



# **AGEING IN INDONESIA, MALAYSIA AND SINGAPORE: EXAMPLE NON-PROFITS**

**PREPARED BY JUST CAUSE FOR THE CREDIT SUISSE PHILANTHROPISTS FORUM**

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## Introduction

This annex contains profiles of 15 non-profit organisations (NPOs) that represent a range of themes and approaches within the ageing / elderly sector in Indonesia, Malaysia and Singapore (five in each country). The profiles are based primarily on responses provided by the NPOs through interviews and document review, as well as field visits in most cases.

We hope this annex gives readers a sense of how NPOs in these countries are working to tackle the issues raised in the main report.

Please note:

- These profiles are intended as examples, rather than recommendations, of NPOs in the sector
- All data is self-reported by the NPOs
- All information is correct as of September 2017

# INDONESIA

**ALZHEIMER'S INDONESIA**

**CITA SEHAT FOUNDATION**

**YAYASAN SOSIAL MARFATI**

**YAYASAN EMONG LANSIA**

**YAKKUM EMERGENCY UNIT**

# Charity Profile

## Alzheimer's Indonesia (ALZI)



## IN A NUTSHELL

Alzheimer's Indonesia (ALZI) is the leading non-profit in Indonesia focused on dementia. Their programmes focus on increasing public understanding of the disease; influencing government policy on the issue; promoting healthy lifestyles (for dementia prevention); and providing training and support to caregivers, nurses and doctors. The organisation's overall goal is to improve the quality of life of people with dementia, their families and caregivers.

There are 11 ALZI chapters across Indonesia, each of which runs regular meetings for caregivers.

<b>TARGET GROUPS</b> People with dementia and their caregivers; Policymakers; Healthcare workers	<b>TYPE OF WORK</b> Health & Care; Active ageing; Research & Advocacy	<b>ANNUAL INCOME</b> <b>IDR643,000,000</b> <b>(US\$48,194)</b> (2015)	<b>REVENUE MODEL</b>  0% government funded
<b>ESTABLISHED</b>  <b>2013</b>	<b>RELIGIOUS AFFILIATION</b>  None	<b>REGISTRATION STATUS</b>  Non-profit foundation (yayasan)	<b>WEBSITE</b>  <a href="http://www.alzi.or.id">www.alzi.or.id</a>

## STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

### Niche Cause

ALZI is one of very few organisations in Indonesia that explicitly focuses on supporting people with dementia and their caregivers.

### Innovation

A core aspect of ALZI's work is to develop and promote new approaches to supporting people with dementia and their families. The organisation shared multiple examples with us on how they formed partnerships to create and test out new ideas, such as the "purple troops" multi-disciplinary response team in Jakarta.

### Collaboration

ALZI has a notably open attitude towards sharing and collaborating with other organisations including hospitals, other charities and the private sector. The organisation has also played a prominent role within the regional Alzheimer's Disease International network which conducts peer support and knowledge sharing amongst dementia charities in Asia Pacific.

# Charity Profile

## Alzheimer's Indonesia (ALZI)



### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK:

ALZI provides a broad statement of its target impact through its website: to improve the quality of life of people in Indonesia with dementia, as well as their family and caregivers.

The organisation does not have an explicit "Theory of Change" or logic framework diagram, but it does have three clear target outcomes: increased public understanding; healthier lifestyles; and increased capacity and access to information for professionals and caregivers.

#### RESULTS

##### MAIN OUTPUTS

(e.g. # reached)

**40-50**

Number of caregivers attending each monthly meeting for the Jakarta group (2017)

**11**

Caregiver support groups operating in cities across Indonesia (2017)

**60**

Advocacy meetings took place (2016)

##### DATA COLLECTION:

ALZI collects data on basic outputs such as the number of people attending each caregiver support group. It also conducts more detailed outcome tracking for specific projects where possible – for example in relation to its 2014 awareness raising campaign (see outcomes box below).

##### CONTINUOUS IMPROVEMENT:

ALZI tracks and reports on its target outcomes each year in its annual report. The organisation's leadership also regularly evaluates the needs and seeks out opportunities to develop and test new or improved services.

##### MAIN OUTCOMES

(Reported change)

**300%**

Increase in number of patients requesting information on dementia following 2014 awareness raising campaign (in 3 cities)

The Governor of Jakarta declared Jakarta as a Dementia and Age Friendly City in 2015 and the government launched a Dementia National Plan in 2016, partly prompted by ALZI's advocacy work.

*"ALZI has been incredibly helpful and supportive... I personally need to know... how to take care of my mother's dementia better and ALZI has been instrumental in this."* (caregiver support group participant, 2017)

#### Commentary on impact

In August 2017, Just Cause visited one of ALZI's caregiver support group meetings in Pondok Indah, South Jakarta. The meeting was attended by people with dementia and their caregivers, as well as a number of ALZI volunteers. Most of the participants appeared to come from relatively middle class backgrounds. Through our observation and informal discussions with participants and volunteers, we found that the caregivers in particular were benefitting from the session – both through the social interaction and moral support from their peers, as well as through access to information and advice.

## REPUTATION

### WHAT DO PEOPLE WHO WORK WITH THEM SAY?

In August 2017, Just Cause interviewed several volunteers that work regularly with ALZI to ask how they viewed the organisation:

*“ALZI’s approach is slightly different to other organisations who also deal with ageing population. Not only we provide support directly to the main beneficiaries (in ALZI’s case it is the caregivers and the people with dementia themselves), but also do we build the capacity of the ecosystem/community to be more aware of the issue of Alzheimer’s. For example, the other day we have an information session at a large private company to raise awareness of the employees how to detect and address if one day they find out their own parents at home are diagnosed with dementia.” (ALZI volunteer, Jakarta)*

### LATEST MEDIA COVERAGE

#### [Indonesia’s purple squad rescues abandoned elders](#)

Aljazeera.com -13 Apr 2017

Jakarta, Indonesia – With a rapidly aging population, more than one million people in Indonesia are known to be suffering from Alzheimer’s.

#### [Pentingnya Penanganan Penderita Alzheimer](#)

BeritaSatu-27 Sep 2016

“Most people with Alzheimer’s are elderly parents... the caring parties do not necessarily understand...” said Alzheimer’s Indonesia’s Founder DY Suharya... (translated)

#### [Jakarta Siap Jadi Kota Ramah Lansia](#)

CNN Indonesia-24 Sep 2016

The report will be followed up by Purple troops, consisting of Social Service, Health Office... and volunteers from Alzheimer’s Indonesia (ALZI)... (translated)

**3,200**  
**Facebook likes**  
(June 2017)

## STAFF & VOLUNTEERS

**2** total number of staff (as of August 2017)

**5%** staff turnover rate (2016)

**18** total number of active volunteers (as of August 2017)

ALZI is heavily dependent on a highly committed group of volunteers: “ALZI is fully volunteer-based organisation where everybody, including myself and the coordinator for regular events such as today’s Caregivers Meeting, are held by volunteers. We all have daily full time job on weekdays so we fully spend our weekends well entirely for ALZI’s events and activities to keep it going” (volunteer, 2017)

The volunteers are involved in ALZI’s regular events such as the caregivers’ meetings as well as special events, eg. ALZI’s major conference in September 2017. Volunteers also support ongoing back office tasks such as managing the organisation’s social media presence.

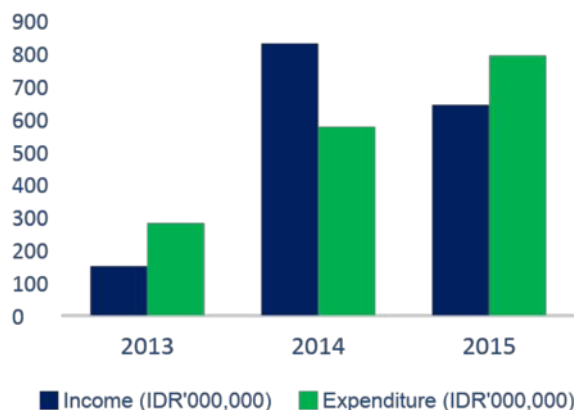
# Charity Profile

## Alzheimer's Indonesia (ALZI)

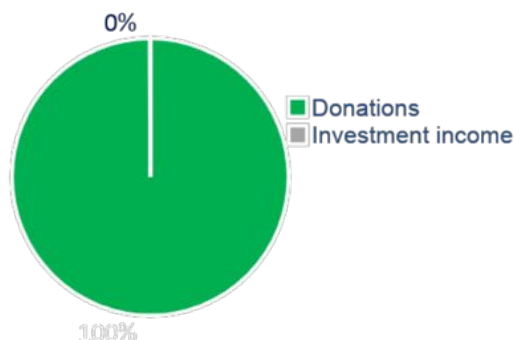


### FINANCES

#### TOTAL INCOME & EXPENDITURE



#### 2015 INCOME BREAK-DOWN



#### RESERVES RATIO (2015)

(Unrestricted reserves/Total annual expenditure)

**0.01**

#### TOTAL NO. OF MAJOR DONORS (2015)

Donors giving more than IDR500,000,000

**0**

As a fairly young organisation, ALZI has yet to reach a steady state for its income and expenditure trends. Income in 2015 was IDR643mn (US\$48,194), falling from IDR832mn (US\$62,359) the previous year. ALZI had two fairly large donations (more than IDR 200mn) in 2014, but none at that size in 2015. In 2015, half of donations came from businesses. Expenditure in 2015 was mainly on communication materials and activities for World Alzheimer Month. Note that ALZI is one of few non-profits in Indonesia reviewed by Just Cause that was able to provide audited financial statements.



#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks

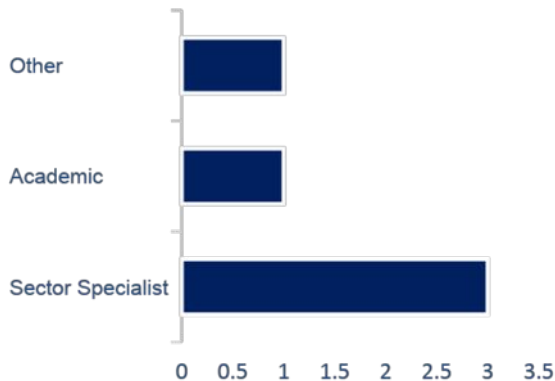
# Charity Profile

## Alzheimer's Indonesia (ALZI)



### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Board President: Eva Sabdono

Ibu Eva is Executive Director of Yayasan Emong Lansia, a well-established ageing charity in Indonesia (see YEL profile).



#### Executive Director: Sakurayuki

Sakurayuki took over as Executive Director in 2016 from her pioneer, DY Suharya. Her daily job is as a lawyer and partner of Hiswara Bunjamin & Tandjung (HBT), practising in Corporate and M&A. Her grandmother was diagnosed with Alzheimer's which drew her interest to contribute and also co-found this organization.

#### GENDER BALANCE:

Board male to female ratio

**2:3**

#### TOTAL BOARD SIZE:

**5**

ALZI has a Board of Trustees which in turn oversees three sub-boards: a supervisory board, an executive board and an honorary board. The organisation also has a scientific committee with 18 members.



#### GOVERNANCE CHECKLIST

- ✓ Not more than 1/3rd of the board are staff members
- ✓ Staff does not chair the board
- ✓ There is a limit of three consecutive years for the Treasurer position (or equivalent person on board that is responsible for overseeing finances of the charity)
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times a year
- ✓ There is a specific requirement on board members' meeting attendance
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board

## HOW YOUR SUPPORT CAN HELP

### **Broaden the overall reach of ALZI's efforts**

Whilst ALZI has achieved impressive results since it was founded in 2013, the scale of the dementia challenge facing Indonesia is daunting. The organisation has significant scope to expand its reach in all areas, including advocacy and awareness-raising as well as caregiver support. In particular, there are likely to be huge numbers of people with dementia and their caregivers in low income, more remote areas who are not yet able to access the level of support that ALZI has successfully established so far in the more affluent, urban areas.

### **Scaling up the “purple troops” pilot**

Since 2016, ALZI has been working in partnership with the Jakarta government to pilot the “purple troops”, a rapid response team for elderly people in crisis. The multidisciplinary teams include government staff and ALZI volunteers – they provide emergency response for example when an elderly person is found to be lost. ALZI is seeking funding to build on this pilot and extend the purple troops initiative to other areas beyond Jakarta.

### **Further support and training for volunteers**

ALZI is heavily reliant on its impressive team of highly dedicated volunteers. With additional resources, these individuals may benefit from further support and training in areas such as managing the caregiver meetings and events. For example, a volunteer meeting coordinator shared feelings of being “overwhelmed” when they were unable to anticipate a surge in attendance and demand.

# Charity Profile

## Cita Sehat Foundation



### IN A NUTSHELL

Based in Bandung, West Java, Cita Sehat Foundation (CSF) is a health-focused NGO focused on improving public health in several areas across the country. Elderly people are one of the main groups that CSF supports.

Their most relevant programme is the Dusun Ramah Lansia programme, which provides community-based elderly care in 12 communities in and around Yogyakarta. Established in 2012, this programme involves a range of initiatives targeted at “productive” and “non-productive” elderly people, including: caregiver training; monthly homecare visits in partnership with local government clinics; and promoting inter-generational bonding (e.g. group trips with teenagers and elderly people). The organisation also trains local health cadres to help elderly people enroll for the new national health insurance scheme and to manage the administrative requirements when visiting a clinic or hospital.

<b>TARGET GROUPS</b> General public; Elderly people	<b>TYPE OF WORK</b> Health & Care; Active ageing	<b>ANNUAL INCOME</b> Not disclosed	<b>REVENUE MODEL</b> Not disclosed
<b>ESTABLISHED</b> <b>2008</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Non-profit foundation (yayasan)	<b>WEBSITE</b> <a href="http://www.citasehat.org">www.citasehat.org</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Collaboration

CSF regularly collaborates with local government and other organisations to implement its projects.

### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK:

CSF's overall mission is to: "build the healthy paradigm and lifestyle; build an environment that supports healthy living; provide quality healthcare services; and to create sustainable positive change".

The organisation is able to share broad target outcomes for its individual programmes.

##### DATA COLLECTION:

CSF collects data on basic outputs such as the number of people served. It also collects anecdotal stories of impact for individual beneficiaries.

##### CONTINUOUS IMPROVEMENT:

CSF does not have a formal process for reviewing and learning from impact data.

#### RESULTS

##### MAIN OUTPUTS (e.g. # reached)

100

Caregivers received training to-date (since 2012)

10

Vulnerable people each month (on average) visited by local community befrienders



##### MAIN OUTCOMES (Reported change)

The organisation reported that many of their elderly members have shown significant progress over the years. For example, one elderly person who suffered a stroke seven years ago and initially was not able to sit up, but now is able to sit by himself, partly thanks to CSF's staff and volunteer support.

### REPUTATION

#### LATEST MEDIA COVERAGE

[Warga Bekasi Peringati HUT RI dengan Cek Kesehatan](#)

Republika Online-22 Aug 2017

Rumah Zakat and Cita Sehat held a free body metabolic examination activity in one of the fields in Jaka Permai City number... (translated)

[Rumah Zakat-Cita Sehat Gelar Program Ramah Lansia di Bandung](#)

Republika Online-20 Aug 2017

Since initiated by Rumah Zakat and Cita Sehat in July, Sibulan Elderly Villages has been the location for several times...

[Dokter Cilik Ikut Sosialisasi Campak dan Rubela di SD Juara](#)

Republika Online-10 Aug 2017

Rumah Zakat with Cita Sehat held a socialization of measles and rubella for the small doctors (dokcil) in SD Juara Bandung... ((translated)

**2,160**

**Facebook likes**  
(August 2017)

### STAFF & VOLUNTEERS

**250** total number of staff (as of August 2017)

**100** total number of active volunteers (as of August 2017)

CSF has around 250 staff working at its main office and 32 branches across the country. Volunteers also play an important role in all of their programmes, with around 100 active volunteers as of August 2017. The elderly programme in Yogyakarta is coordinated by two staff, supported by 10 local volunteers.

### FINANCES

CSF does not disclose its financial information. The organisation receives some of its funding from Rumah Zakat (Muslim religious giving), but they also open to other external donations.

### GOVERNANCE

CSF reported that it is unable to share governance information for internal reasons.

## HOW YOUR SUPPORT CAN HELP

### **Funding for a medical director**

CSF reported that it lacks a doctor in charge. In 2017, the organisation is aiming to scale up and strengthen its work – and recruiting a medical director (and more doctors in general) will be critical to that expansion.

### **Training of Trainers materials**

CSF reported that it needs support for materials and content for its regular trainings on community care for the elderly, tailored to a rural context.

# Charity Profile

## Yayasan Sosial Marfati



## Charity Profile

# Yayasan Sosial Marfati



### IN A NUTSHELL

Yayasan Sosial Marfati (Marfati) is a charity based in Tangerang (near to Jakarta) that operates two nursing homes; a community polyclinic providing emergency care; and an employment programme for former leprosy patients, some of whom are elderly people. The organisation is managed by the Jesus Maria Joseph Convent (affiliated with the Catholic church), although Marfati's services are open for people of all religious backgrounds.

Founded in 1984, the organisation originally offered nursing home places to 10-12 elderly people who had no relatives to look after them. The nursing home changed its name in 2004 to *Graha Lansia Marfati*, and the organisation now runs two homes which can house around 65 people in total. Nursing Home Marfati I is for elderly people who are relatively physically and intellectually fit, whereas Nursing Home Marfati II is for people who are less independent.

