

ANNUAL REPORT

# 2022 in Review



ECCA FAMILY FOUNDATION LTD.

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1 January - 31 December 2022

ECCA FAMILY  
FOUNDATION





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## ABOUT THE FOUNDATION

Established in 2020, ECCA Family Foundation was set up by Christian Algot Enevoldsen and his family to support meaningful projects and inspire social change.

Driven by Christian's vision as a philanthropist and his commitment to creating a lasting and positive impact for future generations, the Foundation takes a pragmatic and hands-on approach towards building networks and partnerships that add value to the communities in Thailand, Denmark, Singapore, and the broader Southeast Asia.

Ultimately, what ECCA Family Foundation wants is to create deep and transformative change for the individuals and communities its partnerships support so that they can, in turn, improve their lives.



## CHAIRMAN'S LETTER

Authenticity, purpose, and drive have always been the pillars of the ECCA Family Foundation. Our goal has been to support transformative experiences through solid partnerships and projects in Thailand, Denmark, Singapore, and broader Southeast Asia. As we reflect on the past year, we remain committed to these principles but also recognize the importance of learning from our partnerships and consolidating our lessons to better support our mission.

2022 has been a year of learning and growth for the ECCA Family Foundation. We are proud to announce that we have added five new partnerships to our portfolio. These include amplifying youth voices in Denmark through arts, supporting autistic graduates to secure jobs that match their talents, and empowering smallholder farmers to transition into regenerative practices for better environmental and social outcomes.

As we continue to expand our impact, we remain focused on learning from our partners. This year, we launched our first partner survey to gather feedback on how we can improve the way we work with our partners in support of our common goals. We believe that by actively listening to our partners, we can better align our efforts and achieve meaningful impact in the communities we ultimately serve.

Learning from our partnerships is crucial to our mission. We believe that deep and transformative change takes time, and so does the creation of a solid impact strategy that will shape our Foundation in tomorrow's world. We are committed to developing an evidence base for what works and what does not and to refining the way we operate.

At the ECCA Family Foundation, we are not alone on this journey. We are proud to journey alongside our competent, committed, and trusted partners who share our vision of a better world. Together, we are building a mosaic, piecing together a clearer and clearer picture of what impact our partnerships are enabling and to what extent.

Looking ahead, we remain committed to expanding our views and understanding, while continuing to iterate on our approach. We eagerly embrace the prospect of developing new collaborations with partners who share our vision, while strengthening our existing partnerships.

Thank you for your ongoing support and partnership.

Christian Algot Enevoldsen

# THE ECCA SNAPSHOT

## KEY FIGURES



SGD **\$8.59M**

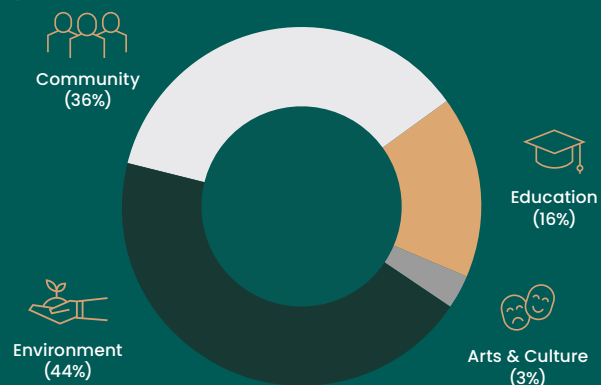
Cumulative commitments  
since FY2020



SGD **\$2.14M**

Disbursed in FY2022:

## OUR FOCUS AREAS



Figures based on cumulative commitments since FY2020

## CUMULATIVE ESTIMATED IMPACT OF OUR PARTNERSHIPS

### Nature protected and restored



**26 hectares**

land regenerated or restored



**15,180 mt**

of plastic waste diverted away from nature

### More vibrant communities



**9 communities**

newly formed



**17,414**

audiences engaging with the arts

### Improved individual wellbeing



**189 livelihoods**

created and sustained



**72 people**

enjoy improved access to quality education/skills development

## THAILAND, DENMARK AND SINGAPORE



## ECCA FAMILY FOUNDATION ADOPTS A PARTNERSHIP-FIRST APPROACH



Investing in organizations and people, not just projects



Providing multi-year, flexible capital that covers the full costs



Strengthening organizations with tailored capacity building support



Aligning on outcome-focused exits early on



Leveraging our thematic and philanthropic networks to amplify our partners' work



## IMPACT PARTNERSHIPS

## ENVIRONMENT

ECCA Family Foundation employs innovative methods to protect the world's ecosystems and biodiversity, starting with addressing the issues of ocean plastics, land regeneration, and clean energy.



## Addressing plastic pollution with The Incubation Network by SecondMuse

ECCA Family Foundation is proudly entering its second year of supporting impactful initiatives under SecondMuse.

