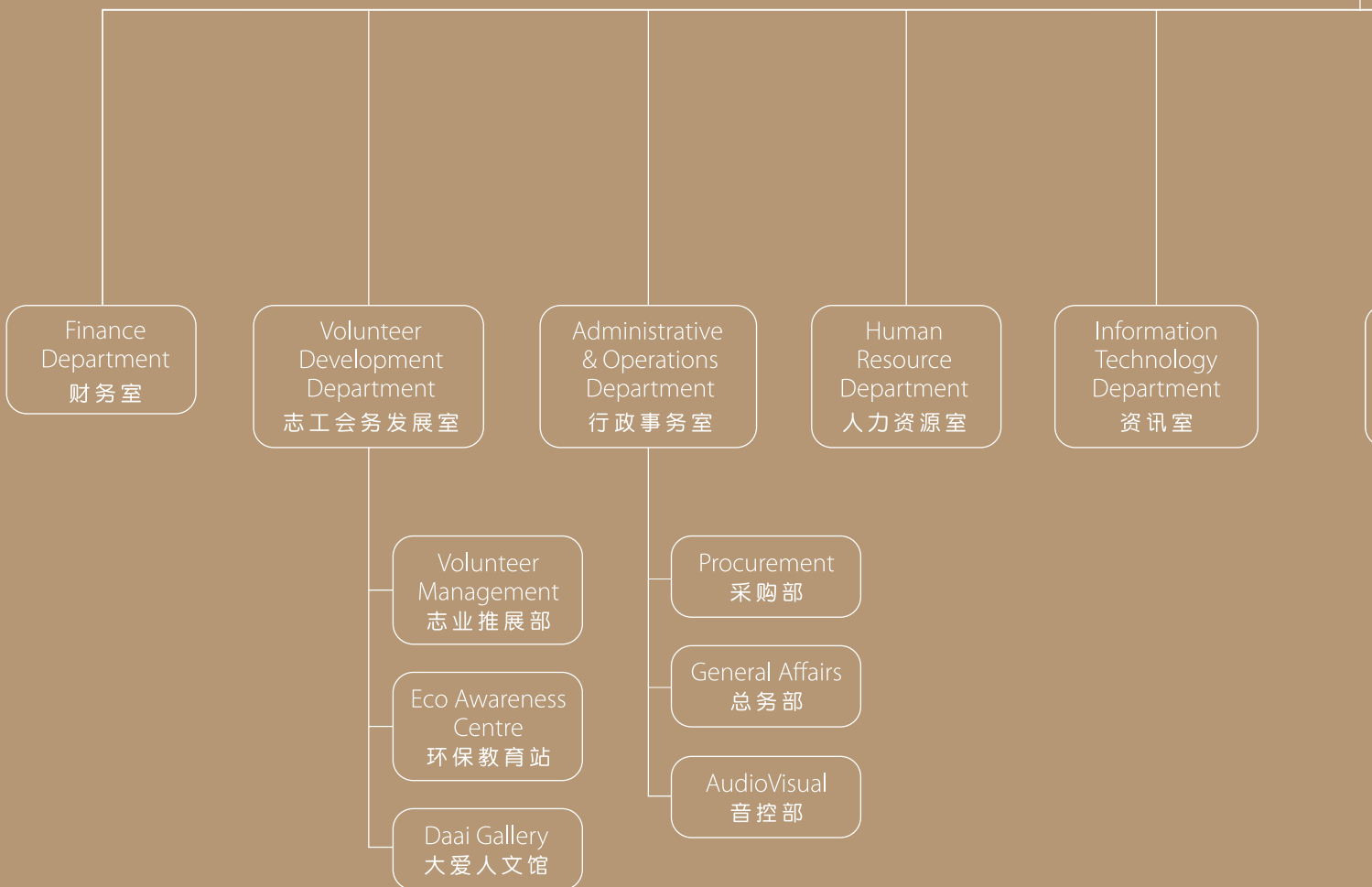
Boh Shuhui
Deputy General Manager

ORGANISATIONAL STRUCTURE

Board of Directors
理事

CEO Office 执行

1. CEO / Deputy CEO
2. General Manager
3. Deputy General Manager
4. Executive Secretary

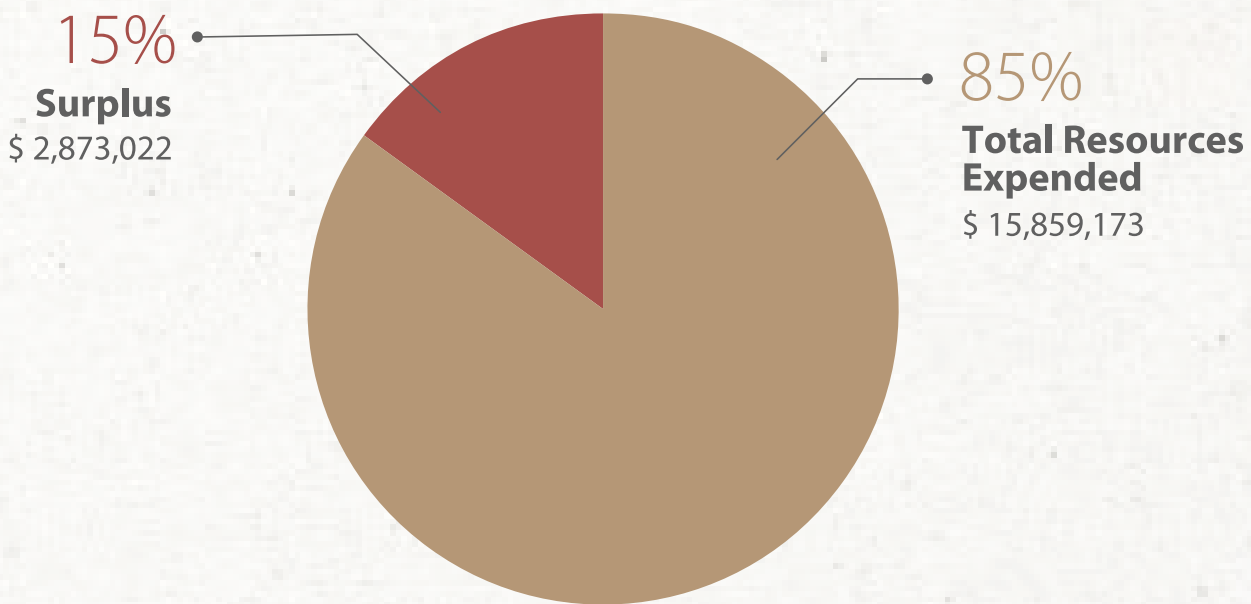


THE YEAR IN NUMBERS

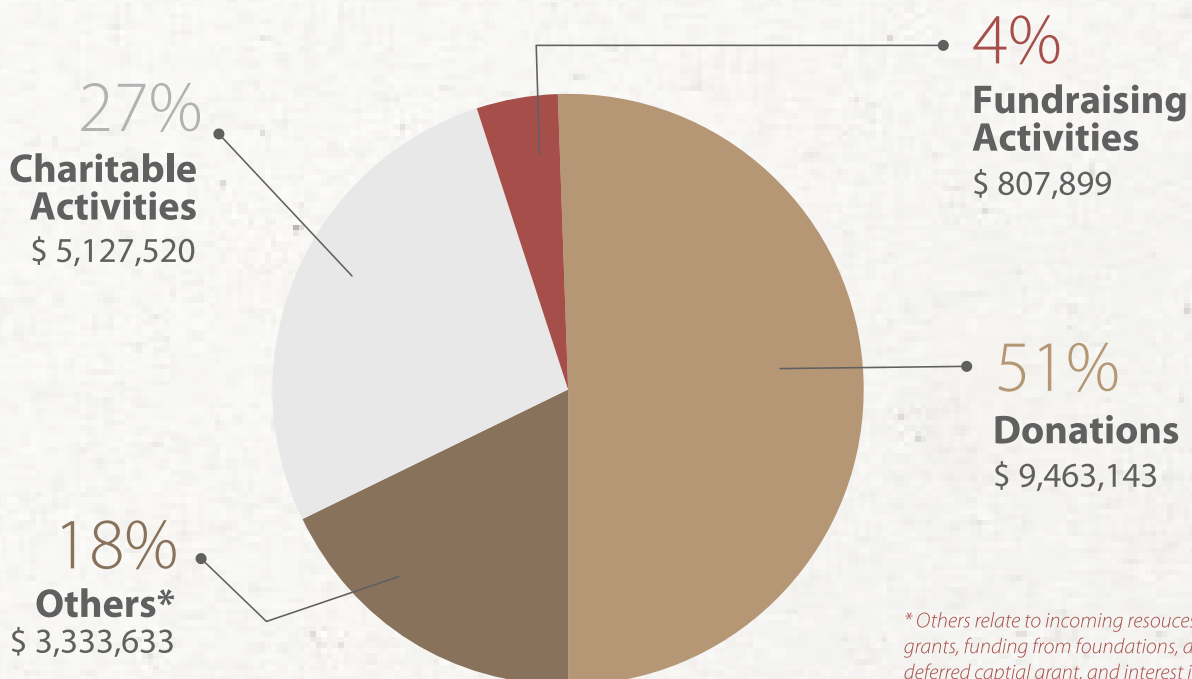
FINANCIAL HIGHLIGHTS

Total Incoming Resources

\$ 18,732,195

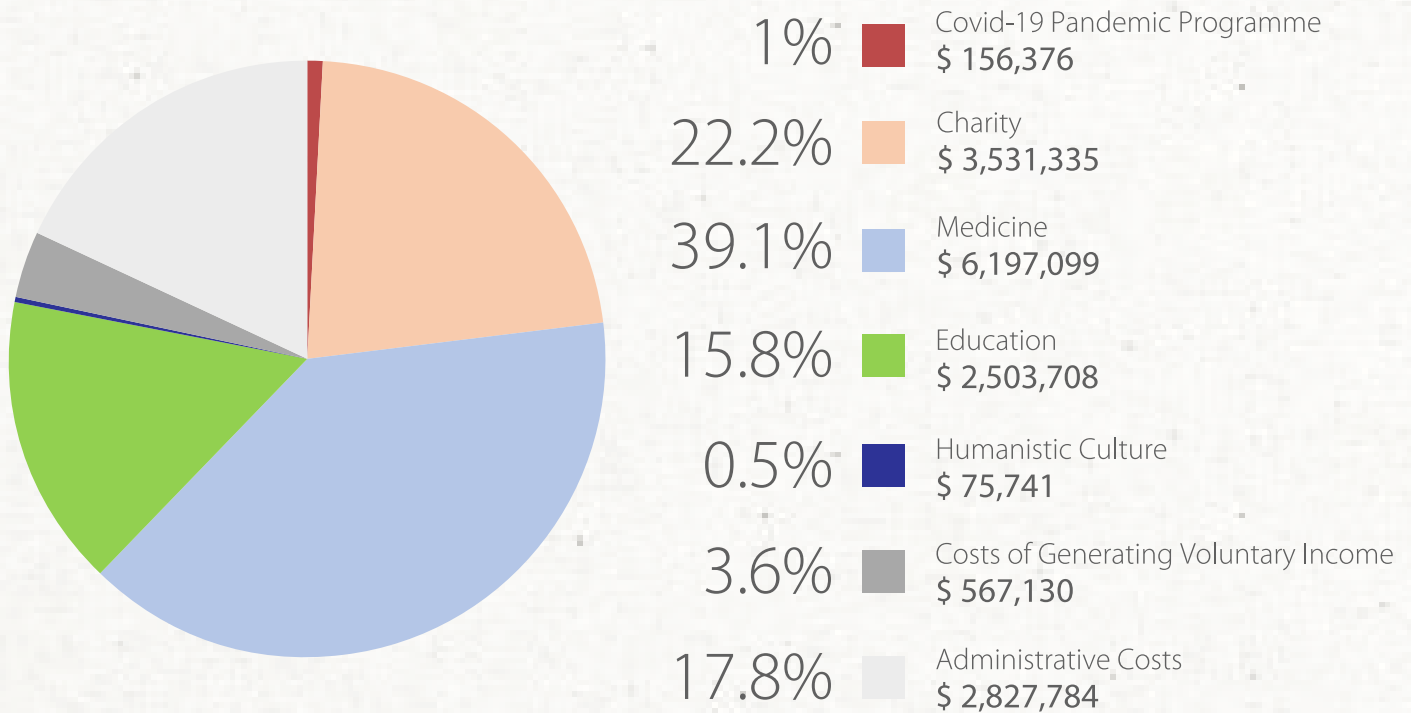


Sources of Incoming Resources



** Others relate to incoming resources through government grants, funding from foundations, amortisation of deferred capital grant, and interest income.*

Categories of Resources Expended



Total Incoming Resources

\$ 18,732,195



Total Resources Expended

\$ 15,859,173



• Charity

\$ 3,531,335



• Medicine

\$ 6,197,099



Surplus

\$ 2,873,022



THE YEAR IN NUMBERS

OUR LOCAL REACH



- | | | | |
|----|---|----|---|
| 01 | Jing Si Hall
Tzu Chi Continuing Education Centre | 07 | Lakeside Family Medicine Clinic |
| 02 | Tzu Chi Da Ai Gallery | 08 | Tzu Chi Free Clinic (Redhill) |
| 03 | Tzu Chi Great Love Student Care Centre | 09 | Tzu Chi Free Clinic (Khatib) |
| 04 | Tzu Chi Great Love PreSchool (Yishun) | 10 | Tzu Chi Day Rehabilitation Centre |
| 05 | Tzu Chi Great Love PreSchool (Toa Payoh) | 11 | Seniors Engagement & Enabling Node (SEEN)@Bukit Batok |
| 06 | Tzu Chi Eco-Awareness Centre | 12 | Seniors Engagement & Enabling Node (SEEN)@Nanyang |
| | | 13 | Tzu Chi Humanistic Youth Centre |



59,776

NUMBER OF REGULAR DONORS

3,276

NUMBER OF VOLUNTEERS

167*

STAFF STRENGTH

45,160

TOTAL OUTREACH

* One employee with annual remuneration above \$100,000 per annum

THE YEAR IN NUMBERS

STATISTIC OF SERVICES

Charity



694

Number of Cases

\$2,471,804.71

Total Value of Aid Distributed

• **FINANCIAL ASSISTANCE PROGRAMME**

458

Number of Cases

\$909,674.61

Total Value of Aid Distributed

• **DIALYSIS ASSISTANCE PROGRAMME**

Medicine



4,679

Number of Patients

Outpatient services including internal medicine, Diabetic Retinal Photography (DRP), Diabetic Foot Screening and dental service.

• **LAKESIDE FAMILY MEDICINE CLINIC**

490

Number of Patients

Services including home medical, home nursing, home palliative and home therapy.

• **HOME CARE SERVICES**

646

Number of Patients

• **SENIORS ENGAGEMENT & ENABLING NODE (SEEN)**

90

Number of Patients

• **GYM TONIC (SEENs & FREE CLINIC KHATIB)**

316

Number of Patients

• **DAY REHABILITATION CENTRE**

19,538

Number of Patients

4

Number of Home Visit Cases

Home visit cases reduced due to tighter COVID-19 measures.