#### TARGET GROUPS

Frail elderly people, disabled elderly people

#### TYPE OF WORK

Long term care, outpatient healthcare, employment provision

#### ANNUAL INCOME

Not disclosed

#### REVENUE MODEL

0% government funded

#### ESTABLISHED

**1984**

#### RELIGIOUS AFFILIATION

Catholic

#### REGISTRATION STATUS

Non-profit foundation (yayasan)

#### WEBSITE

<http://www.marfati.com>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:



Marfati operates partly as a social enterprise in that its business model relies on earned income as well as donations. The organisation charges a small fee for the nursing home residents, but offers part- or full subsidies to those who cannot afford to pay. Without subsidy, the fees are from IDR 750,000-1 mn (USD55-75) per month.

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

Marfati's goal is to meet the needs of frail elderly where:

1. Children are too busy with their work to be able to look after their parents
2. The elderly do not have any family nor relatives to live with.
3. There are internal problems within the family of the elderly so that it is not conducive to live at home
4. In some cases, where elderly people have been neglected on purpose by their family.

The organisation does not have a formal theory of change or logic model, but designs its services in response to the needs above.

#### DATA COLLECTION

Marfati tracks basic outputs such as the number of residents at each nursing home.

#### CONTINUOUS IMPROVEMENT

Marfati does not have a formal approach to reviewing and learning from impact data. However, the organisation has grown and adapted over the years in response to the needs that it identifies through working closely with frail elderly people and the local community.

### RESULTS

#### MAIN OUTPUTS

(e.g. # reached)

**64** Residents at the two nursing homes in 2016



#### MAIN OUTCOMES

(reported change)

See commentary below

Marfati does not collect or report systematic data on impact or outcomes, but staff reported that *"generally the elderly felt at home when nursed at Marfati facility."* Another indicator of impact is staff reporting that some residents, who were initially *"forced"* by their families to stay in the facility, *"grew their affection and ended up loving to stay longer there"*. The organisation also reports that Marfati staff also benefit through achieving a strong sense of fulfillment – *"as if they were taking care of their own parents."*

## Charity Profile

# Yayasan Sosial Marfati



### REPUTATION

#### LATEST MEDIA COVERAGE

There were no media hits on google for “Yayasan Sosial Marfati” or “Graha Lansia Marfati” (August 2017).

**4**

**Facebook likes**  
(Aug 2017)

### STAFF & VOLUNTEERS

**64** Total number of staff at Marfati (Aug 2017)

**2** Total number of active volunteers at Marfati  
(Aug 2017)

Marfati has five people at management level plus 59 further staff: the nursing homes have 35 staff; the employment division has 22 staff; and the polyclinic has two volunteer part-time doctors and one full-time nurse (who is also the coordinator)

### FINANCES

Marfati does not disclose its financial information. However, we understand that the organisation is closely affiliated with the Catholic church, which is likely to be a key source of funding. As mentioned above, the organisation also depends to some extent upon earned income from the fees of its nursing home residents.

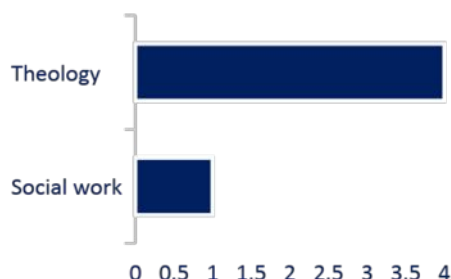
# Charity Profile

## Yayasan Sosial Marfati



### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



**Head of the Foundation: Father (*Romo*) Broto**  
Father Broto is based in Semarang, Central Java.

**Board Secretary and Nursing homes Coordinator: Sister Anastasia**

**Employment development Coordinator: Sister Abdelita**

**Health clinic Coordinator: Sister Katherina**

**Treasurer: Mr Bedjo** (background as a social worker)

#### GENDER BALANCE:

Board male to female ratio

**2:3**

#### TOTAL BOARD SIZE:

**5**

For Marfati, the Board of the organisation is the same as the management team, comprising of the Head of the Foundation, three section Coordinators and the Treasurer. The organisation is also supported by an Advisor (Sister Fransineti) and an Administrative coordinator.



#### GOVERNANCE CHECKLIST

- ✓ Staff does not chair the board
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board meets at least 4 times a year

### HOW YOUR SUPPORT CAN HELP

#### Contribute to the operating costs of the organisation

Marfati reports that external supporters can choose between supporting the nursing homes, the clinic or the employment programme. The organisation did not specify any particular needs at present, but in general donations are always welcome to help cover day-to-day operational costs such as food, toiletries, clinical equipment and staff salaries.

## Charity Profile

# Yayasan Emong Lansia (YEL)



## Charity Profile

# Yayasan Emong Lansia (YEL)

### IN A NUTSHELL

Yayasan Emong Lansia (YEL) is a Jakarta-based NGO with branches in Yogyakarta and Banda Aceh. Their goal is to improve the lives of disadvantaged older people in Indonesia. The organisation works directly with beneficiaries, through the provision of homecare visits, essential supplies, such as staple foods, and recreational activities. They also work towards improving caregivers' skills through customised training programmes at local and national levels. YEL stands out as one of the main non-profit organisations conducting advocacy in relation to ageing in Indonesia.

<b>TARGET GROUPS</b> Elderly Financially Disadvantaged	<b>TYPE OF WORK</b> Health & Care Research & Advocacy	<b>ANNUAL INCOME</b> IDR 491,363,112 (USD36,837) (2016)	<b>REVENUE MODEL</b> 0% Government funding
<b>ESTABLISHED</b> <b>1996</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Non-profit foundation (yayasan)	<b>WEBSITE</b> <a href="http://www.gerbanglansia.org">www.gerbanglansia.org</a>

### STRATEGY AND CHARACTER

The following characteristic stood out to our researchers when reviewing this program:



Yayasan Emong Lansia currently has eight volunteers and one salaried staff. The organisation would not be able to run or grow without the support of its volunteers.

## Charity Profile

# Yayasan Emong Lansia (YEL)

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK:

YEL provides a fairly clear statement of its target impact through its website and annual report: “attaining a sustainable quality of life for disadvantaged older persons”. In its public documents, the organisation does not share explicit detail on their programme logic or “theory of change” – ie. why they believe their specific approach will lead to the target impact.

#### DATA COLLECTION:

The organisation routinely collects data on basic outputs such as the number of beneficiaries reached. However, the organisation does not publicly report data relating to impact – i.e. what change took place as a result of their work.

#### CONTINUOUS IMPROVEMENT:

The organisation does not share details in its public documents about how it reviews and learns from its impact data.

## RESULTS

### MAIN OUTPUTS

(e.g. # reached)

**280**

“Grannies” supported by their Adopt a Granny Programme, in Jakarta, Yogyakarta and Banda Aceh as of June 2017

**80**

Caregivers trained and working in Jakarta as of June 2017

**6000**

People attended their yearly awareness raising event, Lomba Gerak Jalan dan Jalan, in 2016

### MAIN OUTCOMES

(Reported Change)

*“YEL volunteers often visit to chat and help by giving a package of staple foods. It really helps.”*

*“I had stroke several months ago...YEL helps me when their volunteer visit me once in a while to chat and ask how I’m doing. It is very nice.”*

*“I love it here. I have... people to talk to. I can check my health regularly...there are recreational events.. which are fun. I love the exercise routine...”*

### Commentary about impact

In July 2017, Just Cause visited one of YEL’s project sites in West Jakarta where we spoke with beneficiaries and volunteers. We observed that the main area of YEL’s impact on the beneficiaries is in their social well-being, through befrienders and social gatherings. According to the volunteers, the distribution of staple food parcels is an effective incentive for the older people to attend YEL’s monthly gatherings.

## Charity Profile

# Yayasan Emong Lansia (YEL)

## REPUTATION

### LATEST MEDIA COVERAGE

[Sebanyak 3,6 Juta Lansia di Indonesia Telantar](#)

Poskotanews-29 May 2016

"Many elderly go through their old age alone without... guarantee," said Yayasan Emong Lansia Director Eva Sabdono... (translated)

[Tahun 2035, RI Akan Menghadapi Masalah "Aging Population"](#)

BERITASATU.com-31 July 2013

"If well prepared and directed, the ageing of the population can be a positive thing... because the elderly population can be productive longer," he said in the event " UNFPA Seminars, BKKBN and Yayasan Emong Lansia... (translated)

[Kemosos: KDRT Kerap Terjadi pada Lansia](#)

BERITASATU.com-4 Dec 2013

Yayasan Emong Lansia Indonesia Foundation Chairman Eva Sabdono also regretted the low attention of the government and the younger generation towards the elderly... (translated)

**N/A**

**Facebook likes**  
(June 2017)

## STRATEGY AND CHARACTER

**1** total number staff (2017)

**8** total number of active volunteers  
(2017)

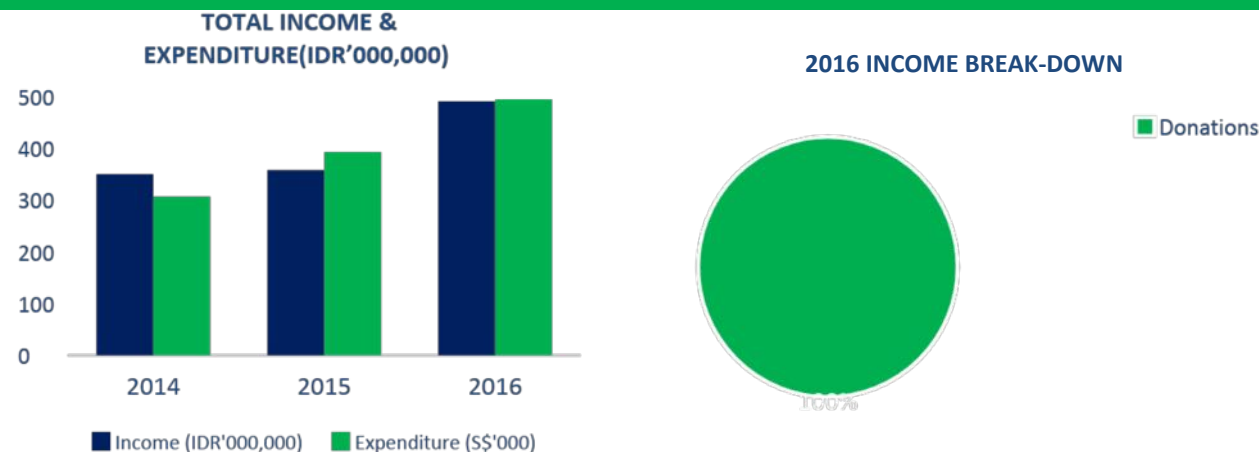
**0%** staff turnover rate (2016)

The eight active volunteers are non-paid staff all based in Jakarta.

## Charity Profile

# Yayasan Emong Lansia (YEL)

## FINANCES



### RESERVES RATIO (2016)

("Ending balance"/Total annual expenditure)\*

**0.1**

### TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than IDR 500,000,000

**0**

\* Note: Reserves ratios for most other charities in this document are calculated based on the reported figure for unrestricted funds. However, YEL is only able to share partial financial statements which do not show a figure for unrestricted funds. We therefore used the "Ending balance" for 2016 to indicate reserves.

## Commentary about finances

Income in 2016 was IDR491mn (US\$36,837), having grown from IDR350mn (US\$ 26,256) in 2014. All of the organisation's income is sourced from small-scale private donations. The organisation has a very low level of reserves, calculated at 0.1 years based on the reported "ending balance" for 2016.



## FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks

## GOVERNANCE & LEADERSHIP

### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



**Executive Director: Eva Sabdono**  
Eva has been the executive Director of YEL since 1996. She is currently the Chairman of the Alzheimer's Association Indonesia.



**Board Chair: Dr. BRA Moorjati Soedibjo**  
A successful entrepreneur, author and champion of social causes.

#### GENDER BALANCE:

Board male to female ratio

**1:1**

#### TOTAL BOARD SIZE:

**2**



### GOVERNANCE CHECKLIST

- ✓ Not more than 1/3rd of the board are staff members
- ✓ Staff does not chair the board
- ✓ There is a limit of five consecutive years for the Treasurer position (or equivalent person on board that is responsible for overseeing finances of the charity)
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ There is a specific requirement on board members' meeting attendance
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board



HelpAge  
Indonesia

## Charity Profile

# Yayasan Emong Lansia (YEL)

## HOW YOUR SUPPORT CAN HELP

### Development and Piloting of New Service Models

YEL previously worked with HelpAge International and the government in Indonesia to develop and launch its community-based homecare model, which is now being implemented in partnership with government in various communities nation-wide. Building on this experience and track record, the organisation is in a good position to work with new partners for the development of further new services that can similarly be adopted and mainstreamed.

### Advocacy Work

YEL is a leading voice and is well-connected in the eldercare sector. It has a track record of working with the government and is a potential partner for donors seeking to work with government to influence and shape policy.

### Distribution of Staple Food Parcels

YEL distributes staple food parcels at their monthly gatherings. This has been critical to YEL's efforts to reach more disadvantaged older people. Not only does it provide basic essentials, it is a recruitment channel for YEL's other services. According to one of the volunteers in Jakarta, due to a cutback in resources, this programme is now serving fewer older people, and as a result, fewer older people are attending the monthly gatherings for health checks and information talks.

### Health Check Equipment

With additional support, YEL will be able to purchase essential health check equipment and provide more consistent and quality service to the disadvantaged older people. For example, In Jakarta, they will be able to purchase the tensimeter, instead of borrowing one from the local primary care clinic.

## Charity Profile

# YAKKUM Emergency Unit (YEU)



## IN A NUTSHELL

YEU focuses on emergency response and disaster risk reduction. Established in 2001, YEU is a branch of YAKKUM (the Christian Foundation for Public Health), which itself was founded in 1950 and operates a number of hospitals, clinics, nursing and midwifery academies and other services across the country.

Since 2015, YEU has been working in partnership with HelpAge International to build up community disaster resilience in six areas, several of which are near to Yogyakarta. Their support targets whole communities but ensures that elderly people are included, with training on topics such as home care and self care. YEU also helps to raise awareness of the ageing population by supporting local communities and their elderly members to speak up and be heard by local government.

YEU is a well-established organisation with a track record of working with multiple international agencies and partners such as the Asian Development Bank and the international NGO, Christian Aid. At the global and regional level, YEU serves as a member of ACT Alliance, CHS Alliance, Asian Disaster Reduction and Response Network (ADRRN) and an affiliate to Global Network for Disaster Reduction (GNDR) and Huairou Commission.

### TARGET GROUPS

Disaster affected communities  
Elderly people  
Other vulnerable groups

### TYPE OF WORK

Disaster preparedness and relief; Training; Advocacy

### ANNUAL INCOME

**IDR 5,976,531,622**  
(USD 448,000)  
(2016)

### REVENUE MODEL

0-30% government funded

### ESTABLISHED

**2001**

### RELIGIOUS AFFILIATION

Christian

### REGISTRATION STATUS

Non-profit foundation (yayasan)

### WEBSITE

<http://www.yeu.or.id/>

## STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:

### Innovation

YEU stands out as one of the first disaster relief organisations in Indonesia to explicitly include a focus on elderly people within its work.

### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

YEU's overall vision is: "communities affected by disasters have the right to a dignified life and sustainable development, through the synergy of humanitarian services and community development through community-based transformative approach, accountability and quality performance." YEU subscribes to the globally recognized Core Humanitarian Standard, which provides an evidence-based quality framework to guide its approach for disaster relief work.

##### DATA COLLECTION

YEU tracks data on the number of beneficiaries supported through its various interventions. It also collects and reports quotes from participants to understand its impact. The organisation expects to be able to report further data in 2018 relating to its partnership with HelpAge International.

##### CONTINUOUS IMPROVEMENT

YEU takes an open approach to learning and improvement and publicly shares the data that it has on outputs and outcomes. Quality and continuous improvement are enshrined within the organisation's strategic plan.

### RESULTS

#### MAIN OUTPUTS

(e.g. # reached)

**350**

Villages supported overall from 2001-16

**2,709**

Elderly people supported through disaster resilience support in Magelang and Sieman districts (2016)

#### MAIN OUTCOMES

(reported change)

*"Elderly group can establish a network through Intergenerational Group to create better environment and health elderly through positive and productive activities which is supported by all generations."*

Mbah Citro, group participant

*"Activities in Intergenerational Group can make us to change our lifestyle into healthy lifestyle, eat clean, exercise, regular health check, and we get new knowledge."*

Pak Saiman, group participant

## REPUTATION

### LATEST MEDIA COVERAGE

#### [Yakkum Emergency Unit Gelar Seminar Urban Thinkers Campus ...](#)

Tribun Jogja-22 Aug 2017

The event initiated by Yakkum Emergency Unit with Huairou Commision presents a series of interesting events in it...

#### [Konas PB Diikuti Puluhan Lembaga Penanggulangan Bencana](#)

Republika Online-22 Aug 2017

Activities include disaster management agencies such as... Humanitarian Forum Indonesia, Lingkar, Yakkum Emergency Unit (YEU) and ADAB...

#### [BPBD Gelar Pelatihan Psikososial Pasca Bencana](#)

Kedaulatan Rakyat-26 Jul 2017

This activity also involves psychosocial workers from the Yakkum Emergency Unit (YEU) which has a Disaster Working Group...

**682**

**Facebook likes**

(Aug 2017)

See also on twitter:  
@YEUJogja

## STAFF & VOLUNTEERS

**0**

Total number of active volunteers at YEU (Aug 2017)

YEU had 40 staff as of August 2017. The organisation does not routinely make use of volunteers.