With our support, SecondMuse launched a series of programs in 2021 under their joint initiative with The Circulate Initiative, called The Incubation Network. The programs aimed at supporting innovative solutions of different scales to combat plastic solutions in Thailand. In 2022, they released the insightful 'Making Waves' report as a successful conclusion of The Incubation Network, including highlights of their impactful work, including:

**Thailand Plastics Circularity Accelerator** is a one-year targeted program designed to help scale plastic recycling businesses currently operating in Thailand or foreign companies prepared to enter the market. The cohort includes:



### Enterprise highlight: Trash Lucky

Through this partnership, Trash Lucky was able to focus on financial modeling for their business, which resulted in greater revenue generation.

**The Single-Use Plastic Challenge** aims to reducing single-use plastics in the food industry. Altogether, 76 startups across eight acceleration projects are eligible for support through this initiative. The cohort includes:



### Enterprise highlight: RISE IMPACT

As part of this challenge, RISE IMPACT's pilot programs and plans to connect startups to investors at their closing event were supported.

**Waste Management and Recycling Academy** is an establishment launched to support early-stage innovators through featured mentorship, capacity building, and knowledge-sharing workshops. The cohort includes:

#### Micro Green Tech and PLA+



#### Enterprise highlight: Micro Green Tech

During this programme, Micro Green Tech ingeniously developed a concept for a Reverse Vending Machine to revolutionize plastic waste gathering & recycling.

**SME Scale up for Plastics Circularity** aims to support Thai SMEs, increase the impact for their solutions and strengthen the network among ecosystem actors to promote sustainable growth. Organizations in this project include:

#### MBJ Enterprise and Nam Ngai Hong



#### Enterprise highlight: MBJ Enterprise

MBJ Enterprise produces unique wood-plastic composites (WPC), a sustainable and versatile material that serves as an excellent alternative construction material.

The Network also contributed to implementing ideas from the Green Hackathon event held in Hat Yai in 2021, including alternative food packaging made of beeswax tested at Prince of Songkla University. Prototypes were also created for waste-sorting bags and a collection system operating via the mobile super-app LINE.

#### KEY ACHIEVEMENTS



Startups supported  
**55** ventures



Funding provided  
**\$966,775**



**34,400** mt  
of plastic waste diverted  
from nature



**311** hrs  
of mentorship



Female-led organizations  
**23.6%**



Additional capital raised  
by ventures  
**USD \$2.1M**

Having supported a range of projects, here are our reflections: in Thailand, SMEs present an opportunity for minimizing plastic waste that has not been fully explored. To maximize the impact of initiatives for post-idea stage startups, it is more effective to provide targeted assistance towards sustainable and high-impact solutions rather than large-scale programs aimed at broad groups.

Moving forward, we would like to focus on supporting initiatives that promote end-of-life waste management solutions, reduction at source, and upstream solutions.



An initiative by SecondMuse and The Circulate Initiative from 2019 - 2022, The Incubation Network is an impact-driven initiative that sources, supports, and scales holistic innovative solutions to combat plastic pollution by working with a diverse network of key partners to strengthen entrepreneurial ecosystems across South and Southeast Asia.

SecondMuse is an impact and innovation company that builds resilient economies by supporting entrepreneurs and the ecosystems around them. They do this by designing, developing, and implementing a mix of innovation programming and investing capital. Over the last decade, they've designed and implemented programs on 7 continents with 600+ organizations such as NASA, The World Bank, and Nike.



## Combatting river plastic in Thailand with Seven Clean Seas

ECCA Family Foundation has supported Seven Clean Seas (SCS) since 2020, first through a capacity-building grant, followed by a pilot project in Thailand. Thanks to the fruitful partnership, ECCA Family Foundation's Chairman also made an impact investment into SCS in 2022.



*"We are excited to continue supporting Seven Clean Seas in this next step of the natural evolution of our partnership, initiated with a first grant in 2020. Plastic is suffocating our oceans and needs to be addressed urgently. Market-based solutions, like the ones provided by Seven Clean Seas, are required for scale and sustainable, long-lasting impact. We look forward to our continued journey with Seven Clean Seas to tackle the ocean plastics problem".*

- Christian Algot Enevoldsen, Chairman and Founder of ECCA Family Foundation



ECCA Family Foundation is supporting SCS to launch its first pilot project HIPPO, collaborating with Longitude Engineering to create River Plastic Recovery technology that is both low-tech and affordable, enabling the automated collection of plastic waste from rivers. A key moment in this initiative occurred in August 2022 with the signing of an agreement for a waste collection pilot project between SCS and Chak Daeng Temple.

The project is scheduled to commence in 2023, which involves constructing the HIPPO vessel and launching it in the Chao Phraya River. Local waste management personnel will be employed and retained to provide ongoing support to the HIPPO initiative.

Beyond environmental impact, SCS intentionally design their operations and efforts to create profound social impact within each community they enter. Through Seven Clean Seas employment, the local crew in Bintan and Batam have improved financial resilience, many of whom were previously unable to meet their basic financial needs. They have also gained awareness of the negative impacts of plastic waste and used their newfound knowledge to ensure proper waste management practices at home.