• **TCM FREE CLINICS**

Education



186
Number of Students

• TZU CHI GREAT LOVE PRESCHOOLS

50
Number of Students

• TZU CHI GREAT LOVE STUDENT CARE CENTRE

215
Number of Students

• TZU CHI CONTINUING EDUCATION CENTRE

46
Number of Participants

• GREAT LOVE MOTHER FELLOWSHIP

646
Number of Participants

• TZUCHI COLLEGIATE YOUTH ASSOCIATION

316
Number of Participants

• TEENAGERS ENRICHMENT CLASS

171
Number of Participants

• PARENT-CHILD BONDING CLASS

Community Volunteerism



3,276
Total Number of Volunteers

• VOLUNTEERS

32
Training Sessions

6,563
Participation Count

174
Number of Training Hours Conducted

• VOLUNTEER TRAINING

THE YEAR IN NUMBERS

COVID-19 RELIEF PROJECT

VULNERABLE FAMILIES



487

Families guided on COVID-19 prevention



487

Care packs distributed



1,900

Tele-surveys conducted



634

Meatless meals delivered



101

Chromebooks given to HBL students



478.5

Hours of online mentoring for students

MIGRANT WORKERS



4

Isolation facilities embellished

189



Participation count in packing daily essentials and embellishing the premises



555

Chinese workers cared for at isolation facility



25

Stranded Malaysian migrant workers aided



1,078

Care packs distributed

54,600

Fabric masks produced and distributed



61

Participants in the "Stay Home Quilt" community art project



COVID-19 Relief Income and Expenses

Donations	\$102,367	Relief Supplies	\$130,247
Grants (Government and Foundations)	\$ 54,009	Pandemic Prevention Measures	\$ 17,093
		Medical Capabilities Enhancement	\$ 4,036
		Appreciation Tokens for Healthcare Staff	\$ 5,000
Total Income	\$156,376	Total Expenses	\$156,376

PATIENTS WITH MILD SYMPTOMS

 **2** Community care facilities embellished

 **214** Participation count in packing daily essentials

 **130** Participation count in embellishing the premises

MEDICAL WORKERS AND FACILITY WORKERS

 **479** Care packs distributed

 **8,918** Meatless meals delivered

 **442** Participation count in serving refreshments at the facilities.

MEMBERS OF THE PUBLIC

 **2,600** Fabric masks produced and distributed

 **1,000** Participants in the "Stay Home Quilt" community art project

*As of 31/12/2020

HIGHLIGHTS OF THE YEAR

ADAPTABILITY, COURAGE AND RESILIENCE DURING COVID-19

I Onset of COVID-19 Pandemic

Barely a week into year 2020, Singapore Government set up screening measures for travellers from Wuhan, China, and established a multi-ministry task force with its first COVID-19 case confirmed by month end. The nation seemed to fall into a state of anxiety where shortage of surgical masks, spread of fake news and increasing imported cases were reported.

With DORSCON Yellow precautions implemented nationwide in end January, Tzu Chi Foundation (Singapore) quickly conducted the first meeting to address this outbreak. Precautionary measures were immediately put in place with adjustments made to operations and cluster activities. Mixed public sentiments surfaced when the DORSCON alert level was raised to Orange, upon emergence of the first cluster of local transmission.

II Establishment of Tzu Chi Epidemic Relief Committee

In view of the escalated situation, Tzu Chi stepped up on prevention and established an Epidemic Relief Committee. Comprising Departmental Heads and Medical Consultant, the committee was tasked to provide direction and support to our staff, volunteers and the community amidst the changing circumstances through these strategies:

- *Adopt precautionary measures recommended by the government and reduce cluster activities.*
- *Continue to care for the needy by sharing with them protective steps to prevent spreading of the virus.*
- *Practise vigilance and sincere prayer at all times while adopting meatless diets.*
- *Care for oneself and others, continue one's routines, and share positive messages to bring about peace and harmony to the community.*



Launch of Crisis Management Plan and Epidemic Relief Programme

The committee, with the strategies in mind, formalised the Crisis Management Plan and Epidemic Relief Programme. Adequacy of existing precautionary measures was reviewed, and the measures were enhanced and enforced strictly by staff across all establishments. Measures included appointment of a Flu manager, taking of temperature twice a day, daily declaration of health status, and spilt work teams. The number of volunteers on duty in Tzu Chi establishments was also restricted, with cross volunteering in different establishments minimised.

With essential precautionary measures firmly in place, Tzu Chi reviewed the immediate needs of our stakeholders and the community. "Warding off an outbreak with prayers of sincere piety" is the Epidemic Relief Programme launched, with three sub-plans rolled out. They are the relief programme for all staff, and volunteers serving at our medical and education establishments, relief scheme for over 700 care recipients, and temporary settlement programme for returning migrant workers. More sub-plans were rolled out throughout the year after having identified evolving societal needs resultant of the pandemic.



Prepared for the worst with Business Continuity Plan

Lack of clarity in related information and severity of the COVID-19 pandemic prolonged the angst in many organisations and individuals. Tzu Chi was no exception, having felt shortly the impact on our sustainability. The committee worked on a Business Continuity Plan in response to the pandemic by heightening the measures such as non-essential workers to work from home, visitor restriction to work premises, safer work environment and workplace practices. These measures were first put on trial for the staff at Jing Si Hall over two weeks, and feedback were collected for improvement with official implementation in March.

A Business Continuity Manager was appointed to work closely with the committee to ensure the sustainability of our operations during this critical period. Tzu Chi General Manager cum Business Continuity Manager, Keng Lim shared, "This (epidemic) has prompted us to be prepared so that we will be able to operate without being disrupted at times of emergency. We can carry on with what we do as usual no matter who we are dealing with."

HIGHLIGHTS OF THE YEAR

ADAPTABILITY, COURAGE AND RESILIENCE DURING COVID-19

V Sustainability at Stake

It wasn't long before Singapore Government announced a one-month Circuit Breaker in April. The situation took a worse hit when confirmed cases among migrant workers increased significantly and unlinked cases remained high. The government extended the Circuit Breaker for another month.

As part of the business continuity planning and review by Senior Management and the committee, key areas with potential significant impact were donations revenue, volunteering activities, and daily operations. With the new measures in place, processes, largely manual, posed challenges to our routines, volunteers mobilisation, and inevitably our survival.

To overcome the daunting hurdles, Tzu Chi staff and volunteers displayed their courage and resilience by brainstorming feasible solutions for each and every challenge. One notable outcome was an online fundraising campaign for needy students on home based learning. The success of this campaign gave us the conviction to continue exploring online platforms, where we launched a subsequent dollar-matching campaign with the support of our philanthropic entrepreneurs.

Other outcomes include the digital transformation of donations collection where manual steps were changed to online modes almost immediately. This change wasn't easy especially for our senior volunteers. Supported strongly by our community leaders and volunteers, numerous briefings and coaching sessions were held to assist all volunteers to adopt the change.

VI Threading Ahead with Adaptability, Courage and Resilience

Amid the outbreak, many people stood by their positions and worked tirelessly to safeguard the health and lives of the public as well as the safety of our nation. We may be dealing with the unknown; however, Tzu Chi volunteers threaded ahead with adaptability, courage and resilience. One exemplary example was our Environmental Protection Mission.

With the suspension of recycling points islandwide, the eco committee took the opportunity to review and overhaul the existing model of the environmental protection practices. The strong conviction to protect Mother Earth and mankind led the volunteers to pursue the reinforcing of Tzu Chi eco concepts, and held eight online training sessions with close to 100 participants in each session. A newly-transformed model resulted with a stronger emphasis on education and outreach efforts. For instance, residents to sort their recyclables at our recycling points, non-collection of plastic recyclables, and renaming of our monthly recycling day to Environmental Sustainability Day. To sustain this transformation, a total of 320 volunteers had been trained to implement the changes.

VII Embrace with Love and Hope

COVID-19 pandemic may seem merciless, but this is the time that calls for self-reflection. To pull through this outbreak, our founder Master Shih Cheng Yen advised “to love one another” as discrimination and indifference will only widen the gap between people. Only with mutual trust, mutual love and appreciation can the cycle of love be kept going and our mind strengthened against all disasters.

Tzu Chi believes that the COVID-19 outbreak will soon be under control as long as everyone stays calm and works hand-in-hand. Let us seize the moment to pray for the purification of one’s mind, which will lead to a harmonious society and a world free from disasters.

HIGHLIGHTS OF THE YEAR

SUPPORTING VULNERABLE FAMILIES

When COVID-19 started to spread locally, it sent shockwaves into the community where fear of the unknown virus translated into waves of panic buying in supermarkets. Wary of the situation, the government responded quickly by setting up official communication channels and tightening restriction measures. At Tzu Chi Foundation (Singapore), volunteers swiftly consolidated the needs of around 700 care recipient households under its long-term care to provide timely support, which gave the care recipients peace of mind. The Foundation also came up with several support programmes to help school-going children of our care recipients to cope with home-based learning and provided daily essentials to aid low-income groups.



Epidemic Relief Programme for Tzu Chi Care Recipients

Phase 1 (18 Feb 2020 to 26 Mar 2020)

- Swift initiation of phone calling, dissemination of positive messages and useful information, and distribution of relief materials provide timely support for care recipients.
- Physical home visits were switched to regular phone calling. At the same time, correct preventive measures were shared with care recipients. Pandemic prevention equipment and daily essentials were delivered to households with urgent need.

Phase 2 (27 Mar 2020 to 6 Apr 2020)

- A survey was conducted to determine the extent of the impact on the livelihood of 550 care recipient households through phone calls to make necessary individual subsidy adjustments.

Phase 3 (7 Apr 2020 to 17 Jun 2020)

- Intensive phone calls were made weekly to monitor the situation of more than 100 critically vulnerable families.
- 8 community distribution points were set up.
- Meatless meals delivery was provided.
- SIM card top up was provided to care recipients for emergency contact.
- The Hari Raya Aidilfitri festival event was switched to delivery of festive gift packs for our Muslim care recipients.
- "Mentoring with Love" online mentoring support programme was designed and implemented to support school-going children of care recipients.



Diwali Celebration Online Programme (8 Nov 2020)

For the safety of the care recipients, the annual Diwali celebration programme was switched to online mode. To celebrate the festival together with Indian care recipients, Tzu Chi volunteers visited their home, personally delivered festive gift packages, and watched together the online programme specially prepared for them.





SUPPORTING VULNERABLE FAMILIES

Most of the activities were switched online during Circuit Breaker, including schooling. Aware of how the change would affect students from low-income families, Tzu Chi Foundation (Singapore) and Esse Pi Pte Ltd worked together to launch an online fundraising project to help students with their home-based learning (HBL). The fund raised through the online fundraising campaign exceeded the target sum in just four days. The fund was used to purchase 101 Chromebooks⁽¹⁾. The Foundation also worked with telecommunications companies to provide a 6-month interim network support services for students on HBL.

As schooling was temporarily shifted online, it posed a great challenge for some parents from low-income families to guide their children on their studies at home. Therefore, Tzu Chi invited a group of junior college youths to provide weekly online tutoring for 22 children of our care recipients, mainly in subjects like Mathematics, Chinese, and English. After the lifting of Circuit Breaker, volunteers who work as teachers were also invited to provide additional offline personal coaching and enrichment programmes to instil an interest in learning for several children who are unable to focus on their studies.

In addition, Tzu Chi recruited care recipients and volunteers who work as taxi drivers or private car drivers to despatch items such as laptops, materials for making face masks, and meals⁽³⁾. Besides ensuring that there was no hindrance to logistics, the move had also helped generate some income for these drivers whose livelihood were affected.

At the early stage of the pandemic, the limited amount of surgical masks in the market had to be preserved for frontline workers. In view of that, Tzu Chi Humanistic Youth Centre had initiated a fabric mask cover making project, which involved the participation of several parties, sponsorship of fabric materials by a supplier, and free postage and envelopes by SingPost. Upon completion, a total of 752 fabric mask covers were posted to people in need⁽⁴⁾ and another batch of more than 800 mask covers was distributed through Tzu Chi establishments⁽⁵⁾.

101

Chromebooks⁽¹⁾



Tzu Chi gathered a group of junior college youths to provide weekly online tutoring for

22

children of care recipients⁽²⁾



Recruited care recipients or volunteers who work as taxi drivers or private car drivers to provide delivery services for items such as laptops, materials for make face masks, and meals⁽³⁾



752 800+

Fabric mask covers were posted to people in need⁽⁴⁾

Fabric mask covers were distributed through Tzu Chi establishments⁽⁵⁾

HIGHLIGHTS OF THE YEAR

SUPPORTING MIGRANT WORKERS



Migrant workers, mainly from China and Malaysia, and dormitory workers who are mostly South Asians, were the groups most affected by COVID-19 in Singapore. After the Lunar New Year holiday, Chinese migrant workers who returned to Singapore had to be isolated in designated isolation facilities. To make the isolation period less depressing, Tzu Chi cooperated with a dormitory operator to enhance the dormitory and provide daily essentials in the form of care packages to each resident. Tzu Chi also broadcasted pre-recorded programmes and conducted live broadcasts every week to send positive vibes to the residents.

After Malaysia went into lockdown, many Malaysian migrant workers were stranded in Singapore, with some spending their nights under the void decks of HDB flats. Unable to bear such a sight, Tzu Chi distributed urgent living essentials to these workers. Following the outbreak of COVID-19 in dormitories, the distribution of such care packages and the embellishment of isolation facilities became more frequent. In 2020, Tzu Chi distributed a total of 1,078 care packages to migrant workers. At the same time, Tzu Chi also assisted in embellishing six isolation facilities at the invitation of dormitory operators.

Tzu Chi distributed a total of

1,078

care packages



migrant workers





SUPPORTING MIGRANT WORKERS

During Circuit Breaker, Tzu Chi mobilised 746 volunteers to make 54,600 fabric masks for migrant workers residing in dormitories⁽¹⁾. At the same time, with the aim to take care of the mental wellbeing of the migrant workers in dormitories⁽²⁾, the “Stay Home Quilt” community art project was jointly organised by Tzu Chi and local art organisation, 3Pumpkins, driven by a local artist, Jimmy Ong and supported by Maybank Singapore. The project aimed at connecting different community groups through sewing.

Geared with a face shield, mask and a pair of gloves, the volunteers entered isolation facilities three times to interact with recovered migrant workers to soothe their emotions after being quarantined for a long time. The 537 patchworks collected were later exhibited at Tzu Chi Humanistic Youth Centre in August 2020, creating more awareness among the local community about the contributions and plight of migrant workers⁽³⁾. With participation of more than 1,000 people, this programme lasted for ten months with an outreach of more than 10,000 visitors⁽⁴⁾.



746 volunteers made

54,600 fabric masks⁽¹⁾



Tzu Chi cared for the mental wellbeing of the migrant workers⁽²⁾



537 patchworks⁽³⁾



The "Stay Home Quilt" community art project lasted for ten months, with the participation of more than

1,000

people and reaching out to more than

10,000

visitors⁽⁴⁾

 = 100 participants

 = 100 visitors

HIGHLIGHTS OF THE YEAR

SUPPORTING FRONTLINE WORKERS



Due to the highly contagious tendency of COVID-19, medical frontline workers were not only burdened with excessive workload but also faced discrimination from a minority of the public. On Valentine's Day, Tzu Chi delivered fruit baskets and heart-shaped appreciation cards to medical workers in four hospitals. At the same time, Tzu Chi called on the public to post supportive messages online to express their encouragement and gratitude to healthcare personnel.

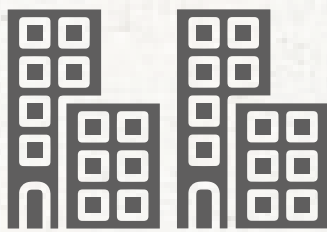
The beds in hospitals are limited and they need to be preserved for severely ill COVID-19 patients. Patients with mild symptoms are transferred to community isolation facilities and cared for by medical workers and management staff around the clock. Empathising with the hard work of the frontline workers, Tzu Chi volunteers went to two community isolation facilities to distribute a total of 479 care packages⁽¹⁾. For four months, 442 volunteers were on daily roster in two community isolation facilities to support the frontline workers by serving them tea and snacks to relieve them of their fatigue⁽²⁾.

Tzu Chi distributed

479⁽¹⁾

care packages

for frontline healthcare personnel
from two community isolation
facilities

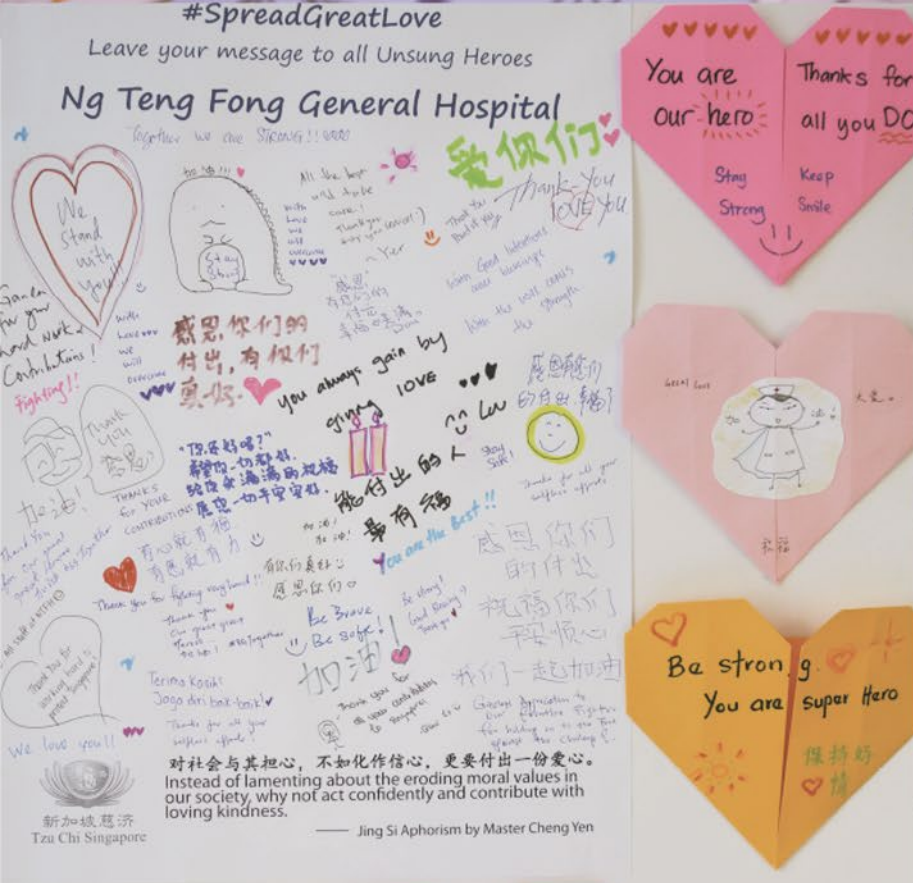


For four months

442⁽²⁾

volunteers

supported the frontline workers
with tea and snacks served





SUPPORTING FRONTLINE WORKERS

Located between Khoo Teck Puat Hospital and FutsalArena @ Yishun, Tzu Chi Humanistic Youth Centre (“Youth Centre”) also played a supporting role to aid frontline medical workers during the pandemic. In order to reduce the risk of infection among young children of a preschool inside Khoo Teck Puat Hospital, the Youth Centre sponsored space for the preschool to operate for one month. This initiative had significantly reduced the psychological burden of the medical workers with children in the preschool.