**40**

Total number of staff at YEU (Aug 2017)

### FINANCES

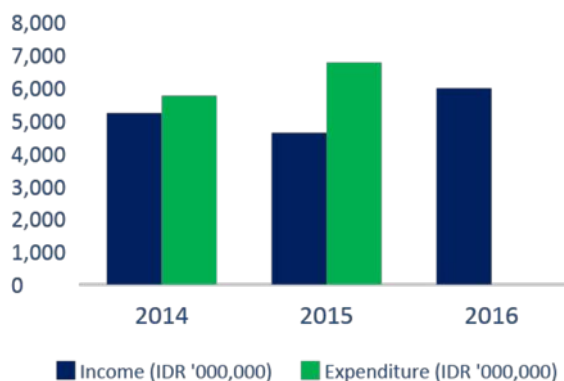
YEU stands out amongst the Indonesian non-profits reviewed by Just Cause for being able to provide audited financial statements quickly upon request.

YEU's main income sources are private donations and earned income from its training centre. Major donors for 2015 included German NGO DKH (Diakonie Katastrophenhilfe) and the NGO network, Huairou Commission.

Income over the past three years has fluctuated between around IDR 4.6 – 6.0 billion (around USD 350,000-450,000). Expenditure for the latest year (2016) is not shown in the chart on this page as the final figures had not yet been confirmed as of August 2017.

The organisation's reserves ratio (calculated based on the financial statements using cash and cash equivalents) was 0.8 years in 2015. This is slightly lower than average for the charities reviewed by Just Cause.

#### TOTAL INCOME & EXPENDITURE (IDR'000,000)

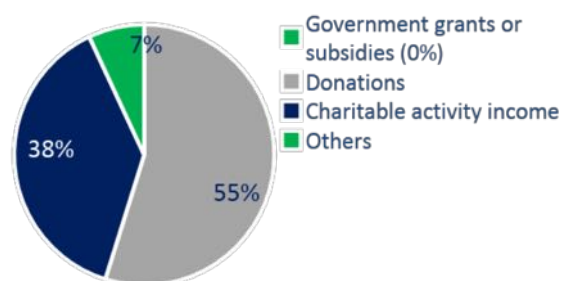


#### RESERVES RATIO (2015)

(Cash & cash equivalents/Total annual expenditure)

**0.8**

#### 2015 INCOME BREAK-DOWN



#### TOTAL NO. OF MAJOR DONORS (2015)

Donors giving more than IDR 500,000,000

**2**



#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

# Charity Profile

## YAKKUM Emergency Unit



### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Chairperson 1: Daniel Sugiarto Roestamadji

Daniel's background is as a businessman.

#### Chairperson 2: Dr. Bagoes Widjanarko MPH., MA.

Dr Widjanarko's background is as a medical doctor, specialising in public health.



#### YEU Director: Dr Sari Mutia Timur

Ibu Sari is a medical doctor who studied in Indonesia and Australia. She has significant experience working in post-disaster situations.

#### GENDER BALANCE:

Board male to female ratio

**7:2**

#### TOTAL BOARD SIZE:

**9**

YEU is governed as a part of its parent organisation, YAKKUM (the Christian Foundation for Public Health). YAKKUM's Governing Board consists of nine members, with two nominated Chairs (see above). The Governing Board is supported by an Advisory Board with eight members and a Supervisory Board with five members. Many members of both the Advisory and Supervisory Boards come from either a medical or a theological background.



#### GOVERNANCE CHECKLIST

- ✓ Not more than 1/3rd of the board are staff members
- ✓ Staff does not chair the board
- ✓ There is a limit of four consecutive years for the Treasurer position (or equivalent person on board that is responsible for overseeing finances of the charity)
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times a year
- ✓ There is a specific requirement on board members' meeting attendance
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ There is a clear succession plan in place for key management leadership roles

## HOW YOUR SUPPORT CAN HELP

### **Extending and expanding YEU's disaster resilience work with elderly people**

YEU's current work with elderly people is funded through a three year partnership with the international NGO, HelpAge International. Funding for the current programme of work will end in 2018, after which the organisation would like to secure further resources to continue and extend its work in this important area. More private donations could allow the organisation to continue and extend its disaster resilience work with elderly people beyond 2018.

# MALAYSIA

**ALZHEIMER'S DISEASE FOUNDATION MALAYSIA**

**GOLDENAGE WELFARE ASSOCIATION, MALAYSIA**

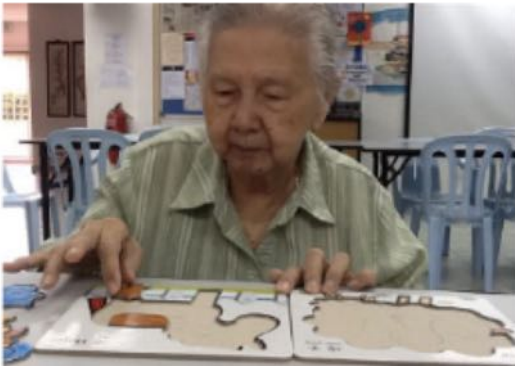
**HOSPIS MALAYSIA**

**MALAYSIAN HEALTHY AGEING SOCIETY**

**NATIONAL COUNCIL OF SENIOR CITIZENS  
ORGANISATIONS, MALAYSIA**

# Charity Profile

## Alzheimer's Disease Foundation Malaysia (ADFM)



## IN A NUTSHELL

Alzheimer's Disease Foundation Malaysia (ADFM) was established with the primary purpose of providing support to caregivers of Alzheimer's patients, increasing awareness of Alzheimer's and support the early detection of Alzheimer's. They run free seminars for caregivers, health professionals and the general public on early detection and caring for Alzheimer's patients.

The organisation takes a holistic approach to dementia and prioritizes the well-being of caregivers as they believe Alzheimer's significantly impacts the lives of caregivers and that caring for a loved one with Alzheimer's is a demanding task.

One of their main programmes is a day care centre for patients with Alzheimer's Disease (AD). It runs 5 days a week with the primary purpose of providing respite to the caregivers. Some of the activities at the day care include morning exercises and social and mental activities such as arts & crafts and brain gym. They currently host around 25 clients a day and have a waiting list, so they are only able to accept those who are in early or mid stages of AD, to ensure clients can still benefit from the activities at the centre.

<b>TARGET GROUPS</b> Alzheimer's Patients; Caregivers	<b>TYPE OF WORK</b> Daycare; Training; Advocacy	<b>ANNUAL INCOME</b> <b>MYR839,000</b> (USD197,000) (2016)	<b>REVENUE MODEL</b> 0% government funded
<b>ESTABLISHED</b> <b>1997</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Company Limited by Guarantee	<b>WEBSITE</b> <a href="http://www.adfm.org.my">www.adfm.org.my</a>

## STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:



ADFM is run by a core group of 13 staff members made up mainly of retired professional staff. Their training courses are a primary feature of their educational outreach program and as such, ADFM invests a lot in ensuring their trainers are certified and accredited by Alzheimer's Disease International (ADI) (which follows the Australian Dementia Care Skills Model).



ADFM is one of the few organisations in Malaysia geared towards the welfare of dementia caregivers and early detection of AD. They have also established an online National Caregivers Support Network which is a borderless virtual support group for caregivers.

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

ADFM provides a fairly clear statement of its target impact through its website: To promote awareness of Alzheimer's Disease in Malaysia and to help dementia patients and their families living in Malaysia.

Its website goes on to list how the mission will be implemented through clear action steps. Staff were also able to share an explanation of why they believe their specific approach will lead to their target impact.

#### DATA COLLECTION

The organisation maintains a database of all participants who attend their programmes. They collect feedback from the public and doctors.

#### CONTINUOUS IMPROVEMENT

ADFM does not have a formal process in place to analyse data due to lack of resources. Nevertheless, the organisation does make improvements to their programmes based on feedback from participants and trainees.

### RESULTS (2016)

#### MAIN OUTPUTS

(e.g. # reached)

**>700** Caregivers trained

**>15** Awareness raising talks & caregivers sharing sessions conducted

**>16** Dementia care skills training workshops conducted

**>25** Clients who visit their day centre on a daily basis

#### MAIN OUTCOMES

(reported change)

Participants who attended ADFM's caregivers training reported:

*"The training is well-suited, comprehensive and practical"*

*"The presentation and slides are very informative, simple and easy to understand"*

*"More training should be conducted to reach out and benefit more caregivers in the country"*

*"More regular sharing sessions should be held to support the caregivers and their families"*

*"Overall the Trainers are knowledgeable and well-versed with their topics, passionate and able to connect with the participants"*

## REPUTATION

### LATEST MEDIA COVERAGE

#### [An Alzheimer's caregiver's journey with ADFM](#)

The Star, 5 Feb 2015

...with the help of the Alzheimer's Disease Foundation Malaysia (ADFM)..

#### [AirAsia X pledges solemn support for Alzheimer's Disease Foundation Malaysia](#)

Air Asia Press Release, 3 Dec 2014

...low cost affiliate of AirAsia Group lends its support to Alzheimer's Disease Foundation Malaysia...

#### [Support crucial in Alzheimer's disease](#)

The Star, 30 Nov 2014

The Alzheimer's Disease Foundation Malaysia offers much needed support to those living...

**43**

**Facebook likes**

(July 2017)

## STAFF & VOLUNTEERS

**13**

Total staff members (2017)

The 13 staff members have been with ADFM for the past 4 years.

**0%**

Staff turnover rate (2016)

Six staff members (four registered nurses and two support staff) tend to the day care centre clients daily.

**14**

Certified volunteer trainers (2017)

The 14 volunteer trainers include geriatricians, retired nursing educators, physiotherapists, occupational therapists, counselling psychologists and caregivers.

### FINANCES

ADFM is mainly funded by donations (contributing 87% of total income in 2016).

Their main source of revenue is from raising funds from the public either through fundraising activities or seeking donations. ADFM does not seek out government grants due to the often lengthy and time-consuming process involved in government grant application.

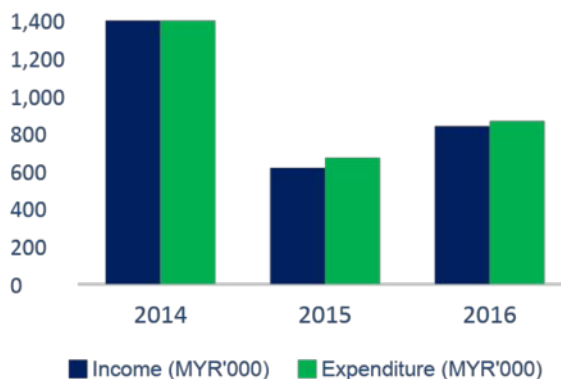
About RM 600,000 (75%) of donations in 2016 was raised specifically for their new training centre which is currently under renovation. Their total comprehensive loss for the year 2016 was RM 27,196. ADFM is considering cutting down on free seminars in the future to reduce expenses.

The increased income in 2014 was due to a fundraising concert they organised which raised RM1.2 million. The funds were used to purchase the current building which houses their office and day care centre.

ADFM has sufficient reserves to cover expenditure for around 1.67 years which indicates a healthy financial situation.

Donations to ADFM are tax-deductible.

#### TOTAL INCOME & EXPENDITURE (MYR'000)

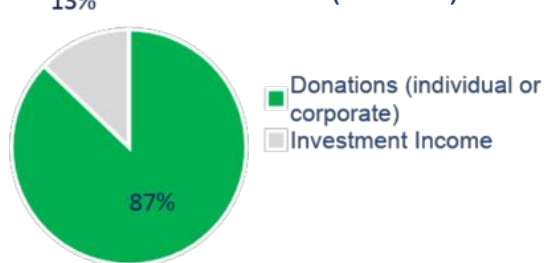


#### RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

**1.67**

#### 2016 INCOME BREAK-DOWN (MYR'000)



#### TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than MYR50,000

**Not Reported**



#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks

### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Board President:

**Dato' Jeffrey Ng Chin Heng**



Dato' Ng is the current Managing Director of LBI Capital Berhad. He pioneered ADFM in 1997.

#### Chairman: Datuk Dr Yim Khai Kee



Datuk Yim is a retired dentist and a Rotarian. He has been actively involved with ADFM for more than a decade.

#### GENDER BALANCE:

Board male to female ratio

**17:1**

#### TOTAL BOARD SIZE:

**18**

ADFM is governed by the Board of Directors who are elected annually to ensure the accountability and proper governance of funds being raised for ADFM. The Foundation consists of a Board of Trustees, an independent body that oversees the utilization of ADFM funds, and an Executive Committee comprising of people from various fields including corporate figures, social workers and medical specialists, who are responsible for the planning and administration of day to day operations of the foundation's activities. Their Constitution calls for the Director General of Health, Ministry of Health and Director General of Social Welfare, Ministry of Women, Family and Community Services to both sit on the Board of Trustees and neither the Board nor the Foundation can remove either from office. In addition, 4 of the trustees must be from the Rotary Club of Shah Alam. The Foundation is a company limited by guarantee and thus has no shares in which directors could have an interest.



#### GOVERNANCE CHECKLIST

- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times per year.
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board.
- ✓ Clear succession plan in place for key leadership roles.

## HOW YOUR SUPPORT CAN HELP

### **New Day Care Centre**

ADFM is seeking support for a new day care centre with a larger capacity, as this will enable the organisation to accommodate the increasing demand for respite care among many deserving and desperate caregivers.

### **New Training Centre**

ADFM is constructing a new training centre, with the objective of raising awareness of dementia and encouraging the setting up of dementia associations in every state of Malaysia (since very few organisations in Malaysia work on raising awareness of dementia). Construction for the new training center is expected to complete by December 2017 and will have the capacity to accommodate 100 participants. Besides running regular training workshops for caregivers and professionals, ADFM plans to utilize the training center to promote greater public awareness and outreach programmes. They are seeking funding to equip the training centre with the necessary facilities.

### **Nationwide Dementia Care Skills (DCS) Training Programme**

ADFM will be implementing a nationwide DCS training programme between January 2018 and December 2018 across all states in Malaysia. They are seeking funding to enable them to carry out the training workshops to reach out to caregivers, healthcare workers, paramedics, healthcare professionals and volunteers who are involved in the caring of persons living with AD and dementia.

# Charity Profile

## GoldenAge Welfare Association of Malaysia (USIAMAS)





## Charity Profile

# GoldenAge Welfare Association of Malaysia

### IN A NUTSHELL

The GoldenAge Welfare Association of Malaysia, better known as USIAMAS, is a not-for-profit organisation dedicated to empowering senior citizens to achieve their maximum potential through training, advocacy and community service programmes. Their main focus is helping people age at home by providing informal care through trained volunteers. They pioneered the Home Help Services programme in Malaysia in 2005.

USIAMAS recently launched a Neighborhood Senior Support Programme (NSSP) which is adapted from their Home Help Services model as it promotes neighbours helping each other and targets existing senior citizen organisations within communities. They operate a bottom-up approach by first approaching senior citizen organisations within communities and subsequently running 2 day workshops to train interested volunteers. Trained volunteers then identify senior citizens within their communities who need help at home and provide them with physical and emotional support. As volunteers are from the same neighborhood and known to the elderly, trust is quickly established. The community support programme is aimed at recruiting, developing and deploying volunteers to make regular visits as informal companions and soft-skilled caregivers to older persons at their homes.

<b>TARGET GROUPS</b> Senior citizens General public	<b>TYPE OF WORK</b> Home help services Training Advocacy	<b>ANNUAL INCOME</b> <b>MYR 380,000</b> (USD89,000) (2016)	<b>REVENUE MODEL</b> More than 70% government funded
<b>ESTABLISHED</b> <b>1991</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Registered Society	<b>WEBSITE</b> <a href="http://www.usiamas.gov.my">www.usiamas.gov.my</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:

#### Innovation

USIAMAS launched Home Help Services in Malaysia in 2005 by replicating the model from HelpAge Korea (HAK), which financially supported USIAMAS until 2012. The Malaysian government adopted Home Help Services in 2013 although USIAMAS continues to support the government in implementing the services. Home Help Services provides physical and emotional assistance to senior citizens who are poor and living alone. The services are provided by trained volunteers at the homes of senior citizens.

#### Volunteer Delivered

USIAMAS is run by 10 dedicated volunteers and only 1 paid staff.



## Charity Profile

# GoldenAge Welfare Association of Malaysia

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

USIAMAS provides a statement of its target impact through its website: To be the premier organisation, empowering older persons to achieve their maximum potential through the effective implementation of research, training, advocacy and community service programmes.

Their website goes on to clearly state how they intend on achieving their mission.

#### DATA COLLECTION

They maintain a database of all their volunteers and Home Help Services clients. They conducted an in-depth evaluation of their Home Help Services in 2006 and published an internal report with their findings. They also regularly collect reports from Home Help Services volunteers to monitor the progress of their clients.

#### CONTINUOUS IMPROVEMENT

Though the organisation does not have a formal mechanism in place to measure impact due to lack of resources, they are committed to continuously improving their services based on verbal client and volunteer feedback.

### RESULTS (2016)

#### MAIN OUTPUTS

(e.g. # reached)

>440

Clients served by Home Help Service

>110

Volunteers trained for Home Help Services

>11

Districts where USIAMAS operates its Home Help Services

#### MAIN OUTCOMES

(reported change)

"Through our initiative, the Government of Malaysia has declared the First Sunday of every October to be celebrated as the "Grandparents Day". 2017 USIAMAS President

"Older persons were very grateful to USIAMAS for providing them services much needed such as providing companionship, that gives them emotional comfort, as well as rendering help in their daily activities thereby contributing largely to maintain independent living."