## SITI KUSMIATI, General Manager of Indonesia

At 28 years old, Siti still fondly remembered her childhood memories of playing and swimming in the irrigation canal for the rice fields in front of her parent's house. However, the canal has turned into a disposal site as the population grew and a lot of plastic waste is stuck on the banks. Through her experiences and driven by her passion in marine conservation, she joined SCS to engage with diverse multi-stakeholders, create understanding of the problems and find ways to address them, and establish and run programs aligned with local practices and policies. Siti believes that successful waste management requires collaboration and hopes that one day, SCS will also operate in her hometown to improve the waste collection facilities.



## DIANA, Clean-up Coordinator, Setokok, Batam

Now a mother of two sons and a daughter at 42 years old, Diana have dreamed of having Setokok as a clean fishing village for 20 years. Her children were not able to grow up swimming freely or seeing the beautiful marine life around their house as she had when she was a child because waste has covered the whole space where she used to play with her friends. In 2016 to 2020, she ran an environmental organization named "Kawan Laut" with programs such as beach clean-ups and a waste bank collaboration with Dinas Lingkungan Hidup Batam. Joining SCS has changed her perception and approach to plastic pollution, and she made use of her insights to educate others. As she witnessed some of the villagers changing their habits, she is hopeful that her dream of living in a clean fishing village with her family will soon come true.



Seven Clean Seas is an award-winning ocean cleanup organization headquartered in Singapore tasked with ridding the world's oceans of plastic pollution. Since its inception in 2018, SCS has experienced a transformative journey from community activism to developers of project-based scalable solutions which tackle the ocean plastic crisis in some of the world's most plastic-polluted areas.

## Reforestation and restoring local food systems with WWF Singapore



ECFA Family Foundation has entered a five-year partnership with WWF Singapore in support of The Forest Landscape Restoration Fund (FLR349) in 2022. This partnerships aims to support smallholder farmers in Baan Kong Khaek, Mae Chaem district, Chiang Mai, to grow perennial trees, fruit trees, vegetables and herbs instead of corn. In doing so, forests are restored with native species that will not only function as carbon sinks but also water reservoirs. To ensure that farmers are able to sustain their livelihoods, this partnership will also support income generation activities such as the consolidation and sale of harvests via a community enterprise model.

### KEY ACHIEVEMENTS



34 smallholder farmers successfully engaged to transition away from monoculture



Over 20 hectares of land on track to being successfully restored with 26,750 saplings and trees



4,185 tonnes of CO2 estimated to be sequestered within the next 10 years



FLR349 Fund is a fund that has been developed based on King Rama IX's agroecology approach known as "Three Forests, Four Benefits." The fund's objective is to create a model value chain that enables smallholder farmers residing in watershed areas to contribute to the restoration of degraded forest landscapes.



## Empowering farmers through regenerative agriculture with the Pai Seedlings Foundation

Our partnership with the Pai Seedlings' Regenerative Farmers' Cooperative empowers smallholder farmers to permanently switch to regenerative agriculture. This project is a five-year pilot project broken down into two phases:



**Phase 1 (November 2022 – December 2025)** lays the foundation for smallholder farmers to transition successfully to regenerative agriculture. This includes providing hands-on training in regenerative practices, negotiating reduced loan interest rates with banks, and offering financial literacy training. We also support farmers by financing their existing debts in exchange for their commitment to the programme. Breaking the debt cycle is critical to uplifting the farmers and ensuring the program's success.



**Phase 2 (January 2026 – December 2027)** focuses on expanding farmers' market access for surplus produce. Additionally, we will collaborate with farmers to establish an independent structure where they can support each other in both agricultural and business aspects. Together, we aim to create a self-sustaining ecosystem of support and growth.

### Khun Thiamjan and her first salad harvest

Thiamjan lost her husband to cancer in late 2021, possibly due to the prolonged use of agrochemicals. After his passing, her farm was in disrepair and her land was barren. Thiamjan understood from her husband's experience the role, importance, and potential benefits of organic farming. She reached out to Pai Seedlings Foundation and thanks to her kind, grounded, and motivated nature, she fostered trust among the group and bolstered their collective synergy. Pai Seedlings helped Thiamjan to fix a broken canal, repair the irrigation system, dig drains to avoid waterlogging, and plant fast-growing vegetation to restore topsoil quality.



Khun Thiamjan successfully growing salad vegetables on her farm.

Her land restored with the tell-tale sign of earthworms for the first time in years, Thiamjan took immense pride in preparing meals for visiting government officials using salad vegetables grown organically on her own land, land that she uses to feed her family and earn a living as an organic farmer.



Pai Seedlings' Regenerative Farmers' Cooperative aims to convince and empower farmers to permanently switch to regenerative agriculture. In addition to teaching farmers different techniques of regenerative agriculture, the Foundation will also give them financial stability coupled with financial literacy training throughout the time their soil is nursed back to health.

## IMPACT PARTNERSHIPS

## EDUCATION

ECCA Family Foundation supports better opportunities for at-risk children and youth, as education is one of the strongest tools for helping vulnerable communities. The Foundation recognizes that improving access to education and skills development helps people unlock greater opportunities for a better future.



PHOTO BY  
Christian Al. E.