At the same time, FutsalArena next door was converted into a community isolation facility. To provide a comfortable rest area for the frontline workers serving the facility, the Youth Centre partitioned 40% of its space to be transformed into a resting lounge for frontline workers⁽¹⁾. Beverages, fresh fruits and healthy snacks were also served for four months.

A few partners of the Youth Centre had also joined hands in rendering various support to Khoo Teck Puat Hospital, Yishun Community Hospital and Yishun Polyclinic. Among them, Real Food Yishun and Jing Si Books & Café offered special meal discounts and promotions. The Youth Centre also engaged artistes invited by Playground Studio, to perform weekly to the lunch crowd, creating a vibrant ambience for frontline workers under tremendous pressure.



space had been transformed into a resting lounge for frontline workers⁽¹⁾



support for
frontline workers



healthy
meals



stress relief
activities

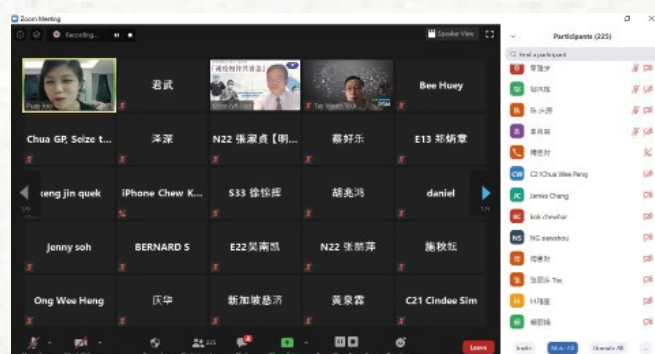
HIGHLIGHTS OF THE YEAR

SUPPORTING SME OWNERS

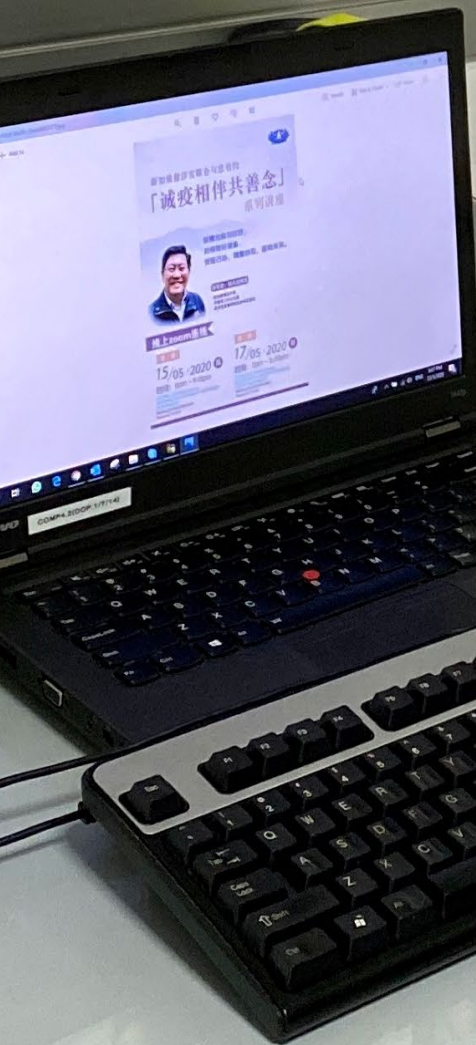


The impact of the COVID-19 pandemic on businesses was unprecedented. Aware of how some business owners could be in need of guidance and support in difficult times, Tzu Chi Entrepreneur Association in Singapore had organised a series of webinars and provided in-depth care for individual business operators, as well as given them counselling to help them cope with the challenges posed by the pandemic.

To help businesses tide through the crisis, the government had launched a series of relief packages to assist businesses in adapting to the new norm. During Circuit Breaker, Tzu Chi invited political and economic experts, and prominent entrepreneurs to give a series of webinars to update business operators about the latest social trends, pandemic prevention policies and also the government economic relief assistance programme. More importantly, through the experience sharing by senior entrepreneurs, many were motivated and courageously assumed their social responsibility as entrepreneurs, supporting each other and tiding through the hardship together. The role played by entrepreneurs is not only closely related to the livelihood of their employees but also the stability of society.



Prominent entrepreneurs such as the CEO of Sheng Siong Group, Mr Lim Hock Chee; CEO of C K Department Store, Mr Ang Chin Koon; Executive Chairman of Align Group, Mr Low Boon Seong; and Deputy CEOs of Tzu Chi Indonesia, Mr Sugianto Kusuma and Mr Frankie Oesman Widjaja had all shared their experiences and proven management philosophy in the webinars. Responses from the audience were overwhelming, with many posting messages online to encourage one another. The ten webinars were attended by a total of 6,640 audiences with a peak of 1,729 listeners in a single session. Due to popular demand, Tzu Chi subsequently uploaded the webinar video recordings to various Tzu Chi platforms, making them accessible to the public.



證嚴上人《每日一叮嚀》- 2020. 05. 03

◎證嚴上人《每日一叮嚀》◎

同心共濟災疫

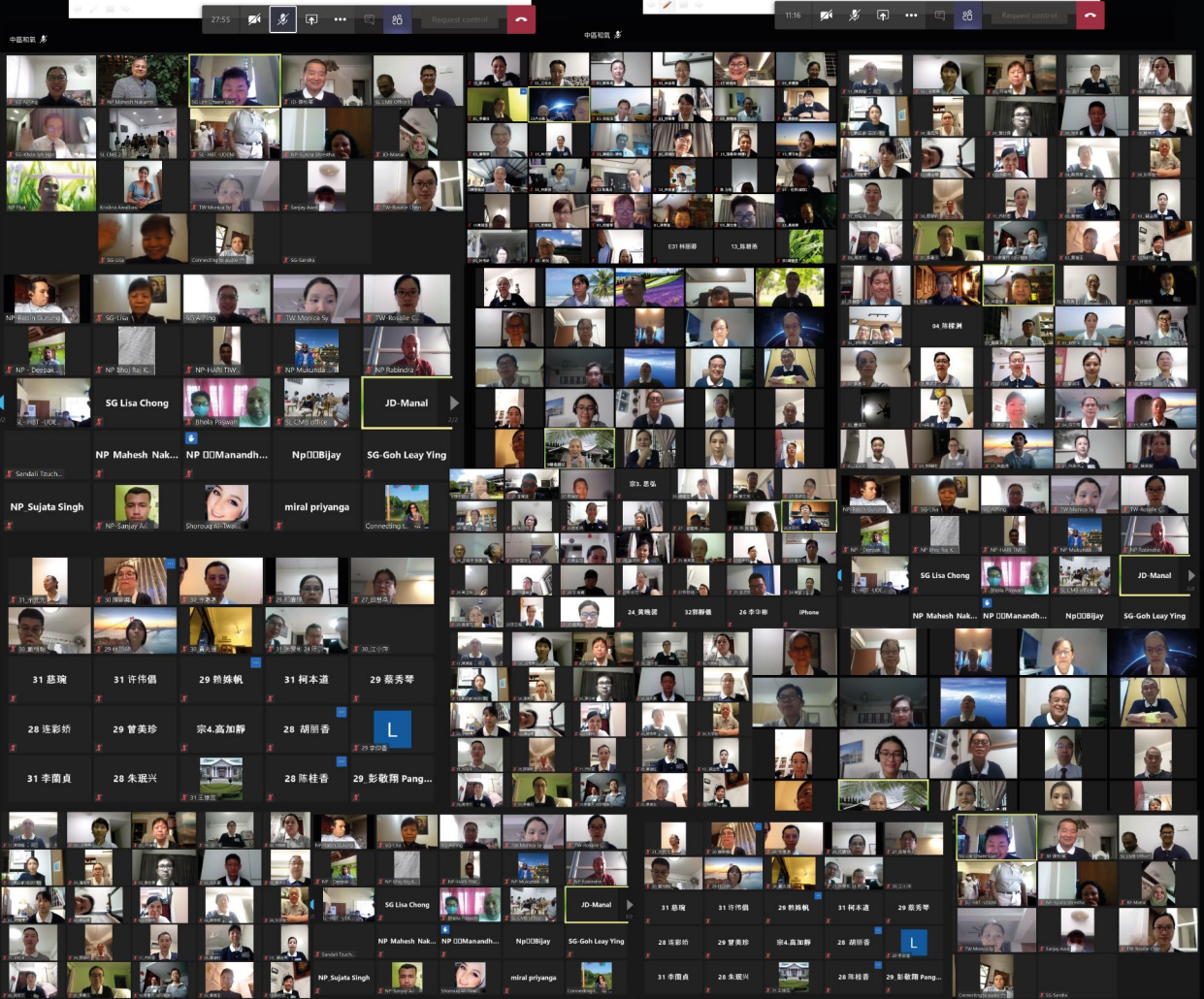
被隔離的害怕、憂鬱，
需要信仰為依靠。
宗教師發揮安撫的力量，
療治人們的心靈不安。

2020.05.04



薰法香線上分享

每人3~5分鐘





PEER & EMOTIONAL SUPPORT

It is now the norm to overcome the barriers of time and space through information technology to surpass the danger of being exposed to viral infection and achieve global connections. The COVID-19 pandemic has accelerated the digitalisation in our daily routines. Through live webcasts and online communication, Tzu Chi volunteers gathered online for training, attending study groups, dharmas sessions, etc. They have also maintained constant interactions and motivated one another to uphold the spiritual cultivation and keep calm, which are exceptionally vital in today's situation.

LIVE



Tzu Chi
volunteers
gathered
online for

TRAINING



STUDY
GROUPS



*Dharma
Sessions*



HIGHLIGHTS OF THE YEAR

TRANSFORMING OUR LIFESTYLE



Investigations have suggested that the cause of the COVID-19 outbreak is likely related to wild animal predation. This pandemic is a lesson by nature for us, prompting us to cease the rapid pace of development and re-examine how humankind can live more sustainably and in harmony with all living beings. As a religious and spiritual leader, Master Shih Cheng Yen has given a positive meaning to the pandemic by calling it a great lesson of our lifetime. She proposed four approaches to overcome and ward off the pandemic, i.e. first, to pray sincerely; second, adopt a vegetarian diet; third, respect and love all life forms and finally, curb our desires.

Tzu Chi had focused on promoting “Respect for All Lives” to the public throughout the year 2020. As an ongoing campaign, volunteers learn about the benefits of adopting meatless diet and the urgency to do so through various online trainings and activities. Communication platforms have been set up to share vegetarian recipes to encourage everyone to change their dietary habit.

Volunteers, who are Chinese Medicine practitioners and medical doctors, have also tapped into their professional knowledge to share appropriate vegetarian dietary concepts. Creative teenagers had also live broadcasts of their vegetarian cooking competitions and produced interesting social media contents to encourage their peers to go meatless.

Externally, these dietary concepts are also promoted through volunteers to our care recipients, patients, and parents of preschoolers. They are invited to attempt the change using a pledge card. In order to make these attempts easier, some volunteers even took the initiative to help order meatless meals for their neighbours and colleagues.



慈濟
大愛安親班

慈濟
大愛安親班

欣賞他人
即是尊重自己
To appreciate others is to dignify ourselves.

知福再造福



LET'S GO
PLANT-BASED

【蔬食X生活 Veg Forward】
<https://vegforward.tzuchi.org.sg>

TRANSFORMING OUR LIFESTYLE

To better promote the adoption of meatless diet, Tzu Chi launched **Veg Forward**, a programme to change the stereotypical thinking many people hold about vegetarian food, such as calling the diet nutritionally imbalanced, too bland and inconvenient. For this purpose, a website was created to regularly share a series of short clips and other useful contents. At the same time, the programme has received encouraging responses with more than 100 vegetarian food catering outlets and some offering good discounts to encourage more people switch to meatless diet. After the gradual lifting of Circuit Breaker measures, volunteers from different backgrounds were invited to introduce local vegetarian outlets in 58 episodes through Facebook live broadcast.

The dissemination of correct information and positive messages is particularly important during the pandemic. In the early stage of Circuit Breaker, Tzu Chi had also launched a one-stop microsite with themes related to pandemic prevention. The microsite timely compiled and presented the timeline of our pandemic prevention efforts, personal hygiene information, heart-warming stories, and motivational dharma teachings as well as calming music.



【蔬食X生活 Veg Forward】Where To series
<https://vegforward.tzuchi.org.sg/en/where-to/>



【蔬食X生活 Veg Forward】How To series
<https://vegforward.tzuchi.org.sg/en/how-to/>



【蔬食X生活 Veg Forward】Recipes series
<https://vegforward.tzuchi.org.sg/en/recipes/>



STAY STRONG, STAY CONNECTED

To prevent the spread of COVID-19, countries have resorted to border control. Travellers from overseas needed to make prior applications and comply with a 14-day quarantine period upon arrival. However, transnational assistance during the pandemic had not been deterred by hurdles brought about by strict restrictions. Tzu Chi had overcome challenges to be part of two transnational rescue operations to save lives.

When COVID-19 first emerged in Singapore, there was a shortage of surgical masks in the market. In February, Tzu Chi Foundation (Singapore) received 10,000 surgical masks from Tzu Chi Indonesia⁽¹⁾. These masks were then distributed to our medical professionals and long-term care recipients. Many care recipients were not able to leave their home to purchase masks. These masks were given to them in time and helped protect the safety of the vulnerable group.



To prevent the spread of COVID-19, countries have resorted to

border control **14-DAY** quarantine



Tzu Chi Foundation (Singapore) had overcome challenges to be part of two transnational rescue operations to save lives.

IMPORTED

10,000⁽¹⁾

surgical masks and distributed them to medical professionals and long-term care recipients in Tzu Chi.

HIGHLIGHTS OF THE YEAR

STAY STRONG, STAY CONNECTED



Malaysia entered into a Movement Control Order in mid-March. Unable to cross the border in time, a Singaporean dialysis patient became stranded in Johor. As a foreigner in Malaysia, he had no access to dialysis treatment and his health condition deteriorated as the days went by. Upon receiving the call for help, Tzu Chi employees in Johor Bahru and Singapore made dozens of phone calls to finally transport the patient back to Singapore for his regular dialysis treatments in early April. This was the first case of medical evacuation after the borders of Singapore and Malaysia were shut.

In May, a Singaporean leukaemia patient successfully received bone marrow from a Taiwanese donor. Complying with safety measures, Taiwan accepted a chartered flight for the first time through non-entry transit, completing a world pioneering initiative. Back in 2019, under the recommendation of Tzu Chi, the patient contacted Buddhist Tzu Chi Stem Cells Center in Hualien, and the pairing was successful, which then led to an international delivery of a bone marrow amid a pandemic.

Transnational rescue involves a great degree of coordination, especially during a pandemic. Although the aid recipients of these two cross-border rescue missions are not our long-term care recipients, their lives are equally priceless, and Tzu Chi did its best to complete the arduous missions.