"Volunteers feel proud and satisfied with their involvement in helping older persons."

- Based on USIAMAS' evaluation report of their Home Help Services in 2006



## Charity Profile

# GoldenAge Welfare Association of Malaysia

### REPUTATION

#### LATEST MEDIA COVERAGE

##### [Move can leave elderly in lurch](#)

The Malay Mail, 7 November 2016

Goldenage Welfare Association Malaysia (Usiamas) president Datuk Abdullah Malim Baginda agreed with the move...

##### [Rai datuk, nenek kukuh kekeluargaan](#)

Utusan Melayu, 30 September 2016

According to President Usiamas, Dr. Datuk Abdullah Malim Baginda, different from the Golden Day welcome speech which is welcomed October 1 every year ...

##### [A city for the elderly](#)

The Star, 13 July 2016

...and Goldenage Welfare Association Malaysia (Usiamas) president Datuk Dr Abdullah Malim Baginda about possible plans to care for the aged in the city...

**149**

**Facebook likes**  
(July 2017)

### STAFF & VOLUNTEERS

**1** Total staff (2017)

**10** Total volunteers (2017)

**0%** Staff turnover rate (2016)

As USIAMAS only has 1 paid staff on their team who has been with USIAMAS for many years, they had a zero percent staff turnover rate in 2016.

## Charity Profile

# GoldenAge Welfare Association of Malaysia

## FINANCES

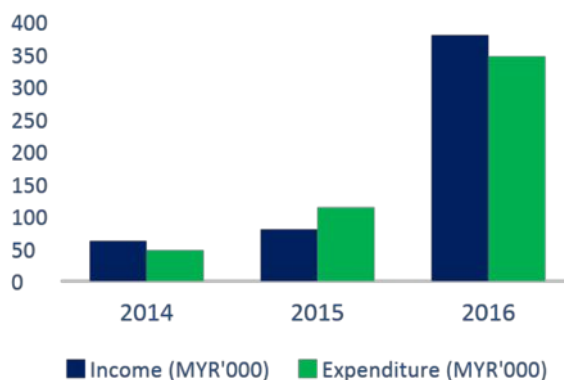
USIAMAS is mainly funded by government grants (contributing 97% of total income in 2016). Although their Home Help Services programme was adopted by the Department of Social Welfare in 2013, USIAMAS continues to work closely with the government to implement the programme and thus relies on government grants for its operation of the Home Help Services programme. Funding from the government is specifically tied to supporting the Home Help Services programme only.

Most of their expenses are incurred by running events and paying staff and volunteer allowances. Together, these items made up 67% of total expenditure in 2016.

Their reserve ratio is at 0.16 which indicates that the organisation has a relatively low level of financial buffer if its current sources of income were to stop. Staff explained their low reserves are due to challenges in securing adequate funding and their heavy reliance on government grants, which is often delayed and insufficient to cover operating costs.

Their financial year runs from 1<sup>st</sup> January to 31<sup>st</sup> December each year. Donations to USIAMAS are tax-deductible.

### TOTAL INCOME & EXPENDITURE (MYR'000)

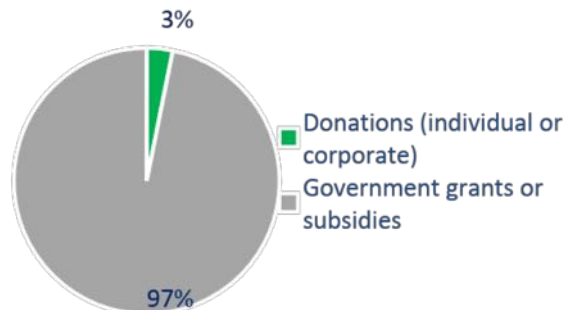


### RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

**0.16**

### 2016 INCOME BREAK-DOWN



### TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than MYR50,000

**Not Reported**



### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

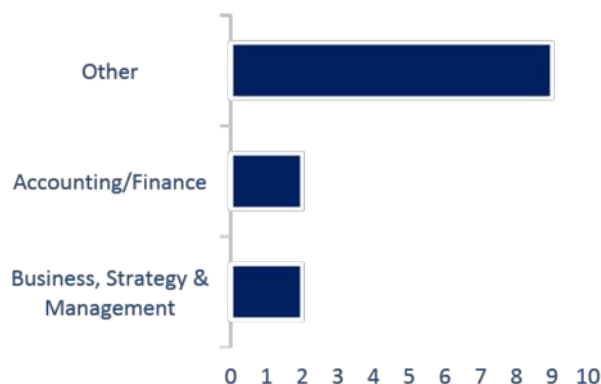
- ✓ The Council ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Council approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Council and management actively identify and manage financial risks

## Charity Profile

# GoldenAge Welfare Association of Malaysia

## GOVERNANCE & LEADERSHIP

### COUNCIL COMPOSITION BY PROFESSIONAL BACKGROUND



**President:**  
**Dr Abdullah Malim Baginda**

Dr Baginda is the former Director General of the Department of Social Welfare. He founded USIAMAS in 1991.



**Deputy President:**  
**Mr Sundralingam Kumaravelu**

Mr Kumaravelu has over 30 years experience working for the Audit Department. He has been on USIAMAS' Council since 2007.

### GENDER BALANCE:

Council male to female ratio

**10:3**

### TOTAL COUNCIL SIZE:

**13**

USIAMAS' Council consists of 5 office-bearers and 8 ordinary council members, many of whom are former government employees. All Council members are volunteers and do not receive any form of remuneration. Their Constitution calls for all office-bearers to be Malaysian citizens, with a renewable two year tenure. The President of USIAMAS sits on the policy-making committee chaired by the Minister of Women, Family and Community Development.



### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Council are staff members.
- ✓ There is a maximum limit of six consecutive years for office-bearers position (e.g. President, Secretary, Treasurer etc).
- ✓ Council members and staff are required to declare actual or potential conflicts of interest.
- ✓ Council members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Council meets at least 4 times per year.
- ✓ All Council members submit themselves for re-nomination and re-appointment at least once every 2 years.
- ✓ There are established term limits for all Council members to ensure steady renewal of the Council.
- ✓ Clear succession plan in place for key leadership roles.



## Charity Profile

# GoldenAge Welfare Association of Malaysia

### HOW YOUR SUPPORT CAN HELP

#### Long-term support

USIAMAS states they have the knowledge, expertise and ability to mobilise resources quickly but are lacking in funding, which hinders their ability to implement and scale projects. They are seeking long-term partners who are committed to the cause and willing to support them for at least 3 years or more as they are looking for sustained funding, rather than one-off operational funding. They received USD 12,000 a year for 7 consecutive years between 2005 and 2012 from HelpAge Korea, which enabled them to successfully replicate and pilot the Home Care Services programme in Malaysia. They are now looking to replicate this kind of funding with a new partner.

#### USIAMAS Training Institute

USIAMAS plans to establish a training institute focused on training volunteers, old folks' homes operators, caregivers within the formal system, family members looking after the aged, and training those facing retirement in preparation for old age. The Institute will take a holistic approach to training and offer certification for its trainees to ensure only trained caregivers are employed in the future. Some examples of the workshops they intend to run are Pre-retirement workshops, Home Help Services training, Day Centre Management Training and Nursing Home Management Training.

# Charity Profile

## Hospis Malaysia



# Charity Profile

## Hospis Malaysia



### IN A NUTSHELL

Hospis Malaysia is a non-profit charitable organisation involved in developing and providing palliative care in Malaysia to those with life-threatening illnesses such as cancer, AIDS, organ failure or progressive neurological conditions. More than 50% of their patients are aged 65 and above and most of their patients are cancer patients.

The organisation runs a homecare programme, a weekly rehabilitation programme and offer teaching, support and training to medical schools, hospitals and individuals on palliative care. They also extend psychological and emotional assistance to family members to help them understand the process of dying, advance care planning and understanding grief. Sixty percent of their work is focused on patient services, 30% on education and training of healthcare professionals and 10% on advocacy which includes public education. All services offered by Hospis Malaysia, including medication and medical equipment are completely free-of-charge.

<b>TARGET GROUPS</b> People with life-threatening illnesses Caregivers/ Public Health professionals	<b>TYPE OF WORK</b> Palliative care Training Advocacy	<b>ANNUAL INCOME</b> <b>MYR 4.4mn</b> (USD 1.03mn) (2016)	<b>REVENUE MODEL</b> 0-30% government funded
<b>ESTABLISHED</b> <b>1991</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Company limited by guarantee	<b>WEBSITE</b> <a href="http://www.hospismalaysia.org">www.hospismalaysia.org</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:

#### Broad Reach

Hospis Malaysia has developed the largest community palliative care service in the country over the last 25 years. They provide a strong education and training programme and increase public awareness of palliative care, which still remains largely unheard of in Malaysia. They are the pioneers in providing homecare services, weekly rehabilitation sessions for patients and training healthcare professionals on palliative care in Malaysia. They serve more than 3,000 beneficiaries a year.

#### Core Capacity

Hospis Malaysia is run by a professional team of 35 staff who attend to around 500 patients at any given time and conduct more than 1,000 home visits a month. The team is led by a Chief Executive, a qualified doctor, who supervises a team of fellow doctors, nurses and volunteers. The organisation places a strong emphasis on training and ensures all staff members are extensively trained in palliative care on an ongoing basis.

#### Promotes Research

Hospis Malaysia conducted a Palliative Care Needs Assessment in 2016 to estimate the need for palliative care in Malaysia, a first of its kind in Malaysia. They surveyed 600 Malaysians across Peninsular Malaysia and published a report with their findings. The organisation regularly conducts research with particular emphasis on accessing the effectiveness of palliative care and gaining a better understanding of the needs of patients and carers.

### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

Hospis Malaysia provides a clear statement of its target impact through its website: To provide the best possible palliative care services to the community, provide the best possible education and training to healthcare professionals, increase awareness about the needs of patients with progressive and life-threatening illness and promote the quality of life.

They seek to ensure every Malaysian is aware of, and has access to proper palliative care when the need arises.

Staff were able to share an explanation of why they believe their specific approach will lead to their target impact.

##### DATA COLLECTION

They measure impact by conducting regular patient satisfaction surveys and using patient referrals from doctors and donor support as an indication of their reputation and quality of care. High level of patient satisfaction, growing patient referrals and a steady stream of funds are indications of success for them.

##### CONTINUOUS IMPROVEMENT

They have recently implemented some process indicators to track how well they are responding to patient referrals and are working on indicators to measure how well they are managing their patients' symptoms, with the aim of improving the delivery of their quality of care. They measure impact based on the quality of their care and not solely based on the number of patients they see.

#### RESULTS

##### MAIN OUTPUTS

(e.g. # reached)

**>500** Patients under their care at any given time (2016)

**>12,500** Home visits conducted (2016)

**>1,000** Healthcare professionals trained on palliative care across the country and region each year

**>2,000** Patient referrals received (2016)

**>170** Emergency calls attended to (2016)

##### MAIN OUTCOMES

(reported change)

Hospis Malaysia reported the following to our researchers (2017):

"Continuous in-house training has equipped their own clinical team with the necessary skills and knowledge to practice holistic patient-centered care.

Palliative care services have relieved people of suffering through pain management and other symptom management.

Patient referrals have increased from just 146 patients in 1995 to 2,076 patients in 2016."

# Charity Profile

## Hospis Malaysia

### REPUTATION

#### LATEST MEDIA COVERAGE

##### [Four out of 10 Malaysians need palliative care each year](#)

The Malay Mail, 22 April 2016

"...Hospis Malaysia produced a report Palliative Care Needs Assessment: Malaysia."

##### [Easing the pain of cancer](#)

The Star, 14 February 2016

When dealing with cancer, Hospis Malaysia chief executive officer and medical director Dr Ednin Hamzah says..."

##### [Hospis launches new logo](#)

The Star, 6 May 2014

"Hospis Malaysia launched a new symbol to represent the face of palliative care..."

**4,717**

**Facebook likes**  
(July 2017)

### STAFF & VOLUNTEERS

**25** Clinical staff members: 5 doctors, 18 nurses (2017)

**10** Administrative and support staff (2017)

**20** Active volunteers (2017)

**23%** Staff turnover rate (2016)

Hospis Malaysia has a total of 35 full-time paid staff on their team. Most staff members stay with the organisation for an average of six years.

There was an unusually high turnover of staff members in the organisation in 2016 with five resigning, three retiring and one leaving for medical reasons. Most of the resignations were anticipated as they were due to poor performance.

# Charity Profile

## Hospis Malaysia

### FINANCES

Hospis Malaysia is almost entirely funded by donations (contributing 99% of total income in 2016). Government contribution for the years 2014, 2015 and 2016 were zero, RM 273,000 and RM 50,000 respectively.

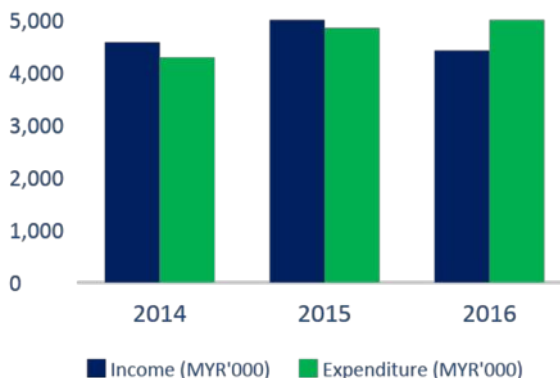
Donations in 2016 fell to MYR 3.84M compared to MYR 4.63M (2015) and MYR 4.17M (2014) and is attributed to the national economic downturn in 2015-2016. The organisation also did not run their charity dinner in 2016 which is a major source of income as the charity dinner is only held once every 2 years.

The net deficit for 2016 stood at MYR520,347. The organisation explained they increased the size of their clinical team with an additional 4 nurses in 2015 and salaries account for 80% of their expenses.

They have sufficient reserves to cover expenditure for 2.06 years which indicates a healthy and comfortable financial situation. There were no transfers to or from reserves or provisions during 2014-2016.

Their financial year runs from 1<sup>st</sup> January to 31<sup>st</sup> December each year. Donations to Hospis Malaysia are tax-deductible.

#### TOTAL INCOME & EXPENDITURE(MYR'000)

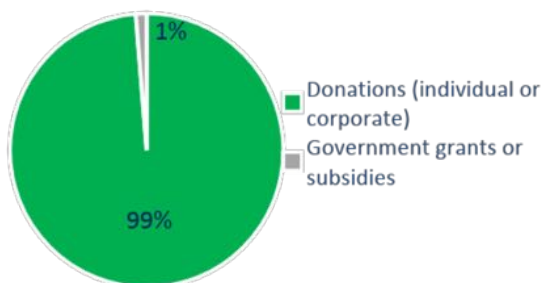


#### RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

2.06

#### 2016 INCOME BREAK-DOWN



#### TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than MYR50,000

Not Reported

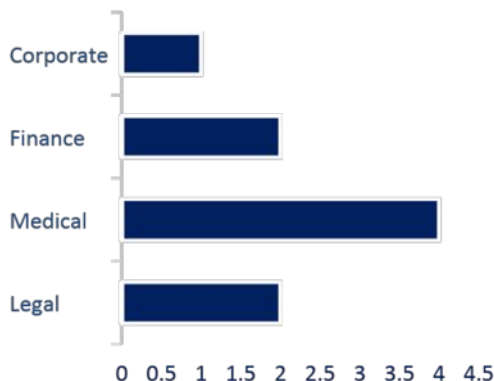


#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Council ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Council approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Council and management actively identify and manage financial risks

### GOVERNANCE & LEADERSHIP

#### COUNCIL COMPOSITION BY PROFESSIONAL BACKGROUND



**Chairman: Dato Richard Robless**

Dato Robless served the Royal Malaysian Air Force for 30 years. He is presently the Executive Chairman of Rajawali Aerospace Sdn Bhd and Selbor Enterprise.



**Medical Director/CEO: Dr Ednin Hamzah**

Dr Hamzah joined the Council in 1997. He's trained in General Medicine and General Practice and currently sits on Board of International Association of Hospice and Palliative Care.

**GENDER BALANCE:**  
Board male to female ratio

**4:4**

**TOTAL COUNCIL SIZE:**

**8**

Headed by the Chairman, the Council acts as trustee of the funds and manages the income, property and affairs of the organisation. Policies and long-term strategies for Hospis Malaysia are decided by the Council, who also take on the responsibility of ensuring that the organisation adheres to proper governing policies. The Council meets regularly to discuss relevant issues and all Council members are elected at the Annual General Meeting. Their Constitution calls for a minimum of 3 and a maximum of 15 Council members. Volunteers and Council Members (except the CEO/Medical Director) are not remunerated for their time.

The organisation is managed by a team of medical professionals, administrative staff and volunteer-professionals who govern their overall policies and administer their finances. They have key strategies in place to ensure sustainability of operations and accountability to donors.



#### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Council are staff members.
- ✓ Council members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Council member or staff is involved in setting his or her own remuneration.
- ✓ Council members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Council meets at least 4 times per year.
- ✓ All Council members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Council members to ensure steady renewal of the Council

## Charity Profile

# Hospis Malaysia

### HOW YOUR SUPPORT CAN HELP

#### **Improve Training of Healthcare Professionals**

Hospis Malaysia prides itself in doing palliative care well and have almost always met the expectations of its patients and donors. However, Hospis Malaysia finds it difficult to hire staff trained in palliative care as palliative care is a very different type of care and not taught in most local medical and nursing schools. As such, considerable resources are and will be dedicated to training new staff.

#### **Long-Term Partnerships**

Hospis Malaysia is seeking strategic long-term donors (both private and corporate) who are willing to partner for at least 3 years, to scale and support current services, to fund research, and/or boost staff salaries.