## Promoting creativity through photo-journalism with the Danish School of Media and Journalism

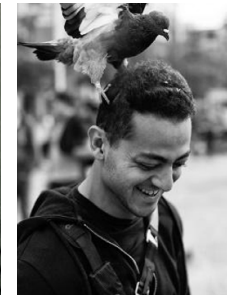
ECCA Family Foundation has forged an ongoing collaboration with the Danish School of Media and Journalism (DMJX) in Aarhus, Denmark, to provide scholarship opportunities for photojournalists from developing countries to pursue skills advanced studies in DMJX.

### SIX SCHOLARS SUPPORTED IN 2022



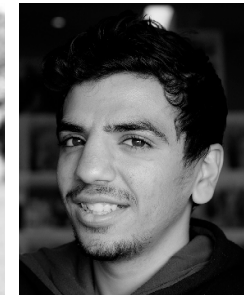
Ayman Muhammed (Sudan)

- Photo I and II -



Mohamed Mahdy (Egypt)

- Photo I and II -



Ahmed Abd El-Gawad (Egypt)

- Photo I -



Sandipa Malakar (India)

- Photo I and II -



Yashovardhan Sodhani  
(India)

- Photo I -



Biayna Mahar (Armenia)

- Photo I -



**FEATURE:**

## Sandipa Malakar

*"Without support from the ECCA Family Foundation, DMJX wouldn't have happened for me. I have attended both Photo 1 and Photo 2 and have learnt a lot. At DMJX, I learnt how to construct a project in different ways: where to start and how to sequence it. How to tell and maybe change the story along the way and when and how to finish it."*

*"The last project at DMJX was done in northern India, in a nomadic village, and is about the effects of climate change on the nomadic people. That was my idea from the start, but had that idea not clicked, I couldn't go back without a story. DMJX taught me how to adapt and find a new way by thinking differently. My dream is to teach while also conducting my projects. I want to teach photography because that is a need here in Kolkata, especially for women".*

– Sandipa Malakar

**DMJX**  
Danish School of  
Media and Journalism

The Danish School of Media and Journalism educates future talents in advertising, design, media organization, journalism, photography, communication and media management – and further educates those already working in the fields. ECCA Family Foundation works with DMJX's department of Photojournalism to support scholarships for its two international courses: Photo I – The Language of Photojournalism and Photo II – Advanced Visual Storytelling.

**PHOTOS BY SANDIPA MALAKAR**

Kharnak is a small nomadic village (14,921 ft from the sea level) where now only 12 houses are there. This village is situated in the district of Leh-Ladakh that is the extreme northern part of India which shares few important borders with adjacent China and Pakistan.



Previously there was a small primary school but due to the extreme weather conditions teachers stopped coming to the school. Padma Norjey (4) and Jigmeet Tsekal (5) are two sisters. These two are sent to Kharnakling (their new settlement in the city of Leh) with her mother and grandmother for their studies.



Stanjin (their mother) said 'it is difficult to survive in the village. Now the weather is changing rapidly due to global warming and it will get much harder in the coming days to roam around with cattles and take care of them. Everyone wants a secure and comfortable life for their children and so do we.'

## Scaling child trafficking prevention through education with The Freedom Story



Our partnership (now in its second of three years) serves to scale The Freedom Story's (TFS) model beyond their direct communities. This partnership supports TFS to provide training and capacity building support to partner NGOs and communities who will in turn, implement and adapt TFS's model within their respective communities. In this way, we aim to collectively achieve more impact and scale.

### 2022 RESULTS



**2,477** people impacted by TFS Programs

**28** new scholarships offered to at-risk students

**666** home visits conducted to observe the well-being of students

**674** mentorship sessions provided to develop and nurture healthy relationships



**31** training sessions conducted through the Sustainable Livelihoods Program



**52** families assisted by the '1 Family, 1 Project' Income Generation Project

### Yindee's passion for music flourishes

Yindee (name changed to protect her privacy) lives with her grandparents because her parents have migrated elsewhere for work. Singing brings immense joy to Yindee, creating a sense of relaxation and happiness within her. But she lives in an area where youths have limited opportunities. As one teacher put it, youths have two choices: sell sex or sell drugs. Since selling sex often earns more than minimum wage, most people resort to that.

Since becoming a scholarship student for The Freedom Story, Yindee has thrived in our programs, she enjoys the music club because of her passion for singing, and she also feels she has gained valuable skills from her human rights awareness training. Training through programs such as the "Girl Rising" projects have empowered her by teaching her about the importance of online safety.

As of the episode air date, she was set to graduate from our prevention programme and move to Bangkok to reunite with her mother. She plans to continue her education at a culinary school. Alongside her studies, she intends to engage in internships that not only enhance her skills but also provide her with a source of income.

We are eager to see where her path leads and will continue to support her every step of the way.



The Freedom Story works to empower at-risk students to stay in school, pursue their dreams, and break the cycle of poverty and exploitation through their human rights education, scholarships, and sustainable livelihood programs. They also engage in ethical storytelling by sharing dignifying stories to encourage more people to become part of changing our world for the better.