HIGHLIGHTS OF THE YEAR

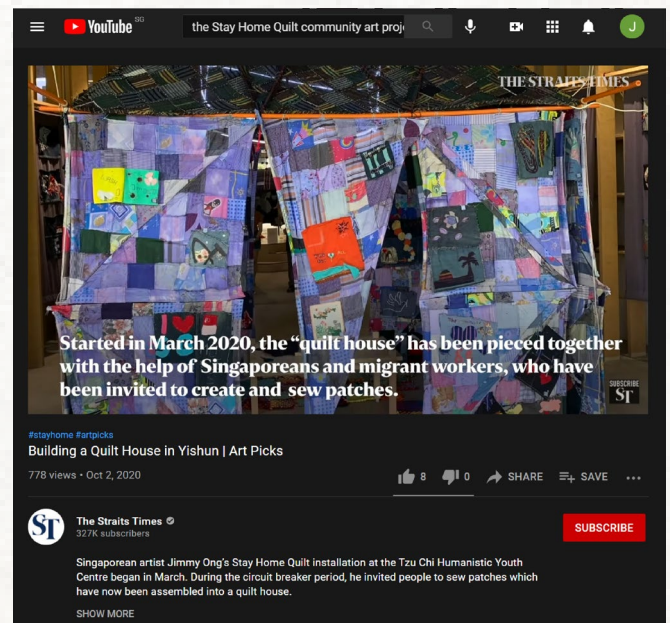
MEDIA COVERAGE



Shortly after the outbreak of COVID-19 in 2020, a microsite was set up to keep members of the public updated about Tzu Chi pandemic relief project and, share the outcome of its initiatives, as well as touching stories. Not only are the published stories and information circulated among Tzu Chi volunteers and members, they have also gained the attention of mainstream media. There was a total of 62 media reports on the efforts in 2020, more than double the figure in 2019⁽¹⁾. Among them, the “Stay Home Quilt” community art project was reported by CNA and other major local and foreign media in four official languages. The topic on the care and support for migrant workers was reported 22 times, demonstrating the high level of attention paid by the Singapore media to the migrant worker community⁽²⁾.

In 2020, Tzu Chi had also worked with TCnews, our Taiwanese counterpart, to submit news articles to media agencies such as Taiwan Reports, Yahoo, Yam, Sina, Line Today and websites with high traffic.

The relief efforts of Tzu Chi were widely recognised during the pandemic. This was shown when the Foundation was invited by the local Chinese press “Lian He Zao Bao” to participate in its annual “Word of the Year” project. Among the ten shortlisted Chinese characters, Tzu Chi was invited to interpret the word “disaster” with Tzu Chi philosophy of humanitarian relief and the positive connotation of “the Great Lesson” described by Master Shih Cheng Yen.



字述一年：灾

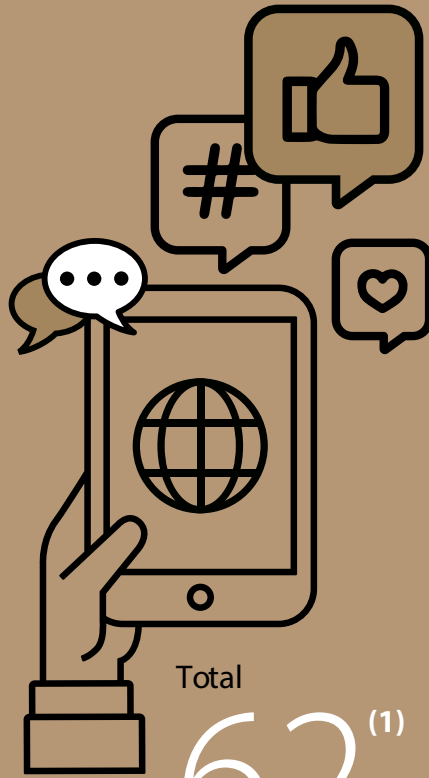
来自 / 联合早报
文 / 郭思满 剪辑 / 陈重仁 摄影 / 林泽悦 编导 / 李庆海
发布 / 2020年11月30日 3:30 AM

马庆华
佛教慈济慈善事业基金会（新加坡）
志工会务发展室主任

疫情期间 我参加了几项赈灾的活动

字体大小: 小 中 大

灾，占据了2020年，一整年没有停歇。叫人不安的是，今年各种灾难规模之大、历时之久、影响之广，不停刷新以往的纪录。



Total

62⁽¹⁾

media reports on
Tzu Chi in 2020

care and support
for migrant workers

22⁽²⁾

Times

HIGHLIGHTS OF THE YEAR

APPRECIATION TO OUR PARTNERS

In times of a pandemic, we grow stronger by working together. We could not be more grateful for the dedication of our partners in supporting Tzu Chi Foundation (Singapore) to serve our local community during critical times.

A

A Good Space
Agency of Integrated Care
Assurance Technology Pte Ltd

B

Bhumi Lifestyle Singapore
Bukit Batok Residents' Committee Zone 9
Bye Bye Plastic Bags Philippines

C

Circular Asia
CYC Company Pte Ltd

D

Datians Consultants Pte Ltd

E

Esse Pi Pte Ltd

F

Fei Yue Community Services

G

Ghifari Event Management
Greenery Recycle Trading
Ground-Up Initiative

H

Happiness Initiative
Hock Soon Recycling Management Pte Ltd

I

InnoQuest (Innovative)

J

Jet San General Services
Jimmy Ong, Artist
Jing Si Books and Café
JTC Corporation

K

Khoo Teck Puat Hospital
Kim Hwa Textile Pte Ltd

L

Lien Foundation

M

Maybank Singapore Limited
Migrant Workers Centre
Mummy Yummy

N

Nanyang Residents' Committee Zone 3
Nee Soon GRC
National University Health System

O

One Maker Group

P

PulseSync Pte Ltd
Playground Studio
P&R Resource Management Pte Ltd

R

Real Food Singapore
Resorts World Sentosa

S

Starlight Recycling Pte Ltd
SG Bono
Singapore Environment Council
Singapore Food Agency
Singapore Poly Group
Sing Huat Ming Electronics Pte Ltd
SingPost
St Luke's Hospital
S4S Technologies

T

Tay Paper Recycling Pte Ltd
TG Trading and Construction
TS Three Pte Ltd

U

United Nations Development Programme

W

Wei Huat Trading

Z

Zytrek Pte Ltd

No

3Pumpkins Community Arts Lab

**And many many more out there...
Thank you once again!**



Donate to Support Our Charitable Effort

We have been through a challenging pandemic year,
but remained safe and healthy.

Let us share our blessing with the people around us
and keep the support going strong by showing
our love and kindness.

Your donation will support Tzu Chi Foundation (Singapore)
to serve the needy with the following:

- › Local charity programmes
 - › Medical services
- › Promotion of humanistic culture and education programmes
- › COVID-19 related projects and operating costs

Donate via GIVING.SG



www.giving.sg/tzu-chi-foundation-singapore

Donate via GIVE.ASIA



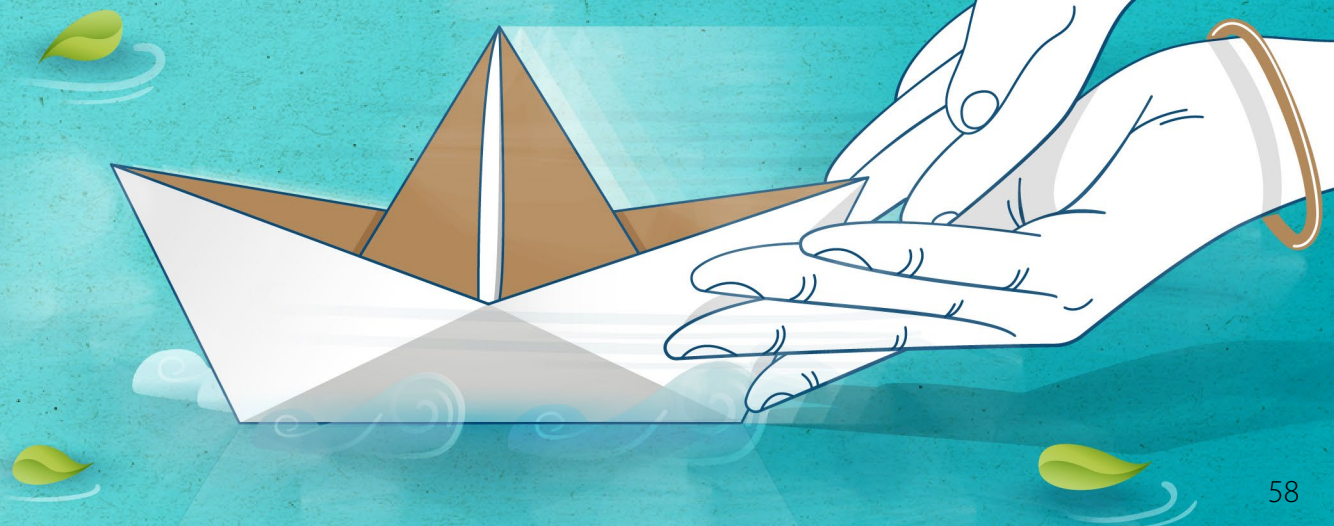
tzuchi.give.asia

Other ways of donation



www.tzuchi.org.sg/en/donate

*All donations made to the Foundation are eligible for IRAS tax deduction of 2.5 times the amount donated.
To obtain a tax deduction, please provide us your full name in English, identification number (NRIC/FIN/UEN), and address.



BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

(Unique Entity No: S93SS0148C)

(Registered under the Charities Act, Chapter 37 and Societies Act, Chapter 311)

Statement by Directors and Financial Statements

Year Ended 31 December 2020

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement by Directors

In the opinion of the directors,

- (a) the accompanying financial statements are drawn up so as to present fairly, in all material respects, the state of affairs of Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (the "Foundation") as at 31 December 2020 and of the results, changes in accumulated funds and cash flows of the Foundation for the reporting year then ended; and
- (b) at the date of this statement there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

The board of directors approved and authorised these financial statements for issue.

On behalf of the directors

Ms Toh Kim Kiat
President

Mr Chee Kim Huei
Honorary Treasurer

Ms Yan Su Yuan
Honorary Secretary

Singapore

11 June 2021

Independent Auditor's Report to the Members of Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)

Report on the financial statements

Opinion

We have audited the accompanying financial statements of Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (the "Foundation"), which comprise the statement of financial position as at 31 December 2020, and the statement of financial activities, statement of changes in accumulated funds and statement of cash flows for the reporting year then ended, and notes to the financial statements, including the significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Act), Charities Act, Chapter 37 and other relevant regulations (the Charities Act and Regulations) and the Financial Reporting Standards (FRSs) so as to present fairly, in all material respects, the state of affairs of the Foundation as at 31 December 2020 and of the results, changes in accumulated funds and cash flows of the Foundation for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Foundation in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Independent Auditor's Report to the Members of the Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)

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Other information (cont'd)

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, Charities Act and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

Independent Auditor's Report to the Members of The Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)

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Auditor's responsibilities for the audit of the financial statements (cont'd)

- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other legal and regulatory requirements

In our opinion,

- (a) The accounting and other records required to be kept by the Foundation have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) The fund-raising appeals held during the reporting year has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

Independent Auditor's Report to the Members of The Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)

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Report on other legal and regulatory requirements (cont'd)

During the course of our audit, nothing has come to our attention that causes us to believe that during the reporting year:

- (a) the Foundation has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institution of a Public Character) Regulations; and
- (b) the Foundation has not complied with the requirements of Regulation 15 of the Charities (Institution of a Public Character) Regulations.

RSM Chio Lim LLP

Public Accountants and
Chartered Accountants
Singapore

Partner-in-charge of audit: Goh Swee Hong
Effective from year ended 31 December 2018

11 June 2021

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities For the Reporting Year Ended 31 December 2020

	Restricted funds															
	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	IngoT PCC Fund	Home Care Fund	Local Building Fund	Covid Fund	Other Fund	SEEN Outreach Programme	President's Challenge	Sub-total	Total
INCOMING RESOURCES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Voluntary income	9,463,143	-	9,463,143	-	-	-	-	-	-	-	-	-	-	-	-	9,463,143
Charitable activities income	5,127,520	-	5,127,520	-	-	-	-	-	-	-	-	-	-	-	-	5,127,520
Funds generating activities	807,899	-	807,899	-	-	-	-	-	-	-	-	-	-	-	-	807,899
Interest income	258,808	-	258,808	-	-	-	-	-	-	28,748	-	-	-	-	28,748	287,556
Sundry income	698,142	-	698,142	-	-	-	-	-	-	-	-	-	-	-	-	698,142
Government grant	1,011,425	-	1,011,425	330,707	188,798	-	-	-	-	-	-	-	120,000	-	639,505	1,650,930
Other funding	-	-	-	-	-	-	3,000	-	-	-	30,000	30,159	-	122,760	185,919	185,919
Amortisation of deferred capital grants	8,321	362,824	371,145	139,941	-	-	-	-	-	-	-	-	-	-	139,941	511,086
Total incoming resources	17,375,258	362,824	17,738,082	470,648	188,798	-	3,000	-	-	28,748	30,000	30,159	120,000	122,760	994,113	18,732,195

A further analysis of the above items is presented in the supplementary schedules.

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities (cont'd) For the Reporting Year Ended 31 December 2020

	Unrestricted funds		Restricted funds													
	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Covid Fund	Other Fund	SEEN Outreach Programme	President's Challenge	Sub-total	Total
RESOURCES EXPENDED	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Costs of generating voluntary income: fund raising	567,130	-	567,130	-	-	-	-	-	-	-	-	-	-	-	-	567,130
Costs of charitable activities: welfare services, homeware support expenses and cultural activities	11,507,561	38,258	11,545,819	470,648	152,170	55,721	3,000	28,000	-	-	30,000	21,009	120,000	37,892	918,440	12,464,259
Administrative costs	2,434,322	324,566	2,758,888	-	-	-	-	-	-	68,896	-	-	-	-	68,896	2,827,784
Total resources expended	14,509,013	362,824	14,871,837	470,648	152,170	55,721	3,000	28,000	-	68,896	30,000	21,009	120,000	37,892	987,336	15,859,173
Surplus / (deficit) for the reporting year	2,866,245	-	2,866,245	-	36,628	(55,721)	-	(28,000)	-	(40,148)	-	9,150	-	84,868	6,777	2,873,022
Balance at 1 January 2020	20,790,128	-	20,790,128	-	1,717	443,506	-	126,867	1,800,000	3,130,558	-	-	-	-	5,502,648	26,292,776
Balance at 31 December 2020	23,656,373	-	23,656,373	-	38,345	387,785	-	98,867	1,800,000	3,090,410	-	9,150	-	84,868	5,509,425	29,165,798

A further analysis of the above items is presented in the supplementary schedules.

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

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities (cont'd) For the Reporting Year Ended 31 December 2020

	Unrestricted funds						Restricted funds							
	General Fund	Local Relief Fund	Charity Development Fund	Designated Fund	Sub-total		Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Sub-total	Total
INCOMING RESOURCES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Voluntary income	-	-	7,907,454	-	7,907,454	-	-	-	-	-	-	-	-	7,907,454
Charitable activities income	-	-	4,605,497	-	4,605,497	-	-	-	-	-	-	-	-	4,605,497
Funds generating activities	-	-	388,992	-	388,992	-	-	-	-	-	-	-	-	388,992
Interest income	-	-	296,738	-	296,738	-	-	-	-	-	49,238	-	49,238	345,976
Sundry income	-	-	272,759	-	272,759	-	-	-	-	-	-	-	-	272,759
Government grant	-	-	66,895	-	66,895	368,813	47,199	-	-	-	-	-	416,012	482,907
Other funding	-	-	-	-	-	-	-	-	260,000	-	-	-	260,000	260,000
Amortisation of deferred capital grants	-	-	18,866	377,952	396,818	34,493	-	-	-	-	-	-	34,493	431,311
Total incoming resources	-	-	13,557,201	377,952	13,935,153	403,306	47,199	260,000	-	-	49,238	-	759,743	14,694,896
RESOURCES EXPENDED														
Costs of generating voluntary income: fund raising	-	-	289,693	-	289,693	-	-	-	-	-	-	-	-	289,693
Costs of charitable activities: welfare services, homeware support expenses and cultural activities	-	-	9,559,332	53,386	9,612,718	403,306	45,482	27,494	13,133	-	-	-	489,415	10,102,133
Administrative costs	-	-	2,370,426	324,566	2,694,992	-	-	-	-	-	70,203	-	70,203	2,765,195
Total resources expended	-	-	12,219,451	377,952	12,597,403	403,306	45,482	27,494	13,133	-	70,203	-	559,618	13,157,021
Surplus / (deficit) for the reporting year	-	-	1,337,750	-	1,337,750	-	1,717	232,506	(13,133)	-	(20,965)	-	200,125	1,537,875
Balance at 1 January 2019	8,912,617	10,539,761	-	-	19,452,378	-	-	211,000	140,000	1,800,000	3,151,523	5,302,523	24,754,901	
Transfer of funds	(8,912,617)	(10,539,761)	19,452,378	-	-	-	-	-	-	-	-	-	-	-
Balance at 31 December 2019	-	-	20,790,128	-	20,790,128	-	1,717	443,506	126,867	1,800,000	3,130,558	5,502,648	26,292,776	

A further analysis of the above items is presented in the supplementary schedules.