## Charity Profile

# Malaysia Healthy Ageing Society (MHAS)



## IN A NUTSHELL

Malaysian Healthy Ageing Society (MHAS) is dedicated to educating healthcare professionals and members of the public on numerous healthy ageing issues. They raise awareness by running nationwide workshops and seminars for members of the public and healthcare professionals which are delivered by a panel of trained experts.

MHAS firmly believes that the disabilities associated with normal ageing are caused by physiological and psycho-social dysfunctions, which can in many cases be prevented and treated to ensure a better quality of life as one grows older.

<b>TARGET GROUPS</b> Elderly Caregivers/ Public Health professionals	<b>TYPE OF WORK</b> Education and public awareness on healthy ageing	<b>ANNUAL INCOME</b> <b>MYR 250,000</b> (USD 58,500) (2016)	<b>REVENUE MODEL</b> 0% government funded
<b>ESTABLISHED</b> <b>2002</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Registered Society	<b>WEBSITE</b> <a href="http://www.healthyageing.com">www.healthyageing.com</a>

## STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:

### Volunteer Delivered

MHAS was founded by a group of healthcare professionals and is, to date, run entirely by a dedicated team of professional volunteers from the medical, legal and academic sectors who hold full-time jobs. Nobody on the team is remunerated for their time.

### Niche Cause

MHAS is the one of the few non-profit organisations in Malaysia actively dedicated to raising awareness on healthy ageing and takes the lead in organising international conferences around the issue of ageing regularly. They were instrumental in organising the First World Congress on Healthy Ageing in 2012 in Malaysia and continue to support it every 3 years in different locations around the world (2015 in South Africa and 2018 scheduled for Turkey). They are also organising the ASEAN Conference on Healthy Ageing in Sarawak, Malaysia in October 2017.

## Charity Profile

# Malaysian Healthy Ageing Society

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

MHAS provides a fairly clear statement of its target impact through its website: To promote the integrative approach towards the ageing process and to foster and co-ordinate education, study and research in ageing in Malaysia.

They seek to educate Malaysians on the importance of healthy ageing through nationwide seminars and workshops.

Staff were also able to share a detailed explanation of why they believe their specific approach will lead to their target impact.

#### DATA COLLECTION

MHAS collects verbal feedback and evaluation forms from programme participants and maintains a database of all participants who attend their seminars.

They measure impact based on the positive feedback of their seminars and use evidence of the growing number of participants as an indication of success.

#### CONTINUOUS IMPROVEMENT

MHAS does not have a formal process in place to analyse data due to lack of resources. Nevertheless, the organisation does make improvements to their seminars based on evaluation forms from participants.

### RESULTS TO DATE (2002-2016)

#### MAIN OUTPUTS

(e.g. # reached)

**>5,000** Participants who have attended their seminars

**>100** Seminars conducted across all States in Malaysia

**>4** International conferences on healthy ageing organised by MHAS

#### MAIN OUTCOMES

(reported change)

*"I have now learnt how to care for the elderly."* MHAS programme participant

*"Attending the seminar saved my life as I now recognize the systems which were discussed during the seminar."* MHAS programme participant

#### SUCCESS STORY

*"One participant who is still in contact with us had informed us that she was saved by attending the seminar, as she knew she had to reach a hospital within 10 minutes when she felt she was having a stroke. This is our success story."*

MHAS 2017 Vice President

## REPUTATION

### LATEST MEDIA COVERAGE

#### [Battling Loneliness](#)

New Strait Times, 13 December 2016

As a support system for the elderly is lacking in the country, Dr Azhar, who is an advisor to the Malaysian Healthy Ageing Society, says it is important that they take steps to overcome loneliness...

#### [Coping with an ageing population](#)

BFM, 9 May 2016

Professor Nathan Vytialingam, an Advisor and past President of the Malaysian Healthy Ageing Society, explores how we should address the changing attitudes towards older people...

#### [Society: More day-care centres needed for the elderly](#)

The Star, 2 April 2016

Malaysian Healthy Ageing Society adviser Prof Nathan Vytialingam said the World Health Organisation was encouraging "ageing in place"...

**343**

**Facebook likes**

(July 2017)

## STAFF & VOLUNTEERS

**0** Total staff (2017)

**18** Total active volunteers (2017)

**0%** Staff turnover rate (2017)

As MHAS is entirely volunteer run, they do not have any paid staff on their team and thus a zero percent staff turnover rate.

All the volunteers on their team are qualified professionals who regularly conduct workshops related to healthy ageing.

### FINANCES

MHAS is entirely funded by donations (contributing 100% of total income in 2016).

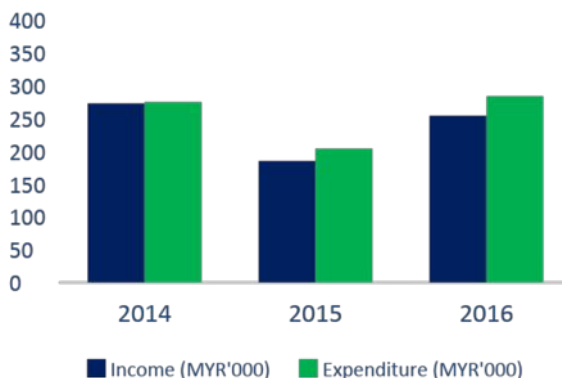
Their income and expenses are relatively low as they often get seminar venues and travel expenses sponsored by corporates and the training is delivered by their team of volunteers. MHAS does not have its own office space and operates out of a law firm of one of its council members.

Most of their expenses are incurred from marketing their seminars and costs incurred in running the seminars such as purchasing seminar materials and hiring support staff.

Their reserves ratio is at 0.07 which indicates that the organisation has a relatively low level of financial buffer if its current sources of income were to stop. Staff explained their low reserves and loss over the past three years is due to the fact MHAS is continuously conducting programmes and does not receive any government grants or funds.

Donations to MHAS are not tax-deductible. Their financial year runs from 1<sup>st</sup> January to 31<sup>st</sup> December each year.

#### TOTAL INCOME & EXPENDITURE(MYR'000)



#### RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

**0.07**

#### 2016 INCOME BREAK-DOWN



#### TOTAL NO. OF MAJOR DONORS

(2016) Donors giving more than MYR50,000

**Not Reported**

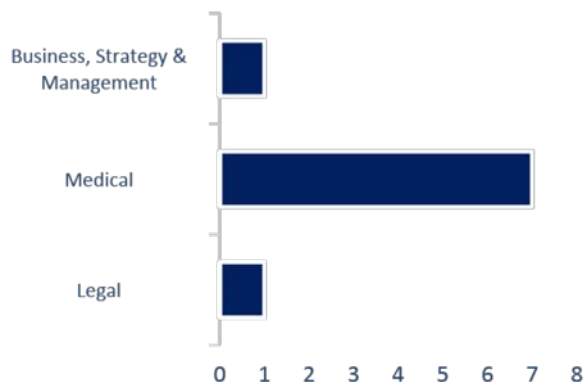


#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks

### GOVERNANCE & LEADERSHIP

#### COUNCIL COMPOSITION BY PROFESSIONAL BACKGROUND



**President: Professor Dr Philip George**  
Professor George is a Consultant Psychiatrist and the Head of Department of Psychological Medicine, International Medical University. He has been involved with MHAS since 2007.



**Vice President: Ms Ranuga Devy**  
Ms Devy is an advocate and solicitor, who has been practising since 1998, and is a partner at Ranuga, Yogeswari & Surendran. She has been involved with MHAS since 2005.

#### GENDER BALANCE:

Council male to female ratio

**4:5**

#### TOTAL COUNCIL SIZE:

**9**

Malaysian Healthy Ageing Society has three advisors, two of whom are Professors with a medical background and one with a legal background. Their Constitution only calls for 3 advisors who are elected every 2 years at the Annual General Meeting. Their Council consists of 4 office-bearers and 5 ordinary council members, most of whom are professionals in the medical field. All Board and Council members are professional volunteers and do not receive any remuneration. All office-bearers must be Malaysian citizens and hold a term of tenure for two years, with a maximum of three consecutive tenures.



#### GOVERNANCE CHECKLIST

- ✓ There is a maximum limit of six consecutive years for office-bearers position (or equivalent, e.g. Secretary, Treasurer etc)
- ✓ Council members and staff are required to declare actual or potential conflicts of interest
- ✓ No Council member or staff is involved in setting his or her own remuneration
- ✓ Council members do not vote or participate in decision-making on matters where they have a conflict of interest
- ✓ Council meets at least 4 times per year
- ✓ All council members submit themselves for re-nomination and re-appointment at least once every 2 years
- ✓ There are established term limits for all Council members to ensure steady renewal of the Board
- ✓ Clear succession plan in place for key leadership roles

## HOW YOUR SUPPORT CAN HELP

### **Train The Trainer**

MHAS wants to expand their operations and launch a regional 'Train the Trainer' programme across Southeast Asia so that they can reach more people. As MHAS has a pool of expert trainers with extensive experience, they are seeking funding and resources to launch this programme.

### **Establish Day Care Center**

MHAS is looking to renovate an old house and turn it into a model day care center for the elderly, where the elderly would be empowered to be independent through income-generating activities that enable them to live with dignity. MHAS plans to offer services including medical facilities, a garden, and social activities, and locate the center next to a kindergarten, to encourage inter-generational learning between the old and young. MHAS is seeking space and funding for this project.

### **Human Resources**

As MHAS is entirely volunteer run by professionals with full-time jobs, human resources is a challenge. The organisation states they would operate better if they have a small team dedicated to MHAS on a full-time basis, to focus on fundraising and operations. This will enable them to increase their reach and impact which is currently limited by the availability of their volunteers.

## Charity Profile

# National Council of Senior Citizens Organisations Malaysia (NACSCOM)





## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

### IN A NUTSHELL

National Council of Senior Citizens Organisations Malaysia (NACSCOM) is a central organisation representing senior citizens to promote and support the welfare and rights of the senior citizens' community in Malaysia. They represent senior citizens in Malaysia in dialogues and meetings with the government and engage corporate and civil society in raising their awareness and commitment to the welfare of senior citizens. They have a special concern for issues and challenges related to the ageing population and strongly advocate for lifelong learning for the elderly. They run 3 day centers, 1 old folks' home and have over 20,000 members and 39 affiliates all over Malaysia.

One of their main programmes is an old folks' home which they have been operating since 2006. The home currently hosts 17 residents aged between 75 to 88 years old. They have a waiting list and are only able to take in senior citizens who do not require a lot of care due to lack of resources. There is no medical or nursing care facility at the home and residents are sent to a hospital for any medical needs.

Complimentary lodging and three meals a day are provided at no cost to residents. The home is open to senior citizens of all races but only takes in those who are homeless with no means to look after themselves. Most of the residents at the home either have no family or have been abandoned by their families. The home is supported by public donations.

<b>TARGET GROUPS</b> Senior citizens Caregivers	<b>TYPE OF WORK</b> Advocacy Day centres Old folks' home	<b>ANNUAL INCOME</b> <b>MYR 246,000</b> (USD 57,600) (2016)	<b>REVENUE MODEL</b> 0-30% government funded
<b>ESTABLISHED</b> <b>1990</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Registered Society	<b>WEBSITE</b> <a href="http://www.nacsc.com.org.my">www.nacsc.com.org.my</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this organisation:



NACSCOM has 39 affiliates, which are senior citizen organisations located all over Malaysia, and a total of 20,000 members. They impact more than 4,000 senior citizens a year through their 3 day centres which promote lifelong learning and productive ageing to ensure the elderly lead a quality and purposeful life. They publish a newsletter, Senior Voice, three times a year which highlights issues related to financial security, healthy ageing and lifelong learning for their 20,000 members.



## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

NACSCOM provides a fairly clear statement of its target impact through its website: To safeguard and promote the welfare of the senior citizen community in Malaysia.

They seek to take a holistic approach in engaging all relevant stakeholders in raising awareness of the welfare of senior citizens.

#### DATA COLLECTION

The organisation maintains a database of all their members and documents all activities conducted in a year. They measure impact based on the advocacy they do for senior citizens in Malaysia and the number of elderly who visit their day centres each year.

#### CONTINUOUS IMPROVEMENT

They do not have a formal process in place to analyse data due to lack of resources. However, they attend numerous local and international conferences to ensure they are always in the know of latest developments and can champion for the rights of the elderly in a relevant and meaningful manner.

### RESULTS

#### MAIN OUTPUTS

(e.g. # reached)

**>39** NACSCOM affiliates in the country (2017)

**>20,000** Registered members (2017)

**>4,000** Senior citizens who visit and benefit from their 3 day centres (2016)

**>17** Senior citizens who are cared for at their old folks' home (2017)

#### MAIN OUTCOMES

(reported change)

*"We are invited to participate in many activities and functions related to senior citizens and ageing by government agencies, the corporate sector, civil society and also regional and international organisations."*

NACSCOM 2017 President

*"We sit on the National Senior Citizens Advisory and Consultative Council under the Ministry of Women, Family and Community Development and are a member of HelpAge International."* NACSCOM 2017 President

*"If not for this old folks' home, many of the residents here would be living on the streets."* NACSCOM old folks' home supervisor



## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

## REPUTATION

### LATEST MEDIA COVERAGE

#### [Making life easier in their golden years](#)

The Star, 22 January 2016

National Council of Senior Citizens Organisations Malaysia (NACSCOM) deputy president Susan Suah shared the same sentiments for a senior citizen card...

#### [Number of abandoned aging parents on the rise](#)

The Star, 17 May 2015

NACSCOM president Datuk Dr Soon Ting Kueh has called for the setting up of a Senior Citizens Affairs Department to look into the social and financial security of the group...

#### [A voice for the elderly](#)

The Star, 4 April 2014

The National Council of Senior Citizens Organisations Malaysia (NACSCOM) is out to promote quality ageing with minimum suffering...

**N/A**

**Facebook likes**

(July 2017)

## STAFF & VOLUNTEERS

**6** Total full-time staff (2017)

**25** Total active volunteers (2017)

**0%** Staff turnover rate (2017)

Three full-time staff work at the old folks' home and three staff members work at the organisation's head office.



## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

## FINANCES

NACSCOM is mainly funded by donations (contributing 54% of total income in 2016) and income from other sources such as rental of their space being a major source of revenue.

Some of their fundraising activities include organising fund-raising dinners, singing competitions, charity and food fairs, mass-mailing for donations and fundraising from the corporate sector.

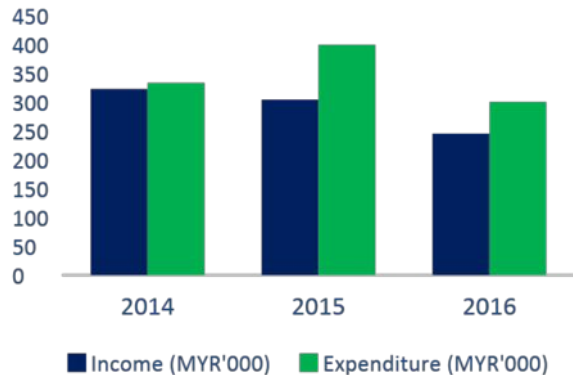
Their deficit for year 2014, 2015 and 2016 were RM10,852, RM86,895 and RM 24,865 respectively. NACSCOM acknowledges they need to look at ways to increase income to ensure sustainability.

They need about RM100,000 a year to cover operational expenses of their old folk's home.

NACSCOM has sufficient reserves to cover expenditure for around 1.95 years which indicates a healthy and comfortable financial position.

Their financial year runs from 1<sup>st</sup> January to 31<sup>st</sup> December each year. All donations to NACSCOM are tax-deductible.

### TOTAL INCOME & EXPENDITURE (MYR'000)

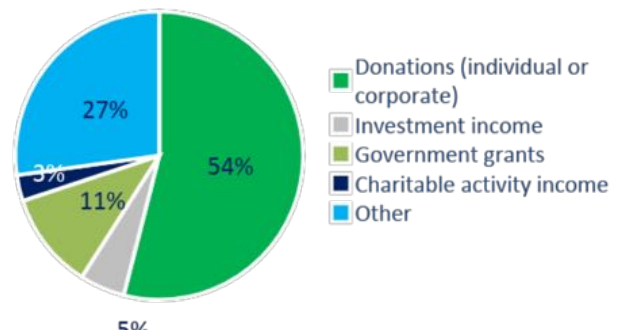


### RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

**1.95**

### 2016 INCOME BREAK-DOWN



### TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than MYR50,000

**Not Reported**



### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Council ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Council approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Council and management actively identify and manage financial risks

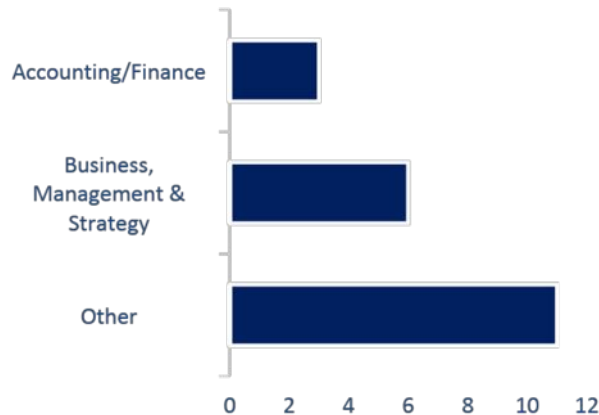


## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

## GOVERNANCE & LEADERSHIP

### COUNCIL COMPOSITION BY PROFESSIONAL BACKGROUND



**President: Datuk Dr Soon Ting Kueh**  
Dr Soon is a chemist by profession and joined the Council in 2007. He was elected as Deputy President in 2008 and has served as President since 2012.