## Generating sustained & skillful employment for all through inclusive initiatives by Trampoline

With support from the Foundation, the Growing Autistic Talent for Engineering Sector (GATES) programme by Trampoline aims to facilitate long-term and meaningful employment opportunities in the engineering sector for individuals with autism who have completed tertiary education. The programme aims to serve 70 PWDs, placing 32 in employment with at least three months retention, and 21 with at least nine months retention over two years.

### 2022 RESULTS



34

Tertiary-educated PWDs with ASD enrolled in the program



11

Reached three-month retention



7

Reached nine-month retention

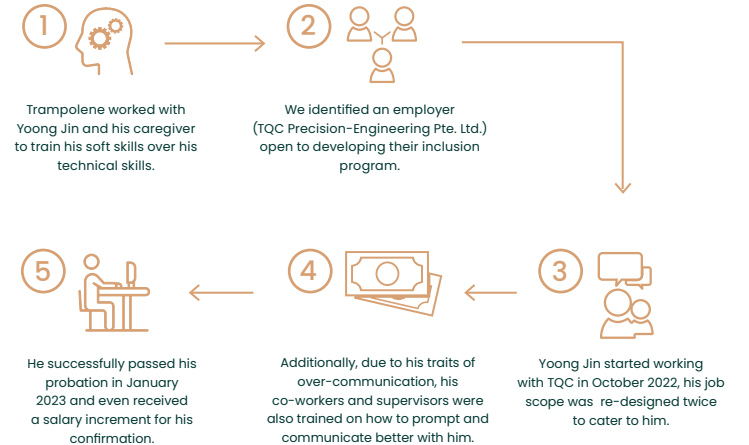
### Yoong Jin gets his first-ever raise

Yoong Jin has a pharmaceutical science degree but struggled to complete the probationary period at his previous IT job. He approached Trampoline for assistance in finding stable full-time employment. Trampoline's assessment found that Yoong Jin struggles with social communication, often talking excessively and disregarding social cues in conversations. To succeed in employment, Yoong Jin would need to improve his understanding of social dynamics and effective communication.



Photo by Trampoline

### HOW TRAMPOLINE HELPED YOONG JIN



### Trampoline partnership benefits according to caregivers

#### Caregivers observe significant improvements in work preparedness.

"...with Trampoline's help, he has been able to communicate a lot clearer, especially on text messages, he seems to be able to answer specifically to the questions rather than previously where we need to ask him like four times before we get the answer".

– Parent of a trainee

#### Caregivers experience reduced anxiety regarding their wards' future.

"It improves my mental well-being because I know my son is gainfully employed and is useful in society because otherwise, he would just stay at home or have too much free time".

– Parent of a trainee

### Trampoline partnership benefits according to employers

#### Trampoline helped fill a manpower crunch.

Trampoline succeeded in identifying suitable job candidates by actively seeking feedback when an intern was rejected. The company discovered that candidates interviewed in later rounds frequently aligned well with their specific work requirements.

#### Employees/interns hired from Trampoline had a positive attitude.

*"...the attendance rate is quite high and stable as compared to some of my other workers. They have no lateness or absenteeism issues".*

– Employer

#### Trampoline helped employers create a more inclusive workplace.

*"The aunties at work are more caring to them as well; they always give them free food. Sometimes they work together and sit down together".*

– Employer

*"Our new team member's unique skills and positive work attitude has been a real asset to our company. We're proud to have created a welcoming and inclusive workplace for people with autism and disabilities".*

– Jessica, Metalcool Pte. Ltd.

### Calls for action

- 1 Increase referrals from schools for PWDs with ASD who are seeking high-skilled jobs in the engineering field.
- 2 Increase engagement and awareness about inclusive hiring amongst employers in the engineering industry



Growing Autistic Talent for Engineering Sector (GATES) is a 30-month pilot program that aims to provide sustained and skillful employment in the engineering sector for tertiary-educated people with autism. This program is supported via a pay-for-success model/social impact bond. The service provider, Trampoline, provides job training and placement through the program to test whether this model can incentivize job quality and retention in PWD employment in the long run.

### IMPACT PARTNERSHIPS

# COMMUNITY

ECCA Family Foundation prioritizes building social capital for strong, inclusive communities. Through supporting projects that bring people together, we ensure respect, value, and a sense of belonging for all individuals across diverse communities.

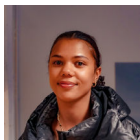


Photo by  
Both Sides, Now



## Enabling youth-led art and cultural initiatives in partnership with Turning Tables Denmark

Turning Tables Denmark (TTDK) is dedicated to creating a sustainable long-term framework for nurturing youth-led arts and culture in Denmark. From humble beginnings in a single social housing area to expanding its presence across multiple areas, TTDK has achieved remarkable progress in the last 10 years. As TTDK enters a crucial transition phase, ECCA Family Foundation has partnered with them to provide essential support. Through capacity building initiatives, strategic guidance, and a flexible core capacity grant, we hope to support TTDK to realize its vision and amplify its positive impact on the local artistic community. Together, we are building a stronger foundation for youth-led art and culture in Denmark.