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

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Position As at 31 December 2020

	Notes	2020 \$	2019 \$
Assets			
Non-current assets			
Plant and equipment	8	6,076,344	7,128,745
Right-of-use assets	9	2,270,588	2,696,629
Other financial assets – amortised cost	10	12,273,260	–
Other non-financial assets	11	550,000	600,000
Total non-current assets		21,170,192	10,425,374
Current assets			
Inventories	12	98,848	76,622
Trade and other receivables	13	390,738	730,536
Other non-financial assets	11	782,809	488,644
Cash and cash equivalents	14	13,653,950	22,853,052
Total current assets		14,926,345	24,148,854
Non-current liabilities			
Lease liabilities	15	1,170,353	1,570,598
Provisions	16	513,242	496,440
Total non-current liabilities		1,683,595	2,067,038
Current liabilities			
Trade and other payables	17	1,223,549	1,446,437
Other non-financial liabilities	18	3,040,720	3,811,783
Lease liabilities	15	982,875	956,194
Total current liabilities		5,247,144	6,214,414
Net assets		29,165,798	26,292,776
The accumulated funds of the Foundation			
Unrestricted funds			
Charity development fund	19	23,656,373	20,790,128
Total unrestricted fund		23,656,373	20,790,128
Restricted funds			
Tote Board Community Healthcare Fund	19	38,345	1,717
Gym Tonic fund	19	387,785	443,506
IngoT PCC fund	19	98,867	126,867
Home Care fund	19	1,800,000	1,800,000
Local building fund	19	3,090,410	3,130,558
Other fund	19	9,150	–
President's Challenge	19	84,868	–
Total restricted funds		5,509,425	5,502,648
Total accumulated funds		29,165,798	26,292,776

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

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

**Statement of Changes in Accumulated Funds
For the Reporting Year Ended 31 December 2020**

	2020	2019
	\$	\$
Balance at beginning of the year	26,292,776	24,754,901
Net surplus for the reporting year	<u>2,873,022</u>	<u>1,537,875</u>
Balance at end of the year	<u>29,165,798</u>	<u><u>26,292,776</u></u>

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Cash Flows For the Reporting Year Ended 31 December 2020

	2020 \$	2019 \$
<u>Cash flows from operating activities</u>		
Surplus for the reporting year	2,873,022	1,537,875
Adjustments for:		
Depreciation of plant and equipment	1,803,335	1,003,068
Depreciation of right of use assets	1,306,268	842,161
Amortisation of deferred capital grants	(511,086)	(431,311)
Losses on disposal of plant and equipment	14,756	48,334
Gifts in kind received	–	(44,934)
Interest income	(287,556)	(345,976)
Interest expense	133,875	119,413
Operating cash flow before changes in working capital	5,332,614	2,728,630
Inventories	(22,226)	1,637
Trade and other receivables	259,999	172,073
Other non-financial assets	(244,165)	(318,041)
Trade and other payables	(222,888)	666,388
Other non-financial liabilities	(259,977)	2,604,785
Net cash flows from operating activities	4,843,357	5,855,472
<u>Cash flows from investing activities</u>		
Purchase of plant and equipment (Note 8)	(793,113)	(5,467,217)
Purchase of bonds (Note 10)	(12,273,260)	–
Interest income received	367,355	362,809
Net cash flows used in investing activities	(12,699,018)	(5,104,408)
<u>Cash flows from financing activities</u>		
Interest paid	(133,875)	(119,413)
Lease liabilities – principal portion paid	(1,209,566)	(630,673)
Net cash flows used in investing activities	(1,343,441)	(750,086)
Net (decrease)/increase in cash and cash equivalent	(9,199,102)	978
Cash and cash equivalents, beginning balance	22,853,052	22,852,074
Cash and cash equivalents, ending balance (Note 14)	13,653,950	22,853,052

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

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020

	Unrestricted funds		Restricted funds											Total			
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Covid Fund	Other Fund		SEEN Outreach Programme	President's Challenge	Sub-total
2020:		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOMING RESOURCES																	
Voluntary income																	
Tax deductible donations	4	8,220,062	-	8,220,062	-	-	-	-	-	-	-	-	-	-	-	-	8,220,062
Tax deductible donations (Save for a good cause)	4	30,970	-	30,970	-	-	-	-	-	-	-	-	-	-	-	-	30,970
Non-tax deductible donations		901,976	-	901,976	-	-	-	-	-	-	-	-	-	-	-	-	901,976
Non-tax deductible donations (Save for a good cause)		310,135	-	310,135	-	-	-	-	-	-	-	-	-	-	-	-	310,135
		9,463,143	-	9,463,143	-	-	-	-	-	-	-	-	-	-	-	-	9,463,143
Charitable income																	
Children and youth classes		1,938,025	-	1,938,025	-	-	-	-	-	-	-	-	-	-	-	-	1,938,025
Continuing education center		49,442	-	49,442	-	-	-	-	-	-	-	-	-	-	-	-	49,442
Sales of recycle items		25,480	-	25,480	-	-	-	-	-	-	-	-	-	-	-	-	25,480
Free clinic, rehabilitation, and other clinic services		1,994,046	-	1,994,046	-	-	-	-	-	-	-	-	-	-	-	-	1,994,046
ILTC – MOH – subvented home medical, nursing, therapy		885,048	-	885,048	-	-	-	-	-	-	-	-	-	-	-	-	885,048
Community care services		18,985	-	18,985	-	-	-	-	-	-	-	-	-	-	-	-	18,985
Youth activity center		216,494	-	216,494	-	-	-	-	-	-	-	-	-	-	-	-	216,494
		5,127,520	-	5,127,520	-	-	-	-	-	-	-	-	-	-	-	-	5,127,520
Funds generating activities																	
Placement of donation boxes		90,034	-	90,034	-	-	-	-	-	-	-	-	-	-	-	-	90,034
Charity Fair		717,865	-	717,865	-	-	-	-	-	-	-	-	-	-	-	-	717,865
		807,899	-	807,899	-	-	-	-	-	-	-	-	-	-	-	-	807,899

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

	Unrestricted funds										Restricted funds									
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Covid Fund	Other Fund	SEEN Outreach Programme	President's Challenge	Sub-total	Total			
INCOMING RESOURCES (cont'd)																				
Others		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$			
Interest income		258,808	-	258,808	-	-	-	-	-	28,748	-	-	-	-	-	28,748	287,556			
Sundry income		698,142 (a)	-	698,142	-	-	-	-	-	-	-	-	-	-	-	-	698,142			
Government grant		1,011,425 (b)	-	1,011,425	330,707	188,798	-	-	-	-	-	-	-	120,000	-	639,505	1,650,930			
Other funding		-	-	-	-	-	-	-	-	-	-	30,000	30,159	-	122,760	185,919	185,919			
Amortisation of deferred capital grants		8,321	362,824	371,145	139,941	-	-	-	-	-	-	-	-	-	-	139,941	511,086			
		1,976,696	362,824	2,339,520	470,648	188,798	-	3,000	-	28,748	30,000	30,159	120,000	122,760	994,113	3,333,633				
Total incoming resources		17,375,258	362,824	17,738,082	470,648	188,798	-	3,000	-	28,748	30,000	30,159	120,000	122,760	994,113	18,732,195				
RESOURCES EXPENDED																				
Cost of generating voluntary income: fund raising																				
Save for a Good Cause		2,051	-	2,051	-	-	-	-	-	-	-	-	-	-	-	-	2,051			
Placement of donation boxes		51	-	51	-	-	-	-	-	-	-	-	-	-	-	-	51			
Charity Fair Expenses		337,490	-	337,490	-	-	-	-	-	-	-	-	-	-	-	-	337,490			
Recycling activities		98,045	-	98,045	-	-	-	-	-	-	-	-	-	-	-	-	98,045			
Recycling activities - depreciation		11,292	-	11,292	-	-	-	-	-	-	-	-	-	-	-	-	11,292			
Recycling activities - depreciation right of use assets		112,662	-	112,662	-	-	-	-	-	-	-	-	-	-	-	-	112,662			
Recycling activities – lease interest		5,539	-	5,539	-	-	-	-	-	-	-	-	-	-	-	-	5,539			
		567,130	-	567,130	-	-	-	-	-	-	-	-	-	-	-	-	567,130			

(a) Includes amount of \$383,604 for rental concession income.

(b) Includes amount of \$967,649 received from Jobs Support Scheme, the purpose of the Job Support Scheme is to provide wage support to employers to help them retain their local employees during this period of economic uncertainty amid Covid-19 for 17 months from April 2020 to August 2021.

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

	Unrestricted funds		Restricted funds										Sub-total	Total		
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Covid Fund			Other Fund	SEEN Outreach Programme
2020:		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RESOURCES EXPENDED (cont'd)																
Costs of charitable activities: Welfare services and homocare support expenses and cultural activities		972,197	-	972,197	-	-	-	-	-	-	-	-	-	-	6,573	978,770
Programme for the needy families		1,639,894	-	1,639,894	-	-	-	-	-	-	-	-	-	-	31,319	1,671,213
Programme for the medical treatments		102,367	-	102,367	-	-	-	-	-	-	-	30,000	21,009	-	-	156,376
Covid-19 Pandemic programmes		2,810,901	-	2,810,901	-	-	-	-	-	-	-	-	-	-	-	2,810,901
Free clinics, rehabilitation, and other clinic services		1,088,124	-	1,088,124	-	-	-	-	-	-	-	-	-	-	-	1,088,124
ILTC – MOH – subvented home medical, nursing, therapy and palliative care services		3,520	-	3,520	-	-	-	-	-	-	-	-	-	-	-	3,520
ILTC – MOH – subvented home medical, nursing, therapy and palliative care services - depreciation		1,100,607	38,258	1,138,865	139,941	534	37,990	-	28,000	-	-	-	-	-	-	1,345,330
Depreciation		1,106,284	-	1,106,284	-	-	-	-	-	-	-	-	-	-	-	1,106,284
Depreciation – right of use assets		100,951	-	100,951	-	-	-	-	-	-	-	-	-	-	-	100,951
Lease interest expense		1,964,851	-	1,964,851	-	-	-	-	-	-	-	-	-	-	-	1,964,851
Children and youth classes		51,535	-	51,535	-	-	-	-	-	-	-	-	-	-	-	51,535
Continuing education center		3,267	-	3,267	330,707	151,636	17,731	-	-	-	-	-	-	120,000	-	623,341
Community care services		487,322	-	487,322	-	-	-	-	-	-	-	-	-	-	-	487,322
Youth activity center		3,200	-	3,200	-	-	-	-	-	-	-	-	-	-	-	3,200
Volunteer training		72,541	-	72,541	-	-	-	-	-	-	-	-	-	-	-	72,541
Humanistic culture		11,507,561	38,258	11,545,819	470,648	152,170	55,721	3,000	28,000	-	-	30,000	21,009	120,000	37,892	12,464,259

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

	Unrestricted funds		Restricted funds														
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Community Healthcare Fund	GYM Tonic Fund	NCSS Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund	Covid Fund	Other Fund	Outreach Programme	President's Challenge	Sub-total	Total
2020:		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RESOURCES EXPENDED (cont'd)																	
Administrative costs																	
Depreciation		118,627	324,566	443,193	-	-	-	-	-	-	-	-	-	-	-	-	443,193
Depreciation – right of use assets		41,570	-	41,570	-	-	-	-	-	45,752	-	-	-	-	-	45,752	87,322
Other social activities		653,131	-	653,131	-	-	-	-	-	-	-	-	-	-	-	-	653,131
Other operating expenses	5	1,616,753	-	1,616,753	-	-	-	-	-	-	-	-	-	-	-	-	1,616,753
Lease interest expense		4,241	-	4,241	-	-	-	-	-	23,144	-	-	-	-	-	23,144	27,385
		2,434,322	324,566	2,758,888	-	-	-	-	-	68,896	-	-	-	-	-	68,896	2,827,784
Total resources expended		14,509,013	362,824	14,871,837	470,648	152,170	55,721	3,000	28,000	-	68,896	30,000	21,009	120,000	37,892	987,338	15,859,173

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

	Unrestricted funds		Restricted funds							Total		
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Healthcare Fund	GYM Tonic Fund	Ingot PCC Fund	Home Care Fund		Local Building Fund	Sub-total
INCOMING RESOURCES												
<u>Voluntary income</u>												
Tax deductible donations	4	6,485,210	–	6,485,210	–	–	–	–	–	–	–	6,485,210
Tax deductible donations (Save for a good cause)	4	54,733	–	54,733	–	–	–	–	–	–	–	54,733
Non-tax deductible donations		900,669	–	900,669	–	–	–	–	–	–	–	900,669
Non-tax deductible donations (Save for a good cause)		466,842	–	466,842	–	–	–	–	–	–	–	466,842
		7,907,454	–	7,907,454	–	–	–	–	–	–	–	7,907,454
<u>Charitable income</u>												
Children and youth classes		1,653,174	–	1,653,174	–	–	–	–	–	–	–	1,653,174
Continuing education center		105,254	–	105,254	–	–	–	–	–	–	–	105,254
Sales of recycle items		115,612	–	115,612	–	–	–	–	–	–	–	115,612
Donated assets		44,934	–	44,934	–	–	–	–	–	–	–	44,934
Free clinics, rehabilitation, and other clinic services		1,928,384	–	1,928,384	–	–	–	–	–	–	–	1,928,384
ILTC – MOH – subvented home medical, nursing, therapy and palliative care services		651,777	–	651,777	–	–	–	–	–	–	–	651,777
Community care services		8,598	–	8,598	–	–	–	–	–	–	–	8,598
Youth activity center		97,764	–	97,764	–	–	–	–	–	–	–	97,764
		4,605,497	–	4,605,497	–	–	–	–	–	–	–	4,605,497
<u>Funds generating activities</u>												
Flag Day		92,196	–	92,196	–	–	–	–	–	–	–	92,196
Placement of donation boxes		68,746	–	68,746	–	–	–	–	–	–	–	68,746
Musical shows		228,050	–	228,050	–	–	–	–	–	–	–	228,050
		388,992	–	388,992	–	–	–	–	–	–	–	388,992

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

	Unrestricted funds		Restricted funds							Total		
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Healthcare Fund	GYM Tonic Fund	IngoT.PCC Fund	Home Care Fund		Local Building Fund	Sub-total
INCOMING RESOURCES (cont'd)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Others												
Interest income		296,738	–	296,738	–	–	–	–	–	49,238	49,238	345,976
Sundry income		272,759	–	272,759	–	–	–	–	–	–	–	272,759
Government grant		66,895	–	66,895	368,813	47,199	–	–	–	–	416,012	482,907
Other funding		–	–	–	–	–	260,000	–	–	–	260,000	260,000
Amortisation of deferred capital grants		18,866	377,952	396,818	34,493	–	–	–	–	–	34,493	431,311
		655,258	377,952	1,033,210	403,306	47,199	260,000	–	–	49,238	759,743	1,792,953
Total incoming resources		13,557,201	377,952	13,935,153	403,306	47,199	260,000	–	–	49,238	759,743	14,694,896
RESOURCES EXPENDED												
Cost of generating voluntary income: fund raising												
Save for a Good Cause		5,204	–	5,204	–	–	–	–	–	–	–	5,204
Placement of donation boxes		1,053	–	1,053	–	–	–	–	–	–	–	1,053
Flag Day		3,384	–	3,384	–	–	–	–	–	–	–	3,384
Musical shows		48,934	–	48,934	–	–	–	–	–	–	–	48,934
Recycling activities		136,685	–	136,685	–	–	–	–	–	–	–	136,685
Recycling activities - depreciation		1,186	–	1,186	–	–	–	–	–	–	–	1,186
Recycling activities - depreciation right of use assets		85,196	–	85,196	–	–	–	–	–	–	–	85,196
Recycling activities – lease interest		8,051	–	8,051	–	–	–	–	–	–	–	8,051
		289,693	–	289,693	–	–	–	–	–	–	–	289,693