**Deputy President: Dato V Thannimalai**  
Dato Thannimalai served as Vice President to NACSCOM from 1994 to 2016. He is a former headmaster, unionist, politician and social worker.

#### GENDER BALANCE:

Council male to female ratio

**15:5**

#### TOTAL COUNCIL SIZE:

**20**

NACSCOM's Advisory Board consists of 3 members, the President, Secretary General and a Chairman who must not be a member of the Council. The Advisory Board meets once a year and has a 4 year term. The Council meets once in 3 months and consists of 10 office-bearers and 10 ordinary council members who are elected from its affiliates every 2 years. The Constitution calls for at least one of the five vice-presidents of the Council to be representative of Affiliates from Sabah or Sarawak. The Council is the governing body and ensures internal control systems for financial matters are in place with documented procedures. The Council can only approve expenditure up to RM 1 million and expenditure above RM 1 million needs approval of a General Meeting.



### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Council are staff members.
- ✓ Council members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Council member or staff is involved in setting his or her own remuneration.
- ✓ Council members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Council meets at least 4 times per year.
- ✓ There are established term limits for all Council members to ensure steady renewal of the Council.



## Charity Profile

# National Council of Senior Citizens Organisations Malaysia

### HOW YOUR SUPPORT CAN HELP

#### **Old Folks' Home in Sabah**

NACSCOM is looking to establish an old folk's home in Kota Kinabalu, Sabah where they presently run a day centre. They feel there is a great need for homes for the elderly in Sabah and are trying to raise money to buy a piece of land there.

#### **Day Centres in Every State**

In keeping with their belief of lifelong learning and leading a purpose driven life, NACSCOM wants to open a day centre for the elderly in every State in Malaysia where the elderly will have a social space of their own and can take part in activities which will keep both their body and mind active.

# SINGAPORE

**ALZHEIMER'S DISEASE ASSOCIATION**

**FEI YUE COMMUNITY SERVICES (ELDERCARE SERVICES  
DIVISION)**

**LIONS HOME FOR THE ELDERS**

**O'JOY CARE SERVICES**

**SOCIETY FOR WINGS**

# Charity Profile

## Alzheimer's Disease Association (ADA)



### IN A NUTSHELL

Alzheimer's Disease Association (ADA) is Singapore's leading charity specialising in care and support for persons with dementia and their families. In 2016, ADA supported over 1,000 persons with dementia and their caregivers through their seven dementia care centres, caregiver support services, training and consultancy, as well as a weekday dementia helpline and elder-sitting services in the homes of people with dementia.

<b>TARGET GROUPS</b> People with other medical conditions	<b>TYPE OF WORK</b> Health & Care	<b>ANNUAL INCOME</b> <b>S\$6.11mn</b> <i>(2015-16)</i>	<b>REVENUE MODEL</b> Between 30-70% government funded
<b>ESTABLISHED</b> <b>1990</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> IPC	<b>WEBSITE</b> <a href="http://alz.org.sg">http://alz.org.sg</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Broad reach

The organisation reports that each year it serves over 1,000 persons with dementia and their caregivers through their centres and services.

#### Collaboration

ADA works in partnership with numerous agencies in Singapore such as the National Heritage Board and the Chinatown Heritage Centre to run their "Arts and Dementia Programme", where clients (persons with dementia) are taken on tours to connect to their past experiences and memories. ADA is also collaborating with other organisations to facilitate the transformation of old kindergartens to dementia day care services.

## IMPACT

### APPROACH TO IMPACT MEASUREMENT

#### FRAMEWORK

ADA's website presents a clear list of objectives showing the impact that it aims to achieve: for example, "To increase the quality and quantity of care for the elderly with dementia". The organisation does not have an explicit "theory of change" – ie. framework for why they believe their specific approach will lead to the target impact.

#### CONTINUOUS IMPROVEMENT

ADA has a relatively strong and established approach to continuous improvement. Outcomes data and customer feedback are regularly reviewed by ADA's management to identify opportunities and areas for improvement. As of June 2017, the organisation was in the middle of a detailed strategic review, which involved careful reflection on outcomes and impact to-date.

#### DATA COLLECTION

ADA collects an impressive range of data on their outputs and outcomes. In addition to customer feedback surveys, they use Dementia Care Mapping, a globally recognized tool to evaluate the wellbeing and emotional state of persons living with dementia. The organisation also carries out periodic quality of care assessments at their centres.

### RESULTS (2015-16)

#### MAIN OUTPUTS

(e.g. # reached)

**315**

Beneficiaries served over the four Dementia Daycare Centres\*

**712**

Caregivers participated in the Caregiver Support Group (CSG)\*

**117**

Caregivers participated in the Family Caregiver Training Programme\*

**6,068**

Calls received on their Dementia Helpline\*

**166**

Home visits under the Person-Centred Home-based Intervention Service\*

#### MAIN OUTCOMES

(reported recorded change)

**> 75%**

Caregivers improved or maintained their Zarit Burden Scores (a measure of caregiver stress)

**> 70%**

Beneficiaries improved or maintained their well-being profiling score\*\*

The organisation publicly shares quotes to describe the impact they helped to achieve, for example:

*"It has helped us gain a better understanding and really equipped us with skills to manage my mum's behavioral changes appropriately to reduce frustration, tension and miscommunication between us."* (Caregiver support client)

## Charity Profile

# Alzheimer's Disease Association (ADA)



## REPUTATION

### LATEST MEDIA COVERAGE

#### [Plans for national database of patients put on hold](#)

The Straits Times-22 Feb 2017

The Sunday Times reported in January last year that the Alzheimer's Disease Association (ADA), Agency for Integrated Care (AIC) and the ...

#### [Two more dementia friendly towns soon](#)

The Straits Times-22 Feb 2017

Alzheimer's Disease Association (ADA) chief executive Jason Foo said that this, in turn, helps with the cost of dementia as fewer facilities are ...

#### [Important for dementia patients to be in a familiar home environment ...](#)

The Straits Times-21 Feb 2017

... with clients of the Alzheimer's Disease Association on Feb 22, 2017. ... alongside a visit to the Alzheimer's Disease Association (ADA) on ...

**2,139**

**Facebook likes**

(June 2017)

## STAFF & VOLUNTEERS

**150** total number of active  
volunteers (June 2017)

**125** total number of staff (June 2017)

**13%** staff turnover rate (2016-17)

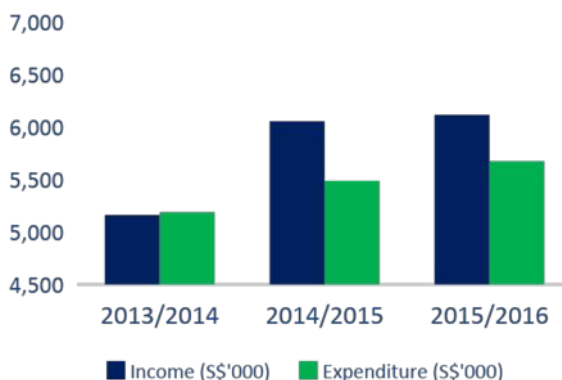
### FINANCES

Based on the 2015-2016 reported figures, ADA's overall financial situation was relatively stable and healthy. The organisation ran a small surplus each year from 2013/14 – 2015/16.

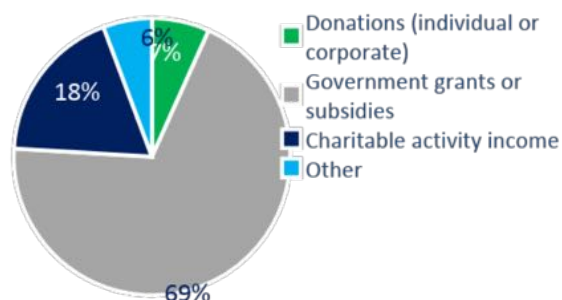
Nevertheless, the organisation does not have the reserves or financial flexibility to expand or adapt to changing needs. As of end 2015/16 ADA had sufficient reserves to cover expenditure for 0.87 years. This level of reserves is in the lower average range for charities in Singapore.

ADA has been mainly funded to-date by government grants or subsidies. However, the organisation is actively seeking to raise more private donations. Any additional donations will be channelled to close gaps in existing services, build up their reserves and invest in new programmes – such as the building of more resources to cater for the future elderly.

**TOTAL INCOME & EXPENDITURE(S\$'000)**



**2016 INCOME BREAK-DOWN**



**TOTAL NO. OF MAJOR DONORS (2016-2017)**

Donors giving more than S\$50,000

**4**

**RESERVES RATIO (2015/2016)**

(Unrestricted reserves/Total annual expenditure)

**0.87**

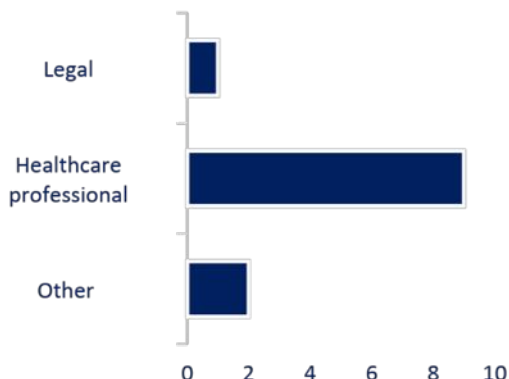


### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Board President: Dr Ang Peng Chye

Dr Ang is currently a consultant Psychiatrist at The Psychiatric and Behavioural Clinic. He is also the founder of and consultant with the Centre for Effective Living.



#### Chief Executive: Jason Foo

Jason served on the Board of ADA as a volunteer for 22 years before taking on the CEO role in 2012. Prior to 2012, Jason spent 25 years in senior positions in the financial industry.

#### GENDER BALANCE:

Board male to female ratio

**3:9**

#### TOTAL BOARD SIZE:

**12**

The organisation has relatively clear and strong policies in place for basic governance areas, although they are planning to update and further tighten their approach in keeping with the latest government guidelines. Currently, the Board meets six times a year and Board members who are absent for three consecutive meetings without satisfactory explanation will be deemed to have withdrawn from the Board. The Board members are mostly healthcare professionals but the organisation is actively seeking to diversify the range of members. The organisation shared that there is not currently a clear succession plan in place for key leadership roles (as of June 2017).



#### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a limit of four consecutive years for the Treasurer position
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ There is a specific requirement on Board member's attendance
- ✓ Board meets at least four times per year
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board

## HOW YOUR SUPPORT CAN HELP

### Support ADA to implement its new strategy in 2018:

In mid-2017, ADA is in the process of reviewing and updating its overall strategy. When Just Cause met with ADA, the new strategic direction was still under discussion and not yet confirmed. From 2018, the organisation will be seeking donors to support them in implementing what we expect to be an exciting and ambitious new strategy and direction for the Association.

## Charity Profile

# Fei Yue Community Services (FYCS) – Eldercare Services division



### IN A NUTSHELL

Fei Yue Community Services (FYCS) is a well-established social services provider that is currently growing rapidly. Together with its sister organisation, Fei Yue Family Service Centre, FYCS offers a diverse range of services for the very young to the old. The organisation's broad mission is to "effect life transformation through the provision of quality social services". Their services and programmes include counselling, adoption, family life education and early intervention programmes.

#### ANNUAL INCOME

**S\$14.99mn**  
(2015-16)

#### ESTABLISHED

**1996**

#### RELIGIOUS AFFILIATION

None

#### REGISTRATION STATUS

IPC

#### WEBSITE

<http://www.fycs.org>

### FYCS'S ELDERLY SERVICES IN PARTICULAR

One of the main areas of focus for FYCS is eldercare services. Working closely with government, the organisation manages 10 Senior Activity Centres (offering social activities and other support), two Group Homes (sheltered accommodation within local communities), two Cluster Support services (outreach, counselling and support for more vulnerable and isolated elderly people) and a Retirees' Centre.

The Eldercare Services Division provides personalised support to thousands of elderly people each year, primarily serving the western part of Singapore. The organisation has a passionate team focused on building trusting relationships and a sense of family.

#### TARGET GROUPS

Elderly  
Financially Disadvantaged

#### TYPE OF WORK

Training & Enrichment  
Activities  
Community Development  
Social Work  
Shelter Provision

#### REVENUE MODEL

30% - 70% Government  
Funding

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Broad Reach

The organisation reports serving nearly 7,000 beneficiaries through their core eldercare services in 2016-2017. This was a significant increase from 2015-16, when the organisation reported serving around 2,500 elderly people.

#### Research

FYCS has an internal research team which focuses on gathering lessons learned, developing a deeper understanding of needs and scoping potential new initiatives. Between 2015 and 2016, the organisation undertook seven major research and evaluation studies. Their recent work includes collaborating with MSF to profile the characteristics and needs of a group of elderly people.

### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

FYCS provides a broad statement of its target impact through its website and annual report: to effect life transformation through the provision of quality social services.

The eldercare division does not have an explicit “theory of change” or logic model. Nevertheless, staff can clearly articulate that their goal is to help their clients age gracefully and they do this through forming trusted relationships with individuals and helping to link them to support in all aspects of their life. The organisation also has a strong underlying focus on research and evidence-based practice and adheres to a range of service quality frameworks.

##### DATA COLLECTION

FYCS routinely collects data on basic outputs such as the number of beneficiaries reached. The organisation also gathers quotes relating to impact – i.e. what change took place as a result of their work. Meanwhile, the research team conducts detailed evaluations on selected programmes.

##### CONTINUOUS IMPROVEMENT

A key metric that is tracked at management level is client satisfaction. Meanwhile, FYCS’s research team routinely collates and shares insights and data with management and frontline staff. The organisation also runs regular internal learning exercises at programme and team level.

#### RESULTS

##### MAIN OUTPUTS

(e.g. # reached)

**6,929**

Elderly clients supported by core eldercare services (2016-2017)

**10**

Senior Activity Centres in operation by the end of 2017

**831**

Members served at the Senior Activity Centres (2016-2017)

**678**

Participated in the Advance Care Planning Talks (2015-16)

##### MAIN OUTCOMES

(reported change)

**90%**

Of elderly attending the programmes at the Senior Activity Centres reported they were satisfied with the service (2016-17)

*“It gave me the space to be imaginative. I learnt stuff that I did not learn outside before, like how do I put the cloths together in an angle, or match colours.”* (elderly beneficiary)

*“We talk, sometimes they have any problems, they will share. I also feel that it is meaningful, because the piece will help someone.”* (elderly beneficiary)

In July 2017, Just Cause visited FYCS’s Senior Activity Centre and Group Home in Hougang to observe its operations and better understand how the programme was making a difference for beneficiaries. Through our observation and informal discussions with staff, we found that the team were passionate and committed and that the facilities at the centre were clean and newly refurbished. The services themselves and the design of the Group Home are fairly tightly specified by the primary funder (government), so that FYCS does not have significant scope to tailor its overall approach. Nevertheless, the team clearly puts significant effort into providing a loving and personalized service for each individual client.

# Charity Profile

## Fei Yue Eldercare Services



### REPUTATION

#### LATEST MEDIA COVERAGE

[The Big Read: Apathy, complacency — the worst enemies in Singapore's war against diabetes](#)

TODAYonline - 25 Aug 2017

A Fei Yue Community Services spokesperson noted that lower income or disadvantaged groups and communities tend to have "limited access ...

[More finding love and marriage in golden years](#)

The Straits Times - 13 Aug 2017

Mr Leng Chin Fai, executive director of Fei Yue Community Services, said: "Twenty years ago, many seniors would not remarry as they were ...

[NUS students raise over \\$400k for charity](#)

The Straits Times - 12 Aug 2017

... Fei Yue Community Services, Pathlight School, St Andrew's Autism Centre, and The Singapore Cheshire Home. The charity project has been ...

**2,100**

**Facebook likes**

(May 2017)

### STAFF & VOLUNTEERS

**941**

Total number of active volunteers at FYCS and its sister organisation FYFSC (July 2017)

**241**

Total number of staff at FYCS (July 2017)

**7%**

Staff turnover rate at FYCS (2016)

**86%**

Staff reporting they are satisfied or very satisfied with their experience at FYCS (2016)

FYCS's team has grown rapidly in recent years – from 183 in March 2016 to 241 in July 2017. Despite this period of significant change, staff report high levels of satisfaction, with 86% stating that they are satisfied or very satisfied.

The organisation also makes use of skilled volunteers, for example with its Caring Assistance from Neighbours (CAN) programme to promote mutual support amongst residents and neighbours. Through this programme, volunteers are empowered to take on the role of a carer to the senior. The role of a CAN Carer (or volunteer) is to provide basic monitoring, support and befriending services to the seniors.

# Charity Profile

## Fei Yue Eldercare Services



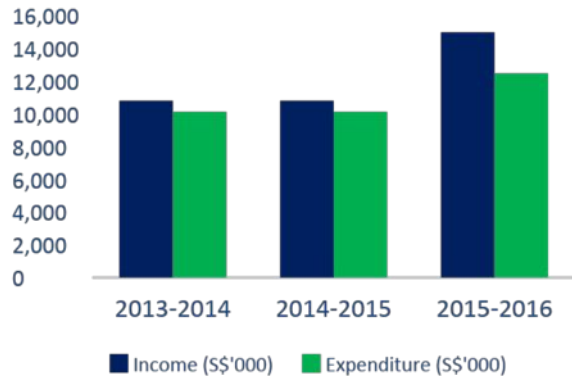
### FINANCES

Income for the whole of FYCS grew noticeably between 2014-15 and 2015-16, reaching nearly S\$15mn. This aligns with the fact that the organisation has been rapidly expanding in recent years and is continuing to do so.