### Youth highlights

#### SARAH

"I joined TTDK in 2020. At that time, I never believed I would reach where I am today. All the kids and youths in TTDK had one thing in common: we want to convey our reality. I have done four music videos. My last video 'Own This' is to promote self-empowerment; nobody else can define who you are or the experiences you've been through. The reason that I never thought I would reach here is because when I joined TTDK, I was struggling with anxiety and insecurity. Back then, I always doubted the choices I made. We still experience some of that, but I've grown during my time at TTDK, and now I am able to deal with this much better. This is partly thanks to my achievements at TTDK. Concerts at Roskilde Festival and hosting TTDK Day at the CPH:DOX Film Festival helped me build my confidence. They have done a lot for me, and I am really grateful".



#### HAMZA MALIK

Hamza's passion for filmmaking became a reality after crossing paths with TTDK. Looking back, it was a pivotal moment for him at the age of 16, filming on the streets of Tingbjerg, Copenhagen, where he and his friends caught the attention of TTDK instructors. They collaborated to create a song and a music video, which fueled Hamza and his friends' decision to join TTDK. During the pandemic, TTDK reached out to Hamza and his friends to produce a documentary on the pandemic, providing them with their first access to professional photo equipment. Hamza's interest grew, leading him to attend more courses and workshops to further refine his filmmaking skills.

Hamza is currently an instructor at TTDK and has recently completed filming a video teaser for a music single featuring a Danish recording artist signed under Warner. He maintains unwavering dedication to imparting the invaluable lessons he learned to a new generation of aspiring artists – budding talents who follow a path similar to the one he once trod.



Turning Tables Denmark is a nonprofit organization working to empower socially, economically, and politically marginalized youth by providing them with the means to express their hopes, dreams, and challenges through the arts of music and film production.

## Fostering more inclusive workplaces with Bettr Lives

In 2022, ECCA Family Foundation initiated the pilot Bettr Fellowship training programme in partnership with Bettr Lives to enhance the capabilities of social enterprises and nonprofit organizations in Singapore. The primary objective is to promote a more inclusive workplace culture through two main avenues:

- 1 Cultivating a community of support made up of professionals who work collectively.
- 2 Providing capacity-building opportunities and essential tools through the fellowship.

Ten top executives and founders from six organizations – The Social Space, Hatch, We Connect, Social Health Growth, Active Global, and Campus Impact – participated as fellows for the pilot cohort of the Bettr Fellowship. Bettr Lives also provided training on emotional resilience and empathetic communication to 33 other member staff. Overall, the effects of this pilot cohort is expected to reach over 240 staff across the six participating organizations.



*"Knowing that other leaders also struggled with similar difficulties was fortifying and gave me the courage to press on"*  
– Elysa Chen, Campus Impact



*"One of the biggest breakthroughs in my adult life"*  
– Tony Leong, Campus Impact



*"There is something cathartic about sitting in the same room and hearing the pain of other members. I knew I wasn't alone!"*  
– Daniel Yeow, The Social Space

BETTR  
FELLOWSHIP



Photo by Jayren

### THE BETTR FELLOWSHIP COLLECTIVE MANIFESTO

Collaboratively created by the Fellows, **The Collective Manifesto** highlights a set of core principles to enable an inclusive and empathetic workplace, to create an eco-system of committed and interconnected partnerships:



We commit to **creating safe, authentic spaces** to inspire the next generation of social impact changemakers/champions.



We seek to work with **purpose-aligned** stakeholders in collective action to create **systemic solutions** today for the challenges caused by unequal and unsustainable systems.



We are dedicated to being **positive role models** and building stronger impact communities by **working together to push boundaries** and achieve high standards of good in the impact ecosystem.



We engage with a **culture of openness** based on **trust, authenticity, accountability, and transparency**. We believe there is **enough** for everyone if we all share.

**BETTR  
LIVES**

Established in 2019, Bettr Lives was conceived as the solution to the mental and emotional well-being of people.

Bettr Lives seeks to pursue answers by focusing on the capacity development of individuals. Extending our impact to help schools, corporations and communities build their emotional intelligence through a menu of curated program that continue to empower people to realize their potential, so as to create and live a more purposeful and sustainable life.



## Building recycling communities with Precious Plastic Bangkok

ECCA Family Foundation's collaboration with Precious Plastic Bangkok enters its second year, fostering a community-driven plastic recycling initiative that promotes a fresh perspective on plastic as a valuable resource. Specifically, the Foundation is looking to enhance the work conducted by Precious Plastic Bangkok through projects designed to:

1

Establish self-sufficient community workplaces

2

Engage through workshops and advocacy meetings

3

Improve machines and products



### KEY ACHIEVEMENTS

10  
tonnes

of plastic waste collectively recycled

2

new communities engaged and onboarded

45

educational/recycling workshops and events completed

4

new machine modifications

8

new communities engaged and onboarded

4X

increase in income earned by community members

### Community Story: Baan Amphur

The Baan Amphur community, renowned for its beach and tourist attractions, faces waste management challenges due to tourists and improper waste disposal practices. To address this, the recycling centre regularly hosts beach cleanups almost every month alongside many other beach communities.