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

2019:	Unrestricted funds				Restricted funds						Total	
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Healthcare Fund	GYM Tonic Fund	Ingot PCC Fund	Home Care Fund	Local Building Fund		Sub-total
RESOURCES EXPENDED (cont'd)												
Costs of charitable activities: Welfare services and homeware support expenses and cultural activities												
Programme for the needy families		1,234,883	–	1,234,883	–	–	–	–	–	–	–	1,234,883
Programme for the medical treatments		1,469,387	–	1,469,387	–	–	–	–	–	–	–	1,469,387
Seed of hope programmes		64,997	–	64,997	–	–	–	–	–	–	–	64,997
Free clinics, rehabilitation, and other clinic services		2,523,468	–	2,523,468	–	–	–	–	–	–	–	2,523,468
ILTC – MOH – subvented home medical, nursing, therapy and palliative care services		832,563	–	832,563	–	–	–	–	–	–	–	832,563
ILTC – MOH – subvented home medical, nursing, therapy and palliative care services - depreciation		3,520	–	3,520	–	–	–	–	–	–	–	3,520
Depreciation		424,055	53,386	477,441	34,493	89	14,709	13,133	–	–	62,424	539,865
Depreciation – right of use assets		673,282	–	673,282	–	–	–	–	–	–	–	673,282
Lease interest expense		81,638	–	81,638	–	–	–	–	–	–	–	81,638
Bursary scheme		143,296	–	143,296	–	–	–	–	–	–	–	143,296
Children and youth classes		1,532,983	–	1,532,983	–	–	–	–	–	–	–	1,532,983
Continuing education center		81,953	–	81,953	–	–	–	–	–	–	–	81,953
Community care services		62,899	–	62,899	368,813	45,393	12,785	–	–	–	426,991	489,890
Youth activity center		342,236	–	342,236	–	–	–	–	–	–	–	342,236
Volunteer training		16,222	–	16,222	–	–	–	–	–	–	–	16,222
Humanistic culture		71,950	–	71,950	–	–	–	–	–	–	–	71,950
		9,559,332	53,386	9,612,718	403,306	45,482	27,494	13,133	–	–	489,415	10,102,133

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Statement of Financial Activities – Supplementary Schedules For the Reporting Year Ended 2020 (cont'd)

2019:	Unrestricted funds		Restricted funds							Total		
	Notes	Charity Development Fund	Designated Fund	Sub-total	Community Silver Trust Fund	Tote Board Healthcare Fund	GYM Tonic Fund	IngoT.PCC Fund	Home Care Fund		Local Building Fund	Sub-total
RESOURCES EXPENDED (cont'd)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Administrative costs												
Depreciation		133,931	324,566	458,497	–	–	–	–	–	–	–	458,497
Depreciation – right of use assets		37,930	–	37,930	–	–	–	–	–	45,753	45,753	83,683
Other social activities		519,884	–	519,884	–	–	–	–	–	–	–	519,884
Other operating expenses	5	1,673,407	–	1,673,407	–	–	–	–	–	–	–	1,673,407
Lease interest expense		5,274	–	5,274	–	–	–	–	–	24,450	24,450	29,724
		2,370,426	324,566	2,694,992	–	–	–	–	–	70,203	70,203	2,765,195
Total resources expended		12,219,451	377,952	12,597,403	403,306	45,482	27,494	13,133	–	70,203	559,618	13,157,021

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

Notes to the Financial Statements

31 December 2020

1. General

Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (the "Foundation") is a society registered in Singapore under the Societies Act, Chapter 311, on 20 September 1993.

The Foundation is a charity registered under the Charities Act, Chapter 37, with approved Institution of a Public Character ("IPC") status. The renewed IPC status is for a period of three years from 1 March 2019 to 28 February 2022.

The principal objectives of the Foundation are to promote the spirit of compassion and unselfish giving as well as peaceful and equitable love, through missions and activities of charity, medical treatment, educational development and cultural promotion to the needy.

The registered office address is 9 Elias Road, Singapore 519937. The Foundation is registered and situated in Singapore.

The financial statements are presented in Singapore dollars. The financial statements were approved and authorised for issue by the directors on the date indicated in the statement by directors.

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.

Covid-19 pandemic

Management has reviewed the estimated potential impact and plausible downside scenarios, along with its responses as a result of the Covid-19 pandemic. No material uncertainties were identified in connection with the reporting entity's ability to continue in operational existence for the foreseeable future.

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Financial Reporting Standards ("FRSs") and the related interpretations to FRS ("INT FRS") as issued by the Singapore Accounting Standards Council. They are in compliance with the provisions of the Companies Act, Chapter 50. The Foundation is also subject to the provisions of the Charities Act, Chapter 37.

Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

1. General (cont'd)

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates.

The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the Foundation's accounting policies. The areas requiring management's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

2. Significant accounting policies and other explanatory information

2A. Significant accounting policies

Income and revenue recognition

The financial reporting standard on revenue from contracts with customers establishes a five-step model to account for revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which the entity expects to be entitled in exchange for transferring goods or services to a customer (which excludes estimates of variable consideration that are subject to constraints, such as changes to the transaction price arising from modifications), net of any related sales taxes and excluding any amounts collected on behalf of third parties. An asset (goods or services) is transferred when or as the customer obtains control of that asset. As a practical expedient the effects of any significant financing component is not adjusted if the payment for the good or service will be within one year.

(i) *Donations and corporate cash sponsorships*

Income from donations and corporate cash sponsorships are accounted for when received, except for committed donations and corporate cash sponsorships that are recorded when the commitments are signed. Such income is only deferred when: the donor specifies that the grant or donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the fund has unconditional entitlement.

(ii) *Fund raising*

Income from special event is recognised when the event takes place.

(iii) *Sale of goods*

Revenue is recognised at a point in time when the performance obligation is satisfied by transferring a promised good or service to the customer. Control of the goods is transferred to the customer, generally on delivery of the goods (in this respect, incoterms are considered).

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

(iv) *Revenue from rendering services*

Revenue from service orders and term projects is recognised when the entity satisfies the performance obligation at a point in time generally when the significant acts have been completed and when transfer of control occurs or for services that are not significant transactions revenue is recognised as the services are provided.

(v) *Other revenue*

Interest revenue is recognised on a time-proportion basis using the effective interest rate.

Gifts in kind

A gift in kind is included in the statement of financial activities based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received.

Government grants

Government grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

Income tax

As a charity, the Foundation is exempt from tax on income and gains falling within section 13(1)(zm) of the Income Tax Act to the extent that these are applied to its charitable objects. No tax charges have arisen for the Foundation during the reporting year.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

Plant and equipment

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

Renovations	- 20 %
Office equipment	- 20 % - 33 1/3 %
Furniture and fittings	- 10 %
Motor vehicles	- 16 2/3 %

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. The gain or loss arising from the derecognition of an item of plant and equipment is measured as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is recognised in profit or loss. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property plant and equipment. The annual rates of depreciation are as follows:

Office premises	- Over the terms of lease that are from 2 to 3 years.
Office equipment	- Over the terms of lease of 5 years.
Leasehold land and buildings	- Over the terms of lease of 14 years.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Leases of lessee

A lease is a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised lease is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-of-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term and an interest expense on the recognised lease liability (included in finance costs). For short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard, the lease payments are expensed to profit or loss as incurred on a straight line basis over the lease term.

Leases of lessor

As a lessor the reporting entity classifies each of its leases as either an operating lease or a finance lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset and it is presented in its statement of financial position as a receivable at an amount equal to the net investment in the lease. For a finance lease the finance income is recognised over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset. Lease receipts from operating leases are recognised as income on either a straight-line basis or another systematic basis over the term of the lease.

Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration.

When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Inventories

Inventories are measured at the lower of cost (weighted average method) and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. A write down on cost is made where the cost is not recoverable or if the selling prices have declined. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expired. At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification and measurement of financial assets:

1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.
2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
3. Financial asset that is an equity investment measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
4. Financial asset classified as measured at fair value through profit or loss (FVTPL): There were no financial assets classified in this category at reporting year end date.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Financial instruments (cont'd)

Classification and measurement of financial liabilities:

Financial liabilities are classified as at fair value through profit or loss (FVTPL) in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand, if any, that form an integral part of cash management.

Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset / liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements.

2. Significant accounting policies and other explanatory information (cont'd)

2A. Significant accounting policies (cont'd)

Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes if any by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expenses unless impractical to do so.

2B. Other explanatory information

Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

2C. Critical judgements, assumptions and estimation uncertainties

Except as disclosed below, there were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year.

Estimation of useful lives of property, plant and equipment:

The estimates for the useful lives and related depreciation charges for property, plant and equipment are based on commercial and other factors which could change significantly as a result of innovations and in response to market conditions. The depreciation charge is increased where useful lives are less than previously estimated lives, or the carrying amounts written off or written down for technically obsolete items or assets that have been abandoned. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the balances affected. The carrying amount of the specific asset or class of assets at the end of the reporting year affected by the assumption are as disclosed in Note 8.

2. Significant accounting policies and other explanatory information (cont'd)

2C. Critical judgements, assumptions and estimation uncertainties (cont'd)

Estimating the incremental borrowing rate for leases

The Foundation uses the incremental borrowing rate to measure lease liabilities because the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate is the rate of interest that the lessee would have to pay to borrow over similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Foundation "would have to pay", which requires estimation when no observation rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Foundation estimates the incremental borrowing rate by using observable inputs such as market interest rates, when available. Any change in estimation of incremental borrowing rate may have a significant impact to the determination of lease liabilities and right-of-use assets at date of initial application of FRS 116 and commencement date of new leasing transactions. The carrying amounts of right-of-use assets and lease liabilities are disclosed in Notes 9 and 15, respectively.

3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the reporting entity to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the board members and key management of the Foundation. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual. Key management personnel include the chief executive officer ("CEO").

The directors, or people connected with them, have not received remuneration, or other benefits, from the Foundation for which they are responsible, or from institutions connected with the Foundation except for the token amount as disclosed in Note 3B.

All directors, chairman of sub-committees and staff members of the Foundation are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holding that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

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

3A. Related party transactions

There are transactions and arrangements between the reporting entity and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations if any are unsecured, without fixed repayment terms and interest or charge unless stated otherwise.

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3. Related party relationships and transactions (cont'd)

3A. Related party transactions (cont'd)

Significant related party transactions:

In addition to the transactions and balances disclosed elsewhere in the notes to the financial statements, this item includes the following:

	<u>Related parties</u>	
	<u>2020</u>	<u>2019</u>
	\$	\$
Management fees income	(139,916)	(135,184)
Partner vendor fees, spaces usage & utilities charges	26,263	(44,617)
Payment on behalf	–	3,317
Purchases of goods	53,761	23,192
Rental and related expenses	175,211	201,965
Rental income	(12,504)	(22,368)

The related parties have one or more common directors or management members.

3B. Key management compensation

Key management personnel is the CEO of the Foundation. The CEO received a symbolic salary of \$11 from the Foundation during the reporting year.

No compensation is made to any of the directors of the Foundation as their appointment are Honorary.

3C. Other payables to related parties

The trade transactions and the related receivables and payables balances arising from sales and purchases of goods and services are disclosed elsewhere in the notes to the financial statements.

The movements in other payables to related parties are as follows:

	<u>Related parties</u>	
	<u>2020</u>	<u>2019</u>
	\$	\$
<u>Other payables:</u>		
Balance at beginning of the year	–	–
Amounts paid in and settlement of liabilities on behalf of the Foundation	2,818	–
Balance at end of the year (Note 17)	<u>2,818</u>	<u>–</u>

4. Tax deductible receipts

The Foundation enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 (2019: 2.5) times tax deductions for the donations made to the Foundation.

	<u>2020</u>	<u>2019</u>
	\$	\$
Tax-exempt receipts issued for donations collected	<u>8,251,032</u>	<u>6,539,943</u>

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5. Other operating expenses

The major and other components include the following:

	<u>2020</u>	<u>2019</u>
	\$	\$
Audit fees paid to independent auditors	21,986	15,537
Rental expenses	17,754	21,893
Employee benefit expenses (Note 6)	1,312,185	1,303,355
Utilities	<u>29,833</u>	<u>41,633</u>

6. Employee benefits expense

	<u>2020</u>	<u>2019</u>
	\$	\$
Short term employee benefits expense	6,093,781	4,875,574
Contributions to defined contribution plan	630,815	501,895
Total employee benefits expense	<u>6,724,596</u>	<u>5,377,469</u>

The employee benefits expense is presented in the Statement of Financial Activities as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
Other operating expenses	1,312,185	1,303,355
Other social activities	620,607	515,258
Charitable activities	4,205,494	3,233,276
Fund generating activities	72,974	72,071
Restricted funds	513,336	253,509
Total employee benefits expense	<u>6,724,596</u>	<u>5,377,469</u>

7. Income tax

As an IPC, the Foundation is exempted from tax under section 13(1)(zm) of the Singapore Income Tax Act to the extent that the funds are applied to its charitable objects.

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8 Plant and equipment

	<u>Renovations</u>	<u>Office Equipment</u>	<u>Furniture and fittings</u>	<u>Motor vehicles</u>	<u>Construction in Progress</u>	<u>Total</u>
	\$	\$	\$	\$	\$	\$
Cost:						
At 1 January 2019	2,923,914	2,063,726	653,759	210,124	139,296	5,990,819
Additions	4,314,811	1,207,660	12,150	67,625	25,020	5,627,266
Reclassification	–	51,000	–	–	(51,000)	–
Disposals	–	(59,049)	–	(41,811)	(31,950)	(132,810)
At 31 December 2019	7,238,725	3,263,337	665,909	235,938	81,366	11,485,275
Additions	304,739	470,609	5,790	11,975	–	793,113
Disposals	–	(14,476)	–	–	(8,400)	(22,876)
Reclassification (Note 9)	(32,908)	–	–	–	–	(32,908)
At 31 December 2020	7,510,556	3,719,470	671,699	247,913	72,966	12,222,604
Accumulated Depreciation:						
At 1 January 2019	1,471,567	1,312,942	497,951	155,478	–	3,437,938
Depreciation for the year	587,614	361,815	28,897	24,742	–	1,003,068
Disposals	–	(58,832)	–	(25,644)	–	(84,476)
At 31 December 2019	2,059,181	1,615,925	526,848	154,576	–	4,356,530
Depreciation for the year	1,218,935	541,048	25,515	17,837	–	1,803,335
Disposals	–	(8,120)	–	–	–	(8,120)
Reclassification (Note 9)	(5,485)	–	–	–	–	(5,485)
At 31 December 2020	3,272,631	2,148,853	552,363	172,413	–	6,146,260
Carrying value:						
At 1 January 2019	1,452,347	750,784	155,808	54,646	139,296	2,552,881
At 31 December 2019	5,179,544	1,647,412	139,061	81,362	81,366	7,128,745
At 31 December 2020	4,237,925	1,570,617	119,336	75,500	72,966	6,076,344

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8. Plant and equipment (cont'd)

Included within the cost of renovation is a provision for reinstatement costs of \$82,207 (2019: \$115,115).

Fully depreciated plant and equipment still in use had an initial cost of \$3,409,916 (2019: \$2,632,473).

The depreciation expense is presented in the Statement of Financial Activities as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
Fund raising	11,292	1,186
Administrative costs (Other operating expenses)	443,193	458,497
Charitable activities	1,348,850	543,385
Total depreciation expense	<u>1,803,335</u>	<u>1,003,068</u>

9. Right-of-use assets

The right-of-use assets in the statement of financial position are as follows:

	<u>Leasehold land and buildings</u>	<u>Office premises</u>	<u>Office equipment</u>	<u>Total</u>
	\$	\$	\$	\$
Cost:				
At 1 January 2019	640,537	1,034,260	65,300	1,740,097
Additions	–	1,688,652	110,041	1,798,693
At 31 December 2019	640,537	2,722,912	175,341	3,538,790
Additions	–	844,807	7,997	852,804
Reclassification (Note 8)	–	32,908	–	32,908
At 31 December 2020	640,537	3,600,627	183,338	4,424,502
Accumulated Depreciation:				
At 1 January 2019	–	–	–	–
Depreciation for the year	45,753	775,541	20,867	842,161
At 31 December 2019	45,753	775,541	20,867	842,161
Depreciation for the year	45,752	1,222,255	38,261	1,306,268
Reclassification (Note 8)	–	5,485	–	5,485
At 31 December 2020	91,505	2,003,281	59,128	2,153,914
Carrying value:				
At 1 January 2019	640,537	1,034,260	65,300	1,740,097
At 31 December 2019	594,784	1,947,371	154,474	2,696,629
At 31 December 2020	549,032	1,597,346	124,210	2,270,588

Included within the cost of right of use asset-premises is a provision for reinstatement costs of \$414,233 (2019: \$381,325).