FYCS has sufficient unrestricted reserves to cover expenditure for only 0.1 years. This level of reserves is in the low range for charities reviewed by Just Cause in Singapore and significantly below FYCS's reserves policy of three years. The organisation explained that it relies primarily on governmental schemes or grants, so that funds are predominantly restricted (and therefore not counted within the calculated reserves ratio).

FYCS's eldercare services are mainly funded by government grants or subsidies, for example, their SACs are 80% funded by the Ministry of Social and Family Development. However, the organisation is actively seeking private donors to make up the remaining 20% of its core budget and to provide additional enriching services for their beneficiaries.

#### TOTAL INCOME & EXPENDITURE(S\$'000)

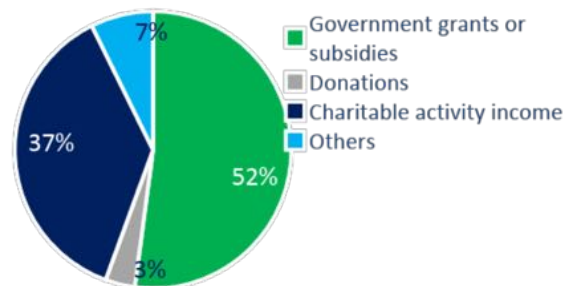


#### RESERVES RATIO (2015-16)

(Unrestricted reserves/Total annual expenditure)

**0.1**

#### 2015-16 INCOME BREAK-DOWN



#### TOTAL NO. OF MAJOR DONORS (2015-6)

Donors giving more than S\$100,000

**1**



#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
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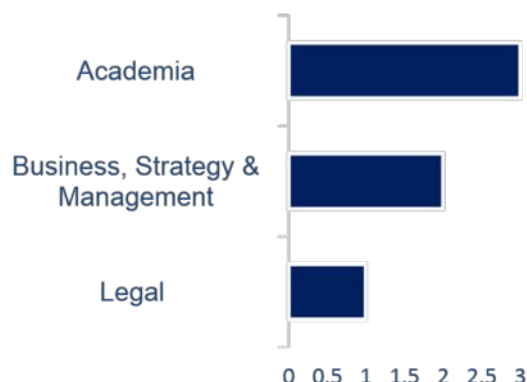
# Charity Profile

## Fei Yue Eldercare Services



### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Board President: John Ang

Mr John Ang is a Senior Fellow at Department of Social Work at NUS. From 2005-11, he was Chief Executive Officer of the St. Andrew's Autism Centre. He has also served as President of the Singapore Association of Social Workers for 3 terms



#### Executive Director: Mr Leng Chin Fai

Mr Leng Chin Fai is one of the pioneers who set up Fei Yue back in 1991. Chin Fai worked as a qualified accountant prior to taking over the reins of Fei Yue. His vision is to see more lives helped, enabled and transformed.

#### GENDER BALANCE:

Board male to female ratio

**5:1**

#### TOTAL BOARD SIZE:

**6**

The Board consists of six members, half of whom work in academia. This composition is partly reflected in the organisation's focus on research alongside client-facing services. The Executive Director works closely with the Board, holding regular informal meetings with Board members in addition to formal scheduled meetings.



#### GOVERNANCE CHECKLIST

- ✓ Not more than one third of the board are staff members
- ✓ Staff does not chair the board
- ✓ There is a limit of four consecutive years for the Treasurer position (or equivalent person on board that is responsible for overseeing finances of the charity)
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times a year
- ✓ There is a specific requirement on board members' meeting attendance
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ There is a clear succession plan in place for key management leadership roles

## HOW YOUR SUPPORT CAN HELP

### Transportation for clients

FYCS' eldercare team finds that many elderly clients struggle to access relevant services because they cannot easily travel on public transport. This is an important factor in contributing to social isolation. Whilst, in some cases, FYCS and other agencies currently offer some basic travel assistance, they do not have the vehicles to provide consistent and relevant transport for all clients in need. The organisation is actively seeking donations to provide greater support in this area.

### Boosting human resources

FYCS' eldercare clients have indicated in surveys that they would like more time with staff or volunteers. However, the organisation shared that they struggle to meet this challenge as the teams are already overstretched. The number of staff at each Senior Activity Centre (SAC) is dependent on the size of the SAC. For example, a small SAC - defined as having around 100 members – would have only two staff, while larger SACs - defined as those who serve around 500 clients – would have four or five staff. Funding to hire additional staff would enable the organisation to provide a more comprehensive service to more people, in particular, reaching out to isolated and hard-to-reach elderly people.

# Charity Profile

## Lions Home for the Elders



# Charity Profile

## Lions Home for the Elders



### IN A NUTSHELL

Lions Home operates two nursing homes at Bishan and Bedok South, with capacity to house a total of 384 residents. The homes provide their residents with 24-hour nursing and clinical care, physiotherapy, occupational therapy and a regular programme of social activities. The purpose-built home in Bishan includes a section tailored for residents with dementia as well as an “Assisted Living Unit” section, offering more flexibility to residents with greater levels of independence. Lions Home also offers daycare services for up to 25 clients per day, including dementia day care, social activities, rehabilitation, and nursing.

As with other Ministry of Health subsidised nursing homes in Singapore, Lions Home operates within a physical space and service model that is rather strictly specified at national level. Nevertheless, the organisation makes significant efforts to personalise and optimise the experience of its residents, working within the national service parameters: *“We are an institution but we do not institutionalise”* (Doreen Lye, CEO).

<b>TARGET GROUPS</b> Low income and frail elderly; People with dementia	<b>TYPE OF WORK</b> Long-term care; Daycare	<b>ANNUAL INCOME</b> <b>S\$13.9mn</b> (2016/17)	<b>REVENUE MODEL</b> 30-70% government funded
<b>ESTABLISHED</b> <b>1980</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> Registered Society (IPC)	<b>WEBSITE</b> <a href="http://lionshome.org.sg">lionshome.org.sg</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Collaboration

Lions Home places a strong emphasis on welcoming and supporting the local community. The organisation proactively collaborates with multiple organisations such as local schools, community clubs and religious organisations to host volunteers and arrange outings for their residents.

#### Innovation

Lions Home was one of the first nursing homes in Singapore to offer a specific unit for residents with dementia. The organisation also proactively identifies and tests out new approaches to enhance residents’ quality of life – for example, the team is currently exploring a type of nutrient dense meal from Japan for residents who have difficulty swallowing.

# Charity Profile

## Lions Home for the Elders



### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

Lions Home's mission focuses on promoting dignity and choice; and on enabling residents to enjoy maximum independence. Although there is not a clearly documented "theory of change" framework that articulates how the service is designed to achieve these goals, the organisation does have a clear philosophy of care and staff can explain in detail how their model operates in practice.

##### DATA COLLECTION

Lions Home tracks patient and caregiver satisfaction levels and feedback collected twice yearly at national level by government researchers. The organisation also has a quality improvement team, with staff champions responsible for monitoring key areas such as falls prevention and end of life care.

##### CONTINUOUS IMPROVEMENT

Driven by the quality improvement team, continuous learning and improvement is enshrined as one of three key priorities in Lions Home's mission: "To develop, maintain and evaluate our systems and structures for continued improvement of our services."

#### RESULTS

##### MAIN OUTPUTS (e.g. # reached)

**313**

Residential care residents (as of March 2017)

**34**

Daycare clients at the Senior Care Centre enrolled during the period Apr 2016 – Mar 2017



##### MAIN OUTCOMES (reported change)

**90-94%**

Residents surveyed by government researchers in 2016 said they would recommend the home to others. This is slightly higher than the national average for nursing home residents (87%)

**84%**

Satisfaction rate of residents (Bishan) surveyed by government researchers in 2016. This is slightly higher than the national average for nursing home residents (79%)

In July 2017, Just Cause visited the Bishan home to observe its operations and better understand how the programme was making a difference for beneficiaries. Through our observation, we found that the home's staff were attentive and that the living environment – whilst not luxurious – had been thoughtfully designed and managed to provide different opportunities for entertainment, socializing and quiet space.

# Charity Profile

## Lions Home for the Elders



### REPUTATION

#### WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed several organisations that work regularly with Lions Home to ask what it's like working with them:

*"Overall, we have had a good and wholesome experience of partnering with Lions Home. They are welcoming to the local community and open to suggestions on partnership at programmes. As a non-profit organisation, we notice and understand that they may at times lack required manpower but as partners, we work hand in hand to achieve a socially cohesive community."*

*Community Partner*

*"Our volunteers have a very enjoyable experience when they go to Lions Home and have formed a bond with the residents. It is very smooth and easy to coordinate with Lions Home."*

*Fu Shi Shi, RSVP*

*"Thanks to Lions Home for giving us a wonderful opportunity to spend quality time and bond with their senior residents. Since we visit them almost every month, the residents now look forward to having us and vice versa. Being with them and to bring a smile on their faces is probably one of the most satisfying feeling I have personally experienced. We have become one big happy family and we are grateful to Lions Home for making this possible."*

*Ragini Sheth, Shrimad Rajchandra Love and Care Singapore*

#### LATEST MEDIA COVERAGE

##### [New nursing home officially opens in Bishan](#)

Channel NewsAsia-17 Mar 2017

The new Lions Home for the Elders is a replacement for the nursing home previously located at Toa Payoh Rise....

##### [Lions nursing home in Bishan officially opened by Health Minister Gan Kim Yong](#)

The Straits Times-18 Mar 2017

The Lions Home for the Elders was officially opened by Minister for Health Gan Kim Yong on Saturday (March 18)...

##### [A little less Nimby](#)

The Straits Times-18 Feb 2017

The Lions Home for the Elders is set to mark its official opening next month, having been operating for more than a year, and has become...

**N/A**

**Facebook likes**  
(August 2017)

### STAFF & VOLUNTEERS

Recruiting and retaining high quality staff is a significant challenge for Lions Home, as with all long-term care providers in Singapore. The organisation places a strong focus on training and support for its staff, but nevertheless struggles to attract sufficient staff to allow for full occupancy at both homes. The turnover rate for 2016-17 was low (1.5%), suggesting that the organisation is successful at retaining its staff, despite the challenges inherent within this sector.

The organisation stands out for hosting large numbers of volunteers. It receives an average of four group visits per week at both homes, with around 20 volunteers per group. Volunteers come from schools, companies and Lions clubs.

**209**

Total staff (Mar 2017)

**>5,000**

Total volunteers (2016)

**1.5%**

Staff turnover rate  
(FY 2016-17)

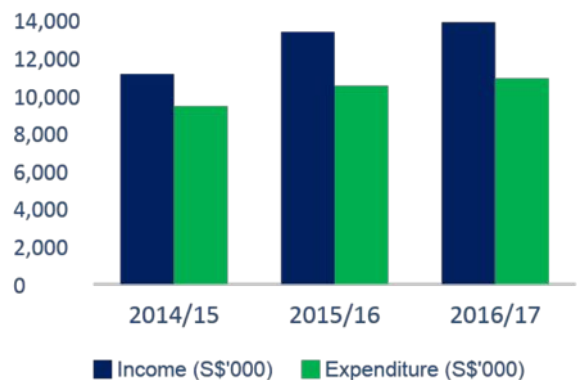
### FINANCES

Total income for 2016/17 was S\$13.9mn, with the organisation receiving around 60% of its funding through direct government grants and subsidies. Around one fifth of income is derived from donations, with residential and daycare fees making up the remaining 23%. Residents' fees are in turn predominantly subsidised by government, although Lions Home does offer additional subsidies (funded by private donations) for those who are still unable to pay the balance.

Income and expenditure have grown steadily over the past three years of reporting, with income comfortably (though not excessively) exceeding expenditure each year.

As of March 2017, the organisation had a healthy reserves ratio of 1.7 years. Whilst providing a reasonable financial buffer for the organisation, this amount of reserves is still within Lions Home's stated policy of maximum three years.

#### TOTAL INCOME & EXPENDITURE (S\$'000)



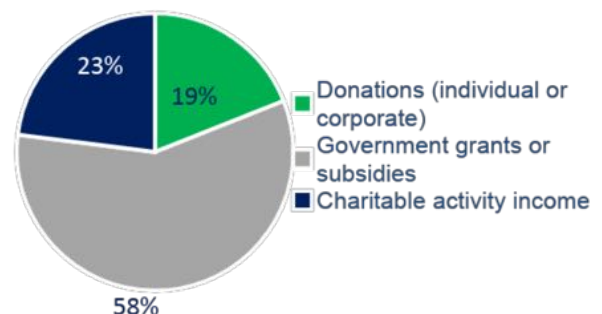
#### RESERVES RATIO (2016/17)

(Unrestricted reserves/Total annual expenditure)\*

**1.7\***

\*Note that Lions Home calculates reserves based on: Total Cash and Cash Equivalents - Restricted Fund - Sundry Payables + Sundry receivables

#### 2016/17 INCOME BREAK-DOWN



#### TOTAL NO. OF MAJOR DONORS

(2016/17) Donors giving S\$100,000 or more

**2**



#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Chairman: Isabel Cheong

Isabel is a retired physiotherapist, with wide-ranging senior level experience at a range of hospitals and non-profit organisations such as Spastic Children's Association and National Council of Social Service. She has more than 40 years experience in physiotherapy.



#### CEO: Doreen Lye

A registered nurse trained in the UK, Doreen has been with Lions Home since 1998. She previously held Director of Nursing positions at St Andrew's Community Hospital and Aged Care in Melbourne, Australia. She has more than 30 years experience in aged care.

#### GENDER BALANCE:

Board male to female ratio

**15:5**

#### TOTAL BOARD SIZE:

**20**

Lions Home adopts a notably transparent approach to governance, with Board membership and policies clearly reported in the organisation's website an annual reports, together with the attendance record for each Board member. Board meetings are held five times a year.



#### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times per year.
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ Clear succession plan in place for key leadership roles

## HOW YOUR SUPPORT CAN HELP

### Support for nutrient dense meals and advanced technology

Government funding and client fees help to cover the majority of Lions Home's core operating costs so that clients can receive sufficient support to meet their basic needs. However, the organisation is constantly seeking additional private donations in order to further enhance the quality of life of its residents and daycare clients.

One specific area in which private donations could help is in relation to meals for residents who are unable to swallow solid food (i.e. suffer from dysphagia). As of early 2017, over 80 of the organisation's residents were on a soft and blended diet, meaning that they typically would eat very similar, unappealing food for breakfast, lunch and dinner every day. This diet does not help to enhance the residents' quality of life and at the same time creates a burden for staff, who need to spend significant time coaxing the residents to eat their food. Lions Home has therefore started to explore a new type of nutrient dense soft meal produced in Japan, which can be offered in different flavours and with more appealing presentation. The additional cost of providing this type of meal would be around S\$600 per resident per month (not factoring in cost savings from reduced kitchen and nursing staff time to prepare and serve the meals).

In addition, the organisation is seeking further funding for several advanced technologies that are used in Lions Home to further enhance the quality of life for residents, for instance Jintronix (a computer application to facilitate rehabilitation) and Paro Robotic Seal (a high-tech fluffy animal that has been shown to be beneficial when used in therapy for dementia patients).

# Charity Profile

## O'JOY Care Services



## Charity Profile

# O'JOY Care Services



### IN A NUTSHELL

O'Joy's goal is to enhance the well-being of older persons and their families and/or caregivers, in particular by providing psychosocial counselling and promoting active ageing. They are one of few agencies in Singapore providing psychosocial counselling that is specifically tailored for seniors.

The organisation places a strong emphasis on quality, for example, through extensive training for staff and volunteers; strict service standards; and carefully considered design of its services.

<b>TARGET GROUPS</b> Elderly Mentally ill	<b>TYPE OF WORK</b> Health & Care Training & Enrichment	<b>ANNUAL INCOME</b> <b>S\$1.25mn</b> <i>(2015)</i>	<b>REVENUE MODEL</b> More than 70% government funded
<b>ESTABLISHED</b> <b>2004</b>	<b>RELIGIOUS AFFILIATION</b> None	<b>REGISTRATION STATUS</b> IPC	<b>WEBSITE</b> <a href="http://www.ojoy.org">http://www.ojoy.org</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Innovation

O'Joy actively tests out creative ways to better serve beneficiaries, for example through its recent Health Oriented Ageing (HOA) programme, where the organisation designed a new community-based approach to active ageing, building on overseas best practice. One stakeholder (interviewed by Just Cause) described the programme as "cool".

#### Core Capacity

O'Joy stands out for investing in increasing the core capacity of its organisation. For example, they place special emphasis on staff and volunteer training; and have carefully thought-through processes for ensuring and building quality. This was acknowledged by stakeholders (interviewed by Just Cause), e.g. "their counsellors are very well- trained".

#### Niche cause

O'Joy is one of few non-profits in Singapore providing specialised mental health counselling for older people. Partners interviewed by Just Cause noted that they stand out for being able to offer home visits, speak dialects and understand the cultural issues of older people in the area they work.

### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

O'Joy has thought extensively about the frameworks that it uses to structure its different services. They draw on several best practice frameworks from overseas, including Virginia Satir's Self Mandala Framework. However, O'Joy does not have an explicit Theory of Change model that maps its activities to its target outcomes.

##### CONTINUOUS IMPROVEMENT

O'Joy shares some of its quantitative outcome data with stakeholders through its annual report. Meanwhile, they have a simple internal process for the Board to review data every quarter and check if funder-specified KPIs are being met.