With the aim of achieving more circularity, Precious Plastic Bangkok provided the Baan Amphur community with machines that can help transform their collected waste into new recycled products. Aside from further motivating the collection and segregation of waste, the community is now also able to generate additional income through the sales of these recycled products.

Their sustainable practices have gained significant attention, attracting numerous visitors who are intrigued by their working model. Recognizing their accomplishments, the Baan Amphur community is actively participating in a governance competition with the aim of becoming a model community for sustainability.



Precious Plastic Bangkok (PPB) focuses on cooperating with communities to encourage local people to re-look at plastic as a valuable resource. PPB was founded in 2018 as one chapter of the Precious Plastic global movement. PPB exists to reduce plastic waste, boost recycling efforts and provide plastic-related knowledge and technology transfer through an open-source platform to make recycling and plastic reduction efforts as accessible as possible.

## Delving into the narratives of life and death with Both Sides, Now by ArtsWok and Drama Box

This marks the second year of partnership between the ECCA Family Foundation and project Both Sides, Now. In this iteration, we spotlight the Malay-Muslim ethnic minority in Singapore, using social media, radio show, a TV series, community workshops, and interactive events to foster community spirit.



*“Death and dying is a common experience for all, yet it remains a taboo topic in many cultures. Not only has Both Sides, Now: Mengukir Harapan been a success in surfacing some of these otherwise hidden stories and conversations, it has also brought together a wider community of people in Singapore who are now connected through the shared experience and understanding of the importance of end-of-life conversations”.*

– Christian Algot Enevoldsen, Founder and Chairman, ECCA Family Foundation

### KEY ACHIEVEMENTS



**8,100+**  
individuals engaged through two public engagements (Kata-Kata Kita and Lepaskan Sesalan)



**95 %**  
had better understanding of EOL issues after the productions



**67**  
volunteers trained to engage the community



**81 %**  
indicated intent to follow up on the topics after the productions

*“Thinking about the process of preparing for your death and preparing others for your death have definitely opened up my mind. Things like financial and medical planning may seem like worldly things, it doesn't seem like preparing for your afterlife, but then it involves preparing other people around you”.*

– “of life & legacy” workshop participant

*“The exhibition got me thinking about how a family can be healed through this process, and how these adverse childhood experiences have impacted their faith, worldviews, self-worth, and everything and anything. I became more energized and empowered that this is another powerful tool to help my students, the women, and the families I am helping”.*

– “of life & legacy” audience member





## DID YOU KNOW?



Death for the Malay-Muslim community is not an end but a beginning. More than anything else, one's death is a passage between a temporary physical life on Earth and a permanent one in akhirah (afterlife on Earth).



In the Malay-Muslim community, death is not just a personal matter but a social one. The funeral rite is a process with social expectations keenly felt by those directly involved.



Gender plays a central role in end-of-life issues within the Malay-Muslim community, with men dominant in all aspects of the community's death rites and estate planning matters.



Photo by Both Sides, Now



Co-presented by Drama Box and ArtsWok Collaborative, Both Sides, Now is a community arts engagement project exploring what it means to live well and leave well. The overall goal of this project is to use art and public dialogues to create awareness, encourage reflection, and provoke end-of-life conversations among healthcare professionals, caregivers, and the public at large.

## IMPACT PARTNERSHIPS

# ARTS AND CULTURE

ECFA Family Foundation supports projects that foster cross-cultural understanding and appreciation between Thailand, Denmark, and Singapore. Through the power of arts, we aim to inspire collaboration, innovation, and shared experiences, cultivating friendship, trust, and closer ties. Our commitment to embracing creativity and free expression helps us see the world through diverse perspectives, forging profound connections across cultures.



Installation view, "Ghost:2565: Live Without Dead Time", World Travel Service, Bangkok, 2022. Özgür Kar, 2021. Death, 2021 Snake Charmer, 3-channel 4-K video with sound, 20 min loop.

Photo by: Miti Ruangkritya

## Bringing Thailand's independent art scene to masses with the Ghost:2565 exhibition

Artists Korakrit Arunanondchai and Akapol Op Sudasna collaborated to produce the thought-provoking "Ghost series", a curated collection of videos and performance arts in Thailand. The first Ghost:2561 exhibition took place from October 11 to 28, 2018, and is set to take place every three years.

*"By participating as an artist, the experience allowed me to further develop my artistic practice with many wonderful experts in such an energetic vibe. We had meetings at various stages of the production and each of them was helpful and productive. Furthermore, it was a privilege to work in Baan Trok Tua Ngork and other Ghost 2565's locations. As a local, I was inspired by the sense of awakening in the air."*

– Tulapop Saenjaroen, participating artist of Ghost 2565: Live Without Dead Time



Photo by:  
Akapol Sudasna

Installation view: "Ghost 2565: Live Without Dead Time",  
Baan Trok Tua Ngork, Bangkok, 2022. Tulapop Saenjaroen,  
Mangosteen, 2022, single-channel video, 40 min 7 sec.  
Commissioned by Ghost Foundation. Produced by OPEN FIELD.