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9. Right-of-use assets (cont'd)

The depreciation expense is presented in the Statement of Financial Activities as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
Fund raising	112,662	85,196
Administrative costs (Other operating expenses)	87,322	83,683
Charitable activities	1,106,284	673,282
Total depreciation expense	<u>1,306,268</u>	<u>842,161</u>

Other information about the leasing activities relating to the right-of-use assets are summarised as follows:

	<u>Leasehold land and buildings</u>	<u>Office premises</u>	<u>Office equipment</u>	<u>Total</u>
Number of right-of-use assets	1	9	15	25
Remaining term - range	12 years	1 to 2 years	2 to 4 years	–
Remaining term - average	12 years	1.31 years	3.45 years	–

The leases are for leasehold land and buildings, office premises and office equipment.

There are restrictions or covenants imposed by the lease agreements to sublet the leasehold land and buildings, office premises and office equipment to another party. The right-of-use asset can only be used by the lessee. Unless permitted by the owner, the lease agreements prohibits from selling or pledging the underlying leased assets as security. Typically the lease agreements are either non-cancellable or may only be cancelled by incurring a substantive termination fee. Some lease agreements contain an option to extend the lease for a further term. For leases over properties the lease agreements require those properties in a good state of repair and return the properties in their original condition at the end of the lease. Insurance and maintenance fees on right-of-use assets are usually required under the lease contracts.

10. Financial assets at amortised cost

	<u>2020</u>	<u>2019</u>
	\$	\$
Quoted bonds, at amortised cost	<u>12,273,260</u>	<u>–</u>

The Foundation appointed an external fund manager to invest certain of its surplus funds in accordance with the instruction by the management of the Foundation. There is also an investment committee which reports to the Board of Directors on the investment strategy and performance of the Foundation. The external fund manager reports the investment holdings and performance to the Foundation on a regular basis. The fund manager is located in Singapore with a credit rating of Aa1.

As at 31 December 2020, the debt instruments comprise corporate bonds with coupon rates ranging from 2.25% to 4.05% per annum and have maturity dates ranging from 29 October 2025 to 1 August 2036. The effective interest rates are ranging from 0.68% to 2.79% per annum.

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10. Financial assets at amortised cost (cont'd)

10A. Disclosures relating to financial assets measured at amortised cost

The following information provides a summary of the fair value of financial instruments stated at amortised cost and the significant sector concentrations within the investment portfolio including Levels 1, 2 and 3 securities:

<u>Nature</u>	<u>Industry</u>	<u>Location</u>	<u>Level</u>	<u>2020</u> \$	<u>2020</u> %
Bonds	Transportation and logistics	Singapore	1	850,922	7
Bonds	Financial services	Singapore	1	3,728,445	30
Bonds	Real estate	Singapore	1	4,096,708	33
Bonds	Telecommunication	Singapore	1	3,830,462	30
				<u>12,506,537</u>	<u>100</u>

10B. Credit rating of the debt assets instruments at amortised cost

The debt investments carried at amortised cost are subject to the expected credit loss model under the standard on financial instruments. The debt investments at amortised cost are considered to have low credit risk, and the loss allowance recognised during the reporting year is limited to 12 months expected losses. Listed bonds are regarded as of low credit risk if they have an investment grade credit rating with one or more reputable rating agencies. Other bonds are regarded as of low credit risk if they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term. The methodology applied for impairment loss depends on whether there has been a significant increase in credit risk.

All investments are in bonds issued by Singapore Government or companies owned by Singapore Government Sovereign Funds.

10C. Sensitivity analysis for price risk of quoted bonds at amortised cost

There are investments in corporate bonds or similar instruments. Such investments are exposed to market price risk arising from uncertainties about future values of the investment securities. The effect of sensitivity analysis is as follows:

	<u>2020</u>
	\$
A hypothetical 5% increase in the market index of quoted corporate bonds would have an effect on the fair value of	<u>625,327</u>

For similar price decreases in the fair value of the above financial assets, there would be comparable impacts in the opposite direction.

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11. Other non-financial assets

	<u>2020</u> \$	<u>2019</u> \$
Deposits to secure services – outside parties	245,361	255,483
Deposits to secure services – related party	23,690	23,690
Prepayments	463,758	159,471
Prepayments – Local Building Fund (Note 11A)	600,000	650,000
	<u>1,332,809</u>	<u>1,088,644</u>
Presented as:		
Other assets, current	782,809	488,644
Other assets, non-current	550,000	600,000
	<u>1,332,809</u>	<u>1,088,644</u>

11A. Prepayments – Local Building Fund

This is relating to the utilisation of Local Building Fund for the construction of main administrative building located at 9 Elias Road Singapore 519937, which is currently occupied by the Foundation.

The amount is a prepayment on a right-of-use asset. The analysis of the amount is as follows:

	<u>2020</u> \$	<u>2019</u> \$
<u>Cost:</u>		
Cost of building	5,003,258	5,003,258
Amount paid by Tzu-Chi Taiwan	(3,852,545)	(3,852,545)
Amount funded by local building fund	<u>1,150,713</u>	<u>1,150,713</u>
<u>Recovering via rental expense:</u>		
At beginning of the reporting year	(500,713)	(450,713)
Amortisation - rental offsetting during the reporting year	(50,000)	(50,000)
At the end of the reporting year	<u>(550,713)</u>	<u>(500,713)</u>
Prepayment as at the end of the reporting year	<u>600,000</u>	<u>650,000</u>

Prior to 2007, the Foundation had raised funds from local public donations and contribution from a related party, Buddhist Compassion Relief Tzu-Chi Foundation, registered and incorporated in Taiwan (the "Tzu-Chi Taiwan") to construct the aforesaid building. The building was built on a piece of land that was leased by Tzu-Chi Taiwan from the Singapore Land Authority for a period of 30 years effective from 26 January 1998.

The Foundation had partially paid \$1,150,713 for the construction costs on behalf of Tzu-Chi Taiwan. The amount has been recorded in the statement of financial position as a prepayment. Upon completion of the construction of the building, the Foundation has entered into an agreement with Tzu-Chi Taiwan to lease the land for 30 years at a rent of \$12 per year. In 2010, Tzu-Chi Taiwan and the Foundation have further entered into a lease agreement to lease the building for 23 years effective from 1 January 2010 at a rent of \$50,000 per year. The lease agreement further stipulates that the rental for the lease will be offset against the prepayment. Consequently, the Foundation had in 2010 commenced the amortisation of the prepayment over the lease period.

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12. Inventories

	<u>2020</u>	<u>2019</u>
	\$	\$
Inventories at cost	<u>98,848</u>	<u>76,622</u>
There are no inventories pledged as security for liabilities		

13. Trade and other receivables

	<u>2020</u>	<u>2019</u>
	\$	\$
Outside parties	199,189	292,655
Related parties	–	46,940
Clinic patients receivables	21,996	48,548
Government subsidies receivables	<u>169,553</u>	<u>342,393</u>
	<u>390,738</u>	<u>730,536</u>

The trade and other receivables at amortised cost shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The non-trade receivables are normally with no fixed terms and therefore there is no maturity. These receivables are regarded as of low credit risk if they have a low risk of default and the debtor has a strong capacity to meet its contractual cash flow obligations in the near term. The methodology applied for impairment loss depends on whether there has been a significant increase in credit risk. No loss allowance is necessary.

14. Cash and cash equivalents

	<u>2020</u>	<u>2019</u>
	\$	\$
Not restricted in use	<u>13,653,950</u>	<u>22,853,052</u>

The rate of interest for the cash on interest earning balances was between 0.70% and 1.42% (2019: 1.88% and 1.97%) per annum.

15. Lease liabilities

	<u>2020</u>	<u>2019</u>
	\$	\$
Lease liabilities, current	1,170,353	956,194
Lease liabilities, non-current	<u>982,875</u>	<u>1,570,598</u>
	<u>2,153,228</u>	<u>2,526,792</u>

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

15. Lease liabilities (cont'd)

Movements of lease liabilities for the reporting year are as follows:

	<u>2020</u>	<u>2019</u>
	\$	\$
At beginning of the year	2,526,792	1,604,347
Additions	836,002	1,553,118
Accretion of interest	133,875	119,413
Lease payments – principal portion paid	(1,209,566)	(630,673)
Interest expense paid	(133,875)	(119,413)
At end of the year	<u>2,153,228</u>	<u>2,526,792</u>

The lease liability above does not include the short-term leases of less than 12 months and leases of low-value underlying assets. Variable lease payments which do not depend on an index or a rate or based on a percentage of revenue are not included from the initial measurement of the lease liability and the right-of-use assets. The right-of-use assets are disclosed in Note 9.

Only variable lease payments that depend on an index or a rate; payments that vary to reflect changes in market rental rates are included in the measurement of the lease liability. Such variable amounts that are unpaid at the commencement date are included in the measurement of lease liability. Variable lease payments would also include extension options and termination options; residual value guarantees; and leases not yet commenced to which the lessee is committed.

For the Covid-19 related rent concessions, the practical expedient was applied for reflecting the adjustment in Statement Of Financial Activities rather than as a lease modification as permitted by the amendment to the financial reporting standard on leases. It allows lessees to account for such rent concessions as variable lease payments.

The weighted average incremental borrowing rate applied to lease liabilities recognised was 5.00% (2019: 5.00%) per annum.

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is as follows:

	<u>Minimum payment</u>	<u>Finance charges</u>	<u>Present value</u>
	\$	\$	\$
<u>2020</u>			
Minimum lease payments payable:			
Not later than one year	1,244,786	74,433	1,170,353
Between 2 to 5 years	771,985	85,138	686,847
More than 5 years	350,000	53,972	296,028
Total	<u>2,366,771</u>	<u>213,543</u>	<u>2,153,228</u>
Net book value of rights-of-use assets under lease liabilities			<u>2,270,588</u>

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15. Lease liabilities (cont'd)

	<u>Minimum payment</u> \$	<u>Finance charges</u> \$	<u>Present value</u> \$
<u>2019</u>			
Minimum lease payments payable:			
Not later than one year	1,056,417	100,223	956,194
Between 2 to 5 years	1,354,906	114,802	1,240,104
More than 5 years	400,000	69,506	330,494
Total	<u>2,811,323</u>	<u>284,531</u>	<u>2,526,792</u>
Net book value of rights-of-use assets under lease liabilities			<u>2,696,629</u>

Total cash outflows for leases of the Foundation for the year ended 31 December 2020 are shown in the statement of cash flows.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Apart from the disclosures made in other notes to the financial statements, amounts relating to leases include the following:

	<u>2020</u> \$	<u>2019</u> \$
Expense relating to short-term leases and leases of low-value assets included in other losses	<u>74,215</u>	<u>156,805</u>
Total commitments on short-term leases at year end date	<u>53,161</u>	<u>32,306</u>

16. Provisions, non-current

	<u>2020</u> \$	<u>2019</u> \$
Provision for dismantling and removing (Note 16A)	<u>513,242</u>	<u>496,440</u>

16A. Provision for dismantling and removing

	<u>2020</u> \$	<u>2019</u> \$
Provision for dismantling and removing the item and restoring the site relating to property, plant and equipment:		
Movements in above provision:		
At beginning of the year	496,440	-
Additions	16,802	496,440
At end of the year	<u>513,242</u>	<u>496,440</u>

The provision is based on the present value of costs to be incurred to remove leasehold improvements from leased property. The estimate is based on quotations from external contractors. The unexpired terms range from 3 years to 5 years. The unwinding of discount is not significant.

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

17. Trade and other payables

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>Trade payables:</u>		
Outside parties and accrued liabilities	594,445	532,063
Related parties (Note 3)	1,609	10,601
Sub-total	<u>596,054</u>	<u>542,664</u>
<u>Other payables:</u>		
Outside parties	624,677	903,773
Related parties (Note 3)	2,818	–
Sub-total	<u>627,495</u>	<u>903,773</u>
Total trade and other payables	<u>1,223,549</u>	<u>1,446,437</u>

18. Other non-financial liabilities

	<u>2020</u>	<u>2019</u>
	\$	\$
Deferred capital grants (Note 18A)	1,416,738	1,719,524
Deferred government grant income (Note 18B)	1,566,364	2,005,371
Cash collected in advance for courses	57,618	86,888
	<u>3,040,720</u>	<u>3,811,783</u>

18A. Deferred capital grants:

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>At cost:</u>		
Balance at beginning of the year	2,785,304	2,174,943
Purchase of plant and equipment – Transferred from deferred government grant received	208,300	610,361
Balance at end of the year	<u>2,993,604</u>	<u>2,785,304</u>
<u>Accumulated amortisation:</u>		
Balance at beginning of the year	1,065,780	634,469
Amortisation for the year	511,086	431,311
Balance at end of the year	<u>1,576,866</u>	<u>1,065,780</u>
<u>Carrying value:</u>		
Balance at beginning of the year	<u>1,719,524</u>	<u>1,540,474</u>
Balance at end of the year	<u>1,416,738</u>	<u>1,719,524</u>

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

18. Other non-financial liabilities (cont'd)

18B. Deferred government grant income

	General Fund	Community Silver Trust	Covid Fund	Total
	\$	\$	\$	\$
At 1 January 2019	20,672	–	–	20,672
Fund received	–	2,963,873	–	2,963,873
	20,672	2,963,873	–	2,984,545
Expenditure incurred	–	(368,813)	–	(368,813)
Transferred to deferred capital grant	–	(610,361)	–	(610,361)
At 31 December 2019	20,672	1,984,699	–	2,005,371
Fund received	–	–	100,000	100,000
	20,672	1,984,699	–	2,105,371
Expenditure incurred	–	(330,707)	–	(330,707)
Transferred to deferred capital grant	–	(208,300)	–	(208,300)
At 31 December 2020	20,672	1,445,692	100,000	1,566,364

19. Accumulated funds

	2020	2019
	\$	\$
Unrestricted fund:		
Charity development fund (A)	23,656,373	20,790,128
Total unrestricted fund	<u>23,656,373</u>	<u>20,790,128</u>
Restricted funds:		
Tote Board Community Healthcare fund (B)	38,345	1,717
Gym Tonic Fund (C)	387,785	443,506
IngoT PCC Fund (D)	98,867	126,867
Home Care Fund (E)	1,800,000	1,800,000
Local Building Fund (F)	3,090,410	3,130,558
Other Fund (G)	9,150	–
President's Challenge Fund (H)	84,868	–
Total restricted funds	<u>5,509,425</u>	<u>5,502,648</u>
Total funds	<u>29,165,798</u>	<u>26,292,776</u>
Ratio of unrestricted funds to annual operating expenditure (times)*	<u>1.59</u>	<u>1.65</u>

* Annual operating expenditure represents total resources expended under unrestricted funds.

A. The Charity Development Fund is raised from the donations (both tax deductible and non-tax deductible) received from the public. This fund is used to support and benefit the local communities:

- (a) Local charity programmes, such as emergency/long term aid, healthcare and educational assistance to needy individuals and families;
- (b) Free medical services for the underprivileged community;
- (c) Promotion of humanistic culture and education;
- (d) Expenses incurred in furtherance of the Foundation's missions and objectives.