#### DATA COLLECTION

O'Joy collects a range of clinical outcome data to report to its funders as part of their requirements for the counselling services. For example, its Community Mental Health Intervention (COMIT) programme tracks the number of clients showing improvement on a Global Assessment of Functioning (GAF) scale. O'Joy does not track outcomes for the HOA active ageing programme.

#### RESULTS (FY2015/16)

##### MAIN OUTPUTS

(e.g. # reached)

<b>152</b>	Active participants in Health Oriented Ageing programme (HOA)
<b>240</b>	Community mental health intervention (COMIT) clients
<b>147</b>	People received individual counselling
<b>7</b>	Para-counselling training sessions for volunteers
<b>26</b>	Active volunteer para-counsellors
<b>26</b>	Mass events conducted for Health Oriented Ageing

##### MAIN OUTCOMES

(reported change)

<b>97%</b>	Counselling clients achieving at least one positive outcome (e.g. improvement in coping skills)
	<i>"I have many new friends."</i> HOA programme participant
	<i>"I get to learn new skills like art."</i> HOA programme participant

In June 2017, Just Cause visited the HOA active ageing programme to observe one of its group activity sessions and better understand how the programme was making a difference to beneficiaries. Through our observation and informal discussions with participants, we found that the daily programme of craft, music and exercise sessions was playing a significant role in the lives of many of the group's 400 members, mainly Mandarin-speaking ladies aged 65 years and above. We observed participants making new friends and exchanging phone numbers. Several participants also commented that without the sessions, they would not have anything to do.

### REPUTATION

#### WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed three organisations that work regularly with O'Joy Care Services to ask what it's like working with them:

*"Their counsellors are very well-trained and their process is diligent and thorough. Some patients benefit a lot from their counselling."* Dr Pamela Ng Mei Yuan, Institute of Mental Health

*"They try very hard and are thoughtful in their approach. They are one of the few organisations that specialise in counselling geriatric patients, for example they understand specific cultural issues, speak dialect and offer convenient home visits. They are also quite collaborative and have worked with some of the hospitals."* Dr Ng Li Ling, Changi General Hospital

*"O'Joy is very committed and we have a strong working relationship with them. Their clients are also very happy with the service – they are specialists in counselling for seniors."* Ng Koon Sing, AMKFSC Community Services Ltd

#### LATEST MEDIA COVERAGE

[Charities must explain why board members are allowed to serve beyond 10 years](#)

Today, 6 Apr 2017

"Mr Choo Jin Kiat, executive director of voluntary welfare organisation O'Joy Care Services, said the guideline to disclose board members' terms..."

[Social workers 'key to meeting health and social needs'](#)

The Straits Times, 19 Jun 2016

"... and shower themselves but, at the same time, their judgment can be impaired," said Dr Chew, a senior counsellor at O'Joy Care Services."

[Charities Act to undergo review](#)

Today, 16 Jul 2015

"O'Joy Care Services' executive director Choo Jin Kiat said his organisation, which focuses on the elderly and those with mental health ..."

**143**

**Facebook likes**  
(April 2017)

### STAFF & VOLUNTEERS

**13** Total staff (2017)

**70** Total active volunteers (2015)

**0%** staff turnover rate (2015)

**85%** staff agree that *"This organisation strongly supports the development of competencies and skills of its people"*<sup>1</sup>

In 2016, O'Joy commissioned a People Opinion Survey Report with AON to assess its People Practices. It revealed that O'Joy scored higher than the Singapore average<sup>2</sup> in terms of the various people development indices, such as career development and leadership development. It is also impressive that 85% of its staff agreed that "it would take a lot to get me to leave this organisation".

The only area AON scored below the Singapore average is in terms of high-potential development. This may have potential implications on its talent development and succession plans. O'Joy also places special emphasis on the quality of their volunteers, and enhancing the skills of its volunteers is incorporated into its strategic objectives.

# Charity Profile

## O'JOY Care Services



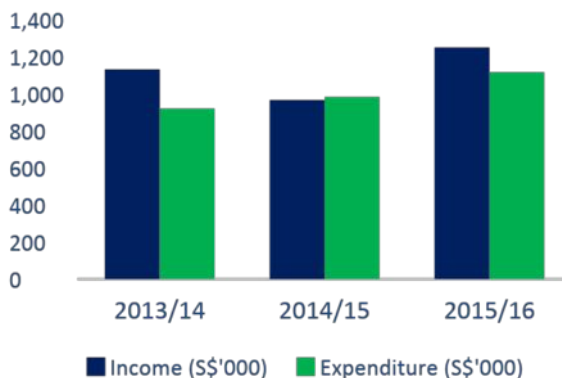
### FINANCES

O'Joy is mainly funded by government grants (contributing almost 90% of total income in 2015). About 65% of the government grants are restricted which suggests that the organisation could face challenges in funding further new or innovative projects and continuing its current level of impressive investment in staff and volunteers. Just Cause believes that O'Joy is well placed to make the most of more private donations, which could allow the organisation to innovate and specialise even further.

Based on the 2015-16 latest reported figures, its overall financial situation was somewhat healthy, but did vary year on year

- O'Joy had a strong surplus at 2013 due to a new grant from Tote Board for its HOA programme.
- The drop in income in 2014 is due to the reduction in grant from Tote Board.
- The increase in income in 2015 is due to an increase in grants (\$212,000 to \$533,000) from NCSS.
- The organisation has sufficient reserves to cover expenditure for around 0.68 years. This is somewhat below average for the charities reviewed by Just Cause and is notably below O'Joy's reserves policy of maximum 2 years.

#### TOTAL INCOME & EXPENDITURE (\$'000)

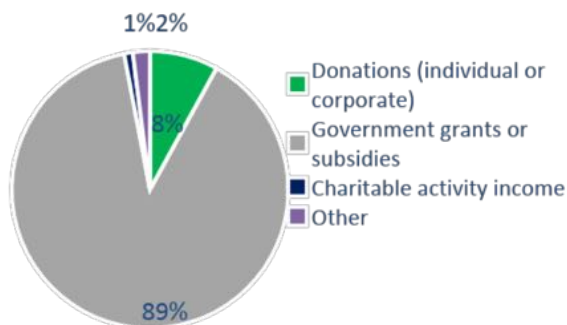


#### RESERVES RATIO (2015/16)

(Unrestricted reserves/Total annual expenditure)

**0.68**

#### 2015/16 INCOME BREAK-DOWN (\$'000)



#### TOTAL NO. OF MAJOR DONORS (2015/16)

(Donors giving more than \$50,000)

**0**

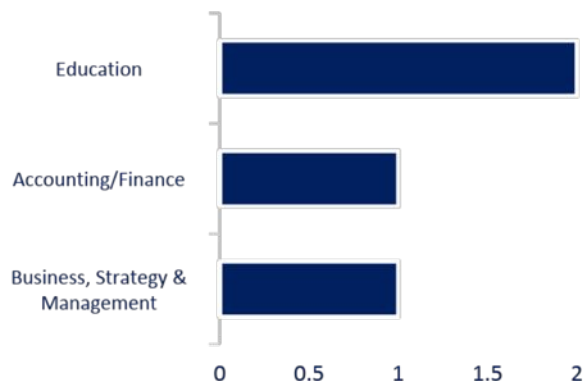


#### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



#### Board President: Alan Goh

Alan Goh Jiang Wee has been in O'Joy's Board since 2011 and was elected as the Secretary (2011 to 2013) and Treasurer (2013-2015) prior to his current role as President (2015-2017).



#### Executive Director: Choo Jin Kiat

Jin Kiat has been with O'Joy since 2006 and was the former Centre Manager prior to his current appointment.

#### GENDER BALANCE:

Board male to female ratio

**4:0**

#### TOTAL BOARD SIZE:

**4**

O'Joy has only four board members currently, none of whom has a background in mental health. The organisation explained that as a registered society, it faces challenges in attracting board members due to the personal financial liability that board members of a society must take on. To tackle this, the organisation is in the process of switching to a Company by Limited Guarantee (CLG), which would allow it to attract board members more easily. O' Joy aims to have 10 board members in due course, including a broader range of relevant professional backgrounds. The Board meets four times per year and members are re-elected every two years.



#### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times per year.
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ Clear succession plan in place for key leadership roles

## Charity Profile

# O'JOY Care Services



### HOW YOUR SUPPORT CAN HELP

#### **Further develop innovative approaches:**

For donors who are looking to work with a charity on innovative and specialised approaches in eldercare, O'Joy presents as a viable partner. The organisation has a track record of providing creative experiences for their beneficiaries through the Health Oriented Ageing Programme. Such partnerships will afford O'Joy more financial flexibility, given that the majority of their funds are in the form of restricted government grants.

## Charity Profile

# Society of WINGS (Women's Initiative for Ageing Successfully)



## Charity Profile

# Society of WINGS



### IN A NUTSHELL

WINGS promotes active ageing for women, focused on improving health, happiness and security. The organisation has an active community of members who attend a variety of awareness workshops, in-depth courses and engaging activities. Whilst there are many organisations in Singapore running active ageing programmes, WINGS stands out for its specific focus on women. The organisation offers a variety of awareness workshops, in-depth courses and engaging activities that promote health, happiness and security, and aims to create a supportive community of peers.

<b>TARGET GROUPS</b>  Elderly Women	<b>TYPE OF WORK</b>  Health & Care	<b>ANNUAL INCOME</b>  <b>\$1.23mn</b> <i>(2016)</i>	<b>REVENUE MODEL</b>  Between 30-70% government funded
<b>ESTABLISHED</b>  <b>2008</b>	<b>RELIGIOUS AFFILIATION</b>  None	<b>REGISTRATION STATUS</b>  IPC	<b>WEBSITE</b>  <a href="http://www.wings.sg">www.wings.sg</a>

### STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

#### Collaboration

WINGS has been actively collaborating with a number of Senior Activity Centres (SACs), such as Beo Crescent SAC, to befriend and engage the elderly in various activities. The organisation also collaborates with KK Women's and Children's Hospital to deliver WINGS' flagship programme - the confinement nanny training.

#### Volunteer Led

The organisation stands out for having a large number of volunteers, who facilitate several programmes and have become mentors to other women. The organisation would not be able to run or grow without the support of its volunteers.

#### Broad Reach

WINGS has around 7,000 women registered as "WINGS women" and as of 30<sup>th</sup> April 2017, the organisation has 1,700 active "WINGS women" participating in the organisation's main programmes.



### IMPACT

#### APPROACH TO IMPACT MEASUREMENT

##### FRAMEWORK

WINGS provides a clear statement of its target impact through its website and annual report: to empower women to age with more confidence. When interviewed in late 2015, Staff were also able to share a detailed explanation of their programme logic or “theory of change” - ie. why they believe their specific approach will lead to the target impact. The organisation is also able to explain how it has used research and feedback from other organisations working in the sector to inform its impact framework.

##### DATA COLLECTION

WINGS publicly shares data on outputs such as number of beneficiaries reached, as well as quotes and stories about impact - i.e. what change took place as a result of their work. They also track metrics such as the number of “graduates” from their programmes who then become mentors for new groups of women.

##### CONTINUOUS IMPROVEMENT

The organisation has a relatively strong approach to using its stakeholder feedback data for continuous learning and improvement. Based on an interview in late 2015, the team can cite multiple examples of how impact data helped them identify concrete opportunities and areas for improvement.

#### RESULTS (2015-2016)

##### MAIN OUTPUTS

(e.g. # reached)

<b>20,000</b>	Women participated in WINGS programmes over the past 10 years (up to 2017)
<b>1,700</b>	Active “WINGS women” as of April 2017
<b>50</b>	Women participated in the Confinement Nanny Training in 2016-2017
<b>3,019</b>	Volunteer hours mobilized (all volunteers) (2015-16)
<b>522</b>	Women took part in the exercise classes. (2015-16)

##### MAIN OUTCOMES

(reported recorded change)

<b>30</b>	WINGS women graduates who progressed to become mentors in 2015-2016
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The organisation also publicly shares quotes from stakeholders which describe the change they helped to achieve. For example:

*“Before joining MoneyAct, I thought I was financially prepared for retirement. After the course, I took several steps to better prepare myself, like write a will, do my LPA and AMD, as well as reviewed my insurance plans.”*  
Rosna Abdul Jalil

# Charity Profile

## Society of WINGS



### REPUTATION

#### WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed two organisations that work regularly with WINGS to ask what it's like working with them:

**“***“WINGS has been providing their volunteering services to our Senior Activity Centre for about a year. They are very good in engaging the elderly in a wide range of creative activities, which they have really enjoyed. The elderly are very supportive and happy with WINGS' programmes.” - Daniel Liew, Beo Crescent Senior Activity Centre*

*“WINGS has been successful in helping many women bond among themselves and with the mentors. They have also helped empower women to have a life plan and to age successfully and healthily. One opportunity for WINGS to further broaden its impact is to reach out to lower-income and more vulnerable women to age successfully, happily and healthily.” – Lai Oi, WINGS trainer/mentor*

#### LATEST MEDIA COVERAGE

[It Changed My Life: Down and out, she finds herself](#)

The Straits Times-24 Sep 2016

Social entrepreneur Anthea Ong went from a successful career and .... and Wings (Women's Initiative for Ageing Successfully), where she was ...

[Senior volunteer finds joy in making others happy](#)

TODAYonline-4 Sep 2015

... in several voluntary welfare organisations (VWOs) including the SAVH; Women's Initiative for Ageing Successfully (WINGS); Tsao Foundation ...

[\\$3b plan to help seniors live more fulfilling lives](#)

The Straits Times-26 Aug 2015

Ms Anthea Ong, president of the Women's Initiative for Ageing Successfully (Wings), also welcomed the "systemic effort" to reframe ageing as ...

**93**

**Facebook likes**  
(May 2017)

### STAFF & VOLUNTEERS

**11** total number of staff as of June 2017

**400** total number of volunteers as of June 2017

**16%** staff turnover rate (May 2016 – April 2017)

Volunteers play a very important part of how WINGS runs, with a strong emphasis on sharing experiences. The organisation is actively recruiting volunteers through their WINGS members.

# Charity Profile

## Society of WINGS



### FINANCES

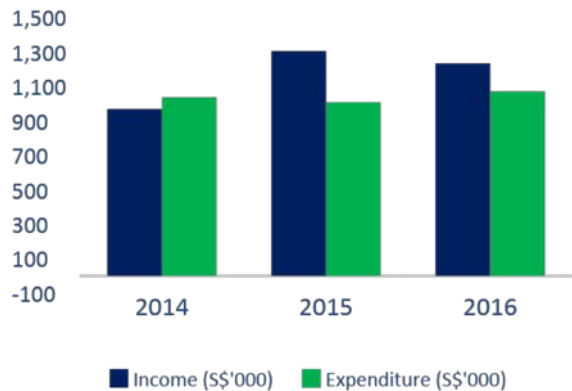
Based on the 2016 latest reported figures, the organisation's overall financial situation was somewhat healthy, but did vary year on year.

WINGS had a smaller surplus at the end of 2016, compared to a higher surplus in 2015 and a small deficit in 2014.

The difference in 2016 was mainly due to a 43% decrease in private donations. However, this was offset by an increase in government grants and subsidies and programme fees, causing income to fall by 6%.

The organisation has sufficient reserves to cover expenditure for around 1.16 years. This level of reserves is in the average range for charities in Singapore. Private donations will be used to scale up existing programmes.

**TOTAL INCOME & EXPENDITURE (\$'000)**

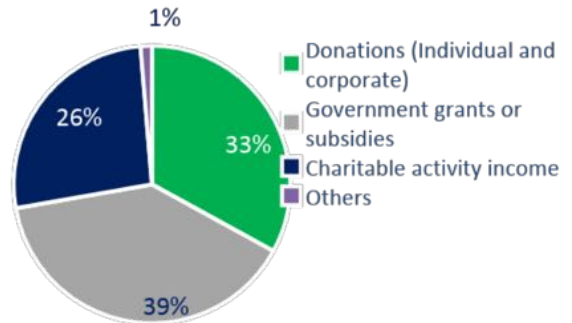


**RESERVES RATIO (2016)**

(Unrestricted reserves/Total annual expenditure)

**1.16**

**2016 INCOME BREAK-DOWN**



**TOTAL NO. OF MAJOR DONORS (2016)**

Donors giving more than S\$50,000

**0**



### FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.
- ✓ Donations collected are properly recorded and promptly deposited by the charity.
- ✓ The charity publishes its reserves policy on its annual report/ website

# Charity Profile

## Society of WINGS



### GOVERNANCE & LEADERSHIP

#### BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



**Board President: Ngo Lin Ai, Janice:**  
Janice has experience in retail and private banking and has held leadership positions in banks and retail establishments. She has over ten years of active volunteering experience.

**Executive Director:**  
The Executive Director's position is currently vacant at WINGS.

#### GENDER BALANCE:

Board male to female ratio

**0:10**

#### TOTAL BOARD SIZE:

**10**

The Board has a strong profile in terms of business, finance and strategy expertise. The Board meets once a month and Board members are required to attend at least 25% of the meetings in a year. It is notable that all of the Board's ten members are female. This may be appropriate given that the organisation has an explicit focus on women.



#### GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ There is a specific requirement on Board member's attendance
- ✓ Board meets at least four times per year
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board

## Charity Profile

# Society of WINGS



### HOW YOUR SUPPORT CAN HELP

#### **Broaden WINGS' reach**

WINGS will channel additional funds to scale up their existing programmes, increasing the number of women participating in and benefitting from their active ageing activities. While the organisation already has broad reach, new resources can help develop a targeted approach to reaching "lower-income and more vulnerable women," as well as those who are disengaged from society.