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

19. Accumulated funds (cont'd)

- B. Tote Board Community Healthcare Fund co-fund with Community Silver Trust on the implementation of the Community Care Pilot project at Bukit Batok, to help seniors age in and anchor the future Community Care System that is population-based, proactive and integrated. The Foundation will build linkages with partners in the Bukit Batok region, with particular emphasis on reducing the fragmentation arising from service providers operating in the same region and to build a community of care ecosystem.
- C. Gym Tonic Fund is granted to the Foundation with objective to support the senior-friendly strength-training programme that reverses frailty to community-dwelling seniors. The programme includes providing advanced gym equipment and software to improve the functional abilities of these community-dwelling seniors.
- D. IngoT Person-Centered Care ("PCC") Fund is donated to the Foundation with objective to support the subsidised services at SEEN Centres, Day Rehabilitation Centre (DRC), and Home Care (HC). It aims to de-medicalise care and increase collaboration, coordination and connectivity among disparate care providers, professionals and family caregivers. It is supported with a cloud-based system to empower care professionals to know their facilities users better, and spot physical or psychosocial danger signs.
- E. Home Care Fund is set up for the purpose of home care programme. The Foundation has also applied to the Community Silver Trust for a matching grant.
- F. Local Building Fund is for future maintenance and improvements of the building premises occupied by the Foundation.
- G. Other fund is received via funding activities like Sayang Sayang Fund by Community Foundation of Singapore, Ready Together Fund by Agency for Integrated Care and HYC Urban Farming Fund by Charities and Foundation America. The fund is used for projects for medical consumable, staff support cost and expandable equipments.
- H. President's Challenge Fund is a yearly campaign supported by the kindness and generosity of people from all walks of life, regardless of culture, religion or family background, to help those less fortunate, specifically for the beneficiaries that are annually selected by the President's Office. The President's Challenge provides funding for Renal Support Programme organised by the Foundation. This fund is to defray the manpower and operational expenditure of running the programmes.

The accumulated funds of the Foundation provide financial stability and the means for the development of the Foundation's activities. The Foundation intends to maintain the funds at a level sufficient for its operating needs. The board members review the level of funds regularly for the Foundation's continuing obligations.

20. Columnar presentation of statement of financial position

Majority of the assets and liabilities are attributable to the Charity Development Fund, Toteboard Community Healthcare Fund, The Gym Tonic Fund, IngoT PCC Fund, Home Care Fund, Local Building Fund, Other Fund and President's Challenge Fund are represented mainly by cash. Accordingly the Foundation did not adopt a columnar presentation of its assets, liabilities and funds in the Statement of Financial Position as it was not meaningful.

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

21. Capital commitments

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

	<u>2020</u> \$	<u>2019</u> \$
Commitments to purchase of plant and equipment	<u>38,745</u>	<u>216,151</u>

22. Financial instruments: information on financial risks

22A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and financial liabilities recorded at the end of the reporting year:

	<u>2020</u> \$	<u>2019</u> \$
<u>Financial assets:</u>		
Financial assets at amortised cost	<u>26,317,948</u>	<u>23,583,588</u>
At end of the year	<u>26,317,948</u>	<u>23,583,588</u>
<u>Financial liabilities:</u>		
Financial liabilities at amortised cost	<u>3,376,777</u>	<u>3,973,229</u>
At end of the year	<u>3,376,777</u>	<u>3,973,229</u>

Further quantitative disclosures are included throughout these financial statements.

22B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the Foundation's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks. However these are not documented in formal written documents. The following guidelines are followed: All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

22C. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

22. Financial instruments: information on financial risks (cont'd)

22D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses (ECL) on financial assets, the three-stage approach in the financial reporting standard on financial instruments is used to measure the impairment allowance. Under this approach the financial assets move through the three stages as their credit quality changes. However, a simplified approach is permitted by the financial reporting standards on financial instruments for financial assets that do not have a significant financing component, such as trade receivables. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL (or lifetime ECL for trade receivables), unless the assets are considered credit impaired. For credit risk on other receivables an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Note 14 discloses the maturity of the cash and cash equivalents balances. Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

22E. Liquidity risk– financial liabilities maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be paid at their contractual maturity. The average credit period taken to settle trade payables is about 30 days (2019: 30 days). In order to meet such cash commitments the operating activity is expected to generate sufficient cash inflows.

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual undiscounted cash flows):

	<u>Less than 1 year</u> \$	<u>2 to 5 years</u> \$	<u>More than 5 years</u> \$	<u>Total</u> \$
2020:				
Gross lease obligations	1,244,786	771,985	350,000	2,366,771
Trade and other payables	1,223,549	–	–	1,223,549
	<u>2,468,335</u>	<u>771,985</u>	<u>350,000</u>	<u>3,590,320</u>
2019:				
Gross lease obligations	1,056,417	1,404,906	350,000	2,811,323
Trade and other payables	1,446,437	–	–	1,446,437
	<u>2,502,854</u>	<u>1,404,906</u>	<u>350,000</u>	<u>4,257,760</u>

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)

22F. Interest rate risk

The interest rate risk exposure is mainly from changes in fixed rate and floating interest rates. The following table analyses the breakdown of the significant financial instruments by type of interest rate:

	<u>2020</u>	<u>2019</u>
	\$	\$
Financial assets:		
Fixed rates	<u>20,952,226</u>	<u>16,782,867</u>

Sensitivity analysis: The effect on surplus is insignificant.

22G. Foreign currency risks

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency, ie in a currency other than the functional currency in which they are measured. For the purpose of this financial reporting standard on financial instruments: disclosures, currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency.

There is insignificant exposure to foreign currency risk as part of its normal business.

23. Changes and adoption of financial reporting standards

For current reporting year, new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable to the reporting entity are listed below. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

<u>FRS No.</u>	<u>Title</u>
FRS 1 and 8	Definition of Material – Amendments to FRS 1 and 8
FRS PS 2	FRS Practice Statement 2 Making Materiality Judgements The Conceptual Framework for Financial Reporting
FRS 116	Covid-19-Related Rent Concessions – Amendments to FRS 116 (effective from 30 June 2020)

24. New or amended standards in issue but not yet effective

For future reporting years, certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the reporting entity for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

<u>FRS No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
FRS 16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to FRS 16	1 January 2022
FRS 109	Financial Instruments – Fees in the “10 per cent” test for de-recognition of financial liabilities (Annual Improvement Project)	1 January 2022
Various	Annual Improvements to FRSs 2018-2020	1 January 2022
FRS 1	Classification of Liabilities as Current or Non-current – Amendments to FRS 1	1 January 2023

Corporate Governance

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CORPORATE GOVERNANCE

BOARD OF DIRECTORS

The Board provides strategic directions and steers Tzu Chi (Singapore) towards a sustainable future through best practices in relevant sectors. It ensures that Tzu Chi cultivates a good corporate governance culture by continually strengthening its internal control environment. It also ensures that there are adequate resources and that they are being effectively and efficiently managed, to advance Tzu Chi's missions and operations.

Prior to the beginning of each financial year, the Board reviews and approves the annual budget. The Board also reviews and approves the periodic management reports, and monitors the expenditure against the approved budget. All new significant activities and transactions initiated by Tzu Chi also require approval from the Board.

The Board ensures that Tzu Chi also has processes in place to ascertain its compliance with all applicable laws, rules and regulations, including Code of Governance for Charities and Institutions of Public Character. 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 of Tzu Chi 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 Tzu Chi's efforts towards organisational excellence, the Board is looking at improving the diversity of professional backgrounds by adding directors with skills and experience needed. Having embarked on the journey towards enhancing corporate governance five years ago, the management has pursued relentlessly in its initiatives. With the objectives of better resources management and robust internal control environment, efforts to enhance and automate its work processes are ongoing, and shall continue in the long run.

CORPORATE GOVERNANCE

BOARD OF DIRECTORS

The Board held a total of two meetings in financial year 2020.

Dates of Board Meetings	Attendance (%)
29 August 2020	100%
19 December 2020	100%

Members of the 11th The Annual General Meeting was postponed to 29 August 2020 and held online during the COVID-19 pandemic, which complies with the regulations advised by Registry of Societies. Members of the 11th Board were elected on 29 August 2020 during the Annual General Meeting with the term from 30 August 2020 to 30 June 2022.

Directors' attendance at Board Meetings (for the financial year ended 31 December 2020)		
Name of Director	No. of meetings held	No. of meetings attended
Toh Kim Kiat (Chairman)	2	2
Chang Horng Lin	2	2
Lin Pi-Yu	2	2
Ng Chuan Lim	2	2
Sim Hee Chew ¹	2	2
Sim Sem Peng	2	2
Yan Su Yuan	2	2
Teo Chee Seng	2	2
Siew Pei Fung	2	2
Lin Su-Yun (resigned wef 29 August 2020)	1	1
Ong Wee Heng (resigned wef 29 August 2020)	1	1
Chee Kim Huei (appointed wef 30 August 2020)	1	1
Ng Gaik Pei (appointed wef 30 August 2020)	1	1

1 - DEMISE OF DIRECTOR: The Board regrettably reports the sad demise of Mr Sim Hee Chew on 6 June 2021, an invaluable member of the Board since 1 June 2014. The Board further expresses their heartfelt condolences and wishes to put on record their sincere and deep appreciation for his invaluable guidance and contributions in driving and spanning the charitable missions of Tzu Chi Foundation (Singapore).

CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Board members who have served for over 10 consecutive years (By 30 June 2021)

No	Name	Duration of service	Reasons
1.	Toh Kim Kiat (Ven. Shih De Ge)	From September 2008	A monastic disciple of our founder, Dharma Master Shih Cheng Yen, Ven. Shih De Ge is exemplary in practising frugality, self-discipline, perseverance, and diligence. She provides holistic guidance and support to the Foundation on its directions and operations.
2.	Chang Horng Lin (Ven. Shih De Rang)	From August 2010	A monastic disciple of our founder, Dharma Master Shih Cheng Yen, Ven. Shih De Rang is exemplary in practising frugality, self-discipline, perseverance, and diligence. Together with Ven. Shih De Ge, she provides holistic guidance and support to the Foundation on its directions and operations.
3.	Lin Pi-Yu	From 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's Missions in Taiwan and overseas. With vast experience in the operations of the Missions, she has helped to guide the missions and directions of the Foundation for many years.
4.	Lin Su-Yun	From January 2003 to 29 August 2020	A veteran Tzu Chi volunteer, Lin Su-Yun possesses decades of experience heading the accounts department of charities. She provides guidance and advice to the Foundation on accounts related matters.
5.	Teo Chee Seng	From 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 operations and development.

CORPORATE GOVERNANCE

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 2020 to 31 December 2020

Audit Committee	
Chairman	Sim Sem Peng
Member	Ong Wee Heng
Member	Lim Wah Chun
Member	Sok Hang Chaw
Member	Lin Su-Yun
Member	Khoo Jyh Hao (resigned wef 29 August 2020)
Member	Hsu Tun Ying (resigned wef 29 August 2020)
Member	Ng Gaik Pei (appointed wef 30 August 2020)

Fundraising Committee	
Chairman	Sim Hee Chew (deceased)
Member	Low Swee Seh
Member	Ng Chuan Lim
Member	Keng Lim @ Lim Wei Kheng
Member	Sim Sem Peng
Member	Sok Hang Chaw

Human Resource Committee	
Chairman	Yan Su Yuan
Member	Low Swee Seh
Member	Keng Lim @ Lim Wei Kheng
Member	Ng Chuan Lim
Member	Chang Chung Kuei-Chen
Member	Ng Gaik Pei (appointed wef 30 August 2020)

Investment Committee	
Chairman	Ng Chuan Lim
Member	Sim Sem Peng
Member	Low Swee Seh
Member	Lin Su-Yun
Member	Sok Hang Chaw
Member	Hou Chih-Ling (resigned wef 29 August 2020)
Member	Ong Wee Heng (appointed wef 30 August 2020)

Nomination Committee	
Chairman	Lin Pi-Yu
Member	Chang Horng Lin
Member	Toh Kim Kiat
Member	Lin Su-Yun (resigned wef 29 August 2020)

Programmes Committee	
Chairman	Sim Hee Chew (deceased)
Member	Low Swee Seh
Member	Luar Siok Hong
Member	Sim Sem Peng
Member	Kerk Chu Meng (appointed wef 30 August 2020)
Member	Hsu Tun Ying (appointed wef 30 August 2020)

CORPORATE GOVERNANCE

SUB-COMMITTEES

The activities of each sub-committee during the financial year are as follows:

1. Audit Committee

Audit Committee reviewed the annual financial statements and internal control procedures. The review focused 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.

2. Fundraising Committee

The Fundraising Committee developed and proposed Tzu Chi's annual fundraising plan to the Board, which include the objectives, contents and budgets of respective activities. In view of the development of Tzu Chi with new proposed establishments, the committee proposed to continue actively seeking grants and subsidies from Government agencies as well as contributions from other private funds and organisations.

Financial year 2020 was a challenging year where the economy was hit very badly by the covid-19 pandemic and new community needs resulted. The Committee supported management's fundraising programme "Let's Pay It Forward" with funds raised online to purchase 100 Chromebooks, 60 Laptops and broadband access for needy students who need them for Home-Based Learning.

Prolonged pandemic and uncertainties have further created a negative impact on the donation income from the members of public. To alleviate the funding difficulty, the Committee organised a one-for-one matching fundraising programme where every donation will be matched dollar-to-dollar by philanthropic entrepreneurs (capping applies). Such initiatives have proved to be a success, enabling Tzu Chi to continue to serve the needy community in the long run.

3. Human Resource Committee

The Human Resource Committee reviewed human resource policies with the objective to align the existing practices with relevant industries' best practices to ensure that Tzu Chi stays competitive in staff attraction and retention.

In financial year 2020, the Committee, with the aim to drive towards the goal of organisational excellence, supported the management in rolling out the adoption and implementation of Objectives and Key Results (OKR) framework. OKR is a collaborative goal-setting framework for defining and tracking objectives and their measurable outcomes. Moving forward, OKR framework shall complement the appraisal system for the development and rewarding of staff.

4. Investment Committee

The Investment Committee reviewed investment policies and guidelines. The Committee also implemented investment strategies and monitored the overall investment portfolio to achieve the investment objectives.

5. Nomination Committee

The Nomination Committee's responsibilities and duties include reviewing of the Board's structure, size and composition (including the board members' skills, knowledge and experience) on a regular basis, selecting individuals to be nominated for directorship and assessing individuals' suitability to become qualified members of the Board and, reviewing the independence of the directors to ensure that they perform their duties according to the missions and objectives of the Foundation.

6. Programmes Committee

The Programmes Committee reviewed activities, programmes and projects to ensure that they comply with the existing government laws and are consistent with Tzu Chi's missions and objectives. In financial year 2020, COVID-19 pandemic has accelerated digital transformation, and the Committee adopted an open mindset and explored the possibility of conducting major activities, programmes, projects and processes via online mode or a combination of both online and offline modes.

CORPORATE GOVERNANCE

GOVERNANCE EVALUATION AND POLICIES

- Governance Evaluation -

Annually, Tzu Chi 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 1 January 2020 to 31 December 2020 can be viewed on the Charity Portal www.charities.gov.sg after 30 June 2021.

- Policy on Conflict of Interest -

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

- Policy on Whistle-blowing -

Tzu Chi adopted the Whistle Blowing Policy in financial year 2017 to ensure that staff, volunteers and external parties may, in confidence, raise concerns about possible improprieties in assets management, financial reporting or other matters.

Under the whistle-blowing programme, all staff, volunteers and external parties may raise concerns or observations on any suspected wrongdoing through email to Chairman of the Audit Committee. All whistle-blower reports are reviewed by the Audit Committee Chairman to ensure independent assessment, investigation and adequate resolution.

- Human Resource Policy -

Tzu Chi has updated the Staff Handbook in financial year 2018 and ensure that the human resource management and operations are in compliance with the provisions of relevant laws and regulations in Singapore. With the revision, Tzu Chi aims to achieve better personnel management, optimise human capital resources, and enhance the work efficiency of staff.

The Staff Handbook is written with the Tzu Chi concept of "guiding people with precepts and managing people with love", and the market practices in relevant sectors. Ongoing monitoring is performed by management and human resource department to ensure the relevancy and effectiveness of the handbook and human resource practices.

- Procurement Policy -

The Procurement Policy and purchasing practices have undergone thorough reviews since financial year 2017, with the policy fully revised in financial year 2019. It sets out to support Tzu Chi's operational needs, and govern the processes and procedures for the sourcing and procurement of goods and services.

Tzu Chi is constantly aiming to achieve effective procurement so as to ensure the best use of its resources by producing the right output, attaining value for money over the contract duration, minimising risk, protecting its reputation and operating within the law. Ongoing monitoring is performed by management and procurement department to ensure the relevancy and effectiveness of the procurement practices.

- Reserve Policy -

The reserves of Tzu Chi provide financial stability and serve to meet future increase in operating expenses as a result of expansion and development. Our long term goal is to achieve a reserve ratio of 2.5 times to its annual operating expenditure. The Board of directors reviews the level of reserves regularly for Tzu Chi's continuing obligations.

	2020	2019	2018
Ratio of unrestricted funds to annual operating expenditure (times)	1.59	1.65	1.79



佛教慈濟慈善事業基金會(新加坡)

BUDDHIST COMPASSION RELIEF TZU CHI FOUNDATION (SINGAPORE)

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