*"I was introduced to the works of Thai artists that I will go on to share because I was allowed to see their work properly and engage in stimulating conversations with them. For me, it was a great opportunity to explore the artistic scene in Southeast Asia, meet artists working there, and learn some of the particularities in that area of the world. I am very grateful for the experience".*

– Emily Wardill, participating artist of Ghost 2565: Live Without Dead Time



Photo by:  
Miti Ruangkritya

Installation view: "Ghost 2565: Live Without Dead Time",  
World Travel Service, Bangkok, 2022. Emily Wardill, Night for  
Day, 2020, single-channel video, 47 min.

### Ghost 2565

The Ghost exhibition is a series founded by Korakrit Arunanondchai and Akapol Op Sudasna to provide a platform to promote lesser-known artists and discuss invisible systems across different cultures and nationalities through continuous and lasting efforts. He envisions Ghost as an alternative space – building a connection between the consumer space of Bangkok's modern malls and the sacred space of its ancient temples.



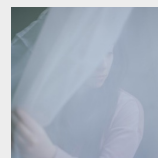
## Celebrating photojournalism excellence with the ECCA-DMJX Photojournalism Award

Chairman Enevoldsen actively engaged in the evaluation process of 16 exceptional projects alongside esteemed individuals, including international photojournalism graduate Deepti Asthana, renowned Armenian photographer Anush Babajanyan, as well as Søren Pagter and Mads Greve, esteemed lecturers from the DMJX photojournalism programme.

Over the next few months, the awarded funds will be used to develop touring exhibitions and publications showcasing their work in Denmark and internationally. We eagerly anticipate extending an invitation to our audiences to join these forthcoming events as they unfold.



Louise Herrche Serup (left) and Sarah Hartvigsen Juncker right after they received the ECCA-DMJX Photojournalism Award at DMJX the 29th of August 2022. Photo: Emilie Toldam/DMJX



### Top prize

#### *You Still Don't Know My Name by Sarah Hartvigsen Juncker and Louise Herrche Serup*

You Still Don't Know My Name is a photographic documentary project about migrant sex workers and potential victims of human trafficking trafficked for sexual exploitation in Denmark. With a respectful and present approach, an intimate, honest and poetic portrait of a group of people we often talk about, but seldom with, is created.

In the process of creating the project, Sarah and Louise visited 152 sex clinics spread out across Denmark. In total, 35 migrant sex workers and potential victims of human trafficking have contributed to the project. They have contributed by being photographed and sharing their stories of human trafficking but also on everyday life, longing, love, fear and dreams and by letting them photograph their diary entries, religious items and personal documents.

### 3 Honorary mentions



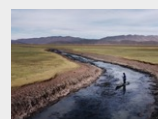
#### *No Man's Land by Mikkel Hørlyck*

No Man's Land depicts the lives of some of the 10,000 refugees and migrants in Northwestern Bosnia, as they make repeated attempts to cross the Croatian border and enter Europe.



#### *Stranger Tourist by Fares Zaitoon*

Stranger Tourist documents the journey of addiction and recovery through collaborative storytelling, photography, interactive exhibition, fostering healing and connection



#### *Panoramics of Disaster by Manuel Seoane*

Panoramics of Disaster is an open exhibition on water scarcity in the Bolivian Andes, aiming to raise public awareness and influence state policies

**DMJX**  
Danish School of  
Media and Journalism

The ECCA-DMJX Photojournalism Award exists to foster, empower, and inspire exceptional graduating photojournalism students whose BA/diploma projects have made a remarkable impact, demonstrated creativity, and showcased exceptional visual storytelling skills.

# PARTNERSHIP SURVEY 2022

To enhance our understanding of our partners' experiences and requirements, we conducted an anonymous annual partnership survey to gather direct feedback on our performance as a funding partner and to identify ways in which we can enhance our support for their work. Additionally, an independent consultancy conducted follow-up interviews to dive deeper into the significant findings derived from the survey responses.

## PARTNERSHIP

We received an array of exceptional responses, reaffirming the effectiveness of the Foundation's partnership-first approach in consistently collaborating with partners of various scales and stages.



"Supportive", "trustworthy", "above & beyond" were the top 3 descriptors of the Foundation.



**85%** rated their relationship with the Foundation as good/ideal



**100%** felt comfortable approaching the Foundation if problems arise "I feel like I can pick up my phone night or day and get the help I need"



**100%** indicated that their partnership had a positive impact to a great/large extent "The growth and development that we've been able to achieve in the partnership is very meaningful"



### KEY REFLECTIONS:

Effects were largely attributed to the management team and less to operational processes and structures put in place.

Field visits were consistently highlighted as useful and highly appreciated.

## GRANT & REPORTING PROCESS

The Foundation's grant and reporting processes were widely regarded as suitable, adaptable, and intuitive, aligning well with the goals, values, and strategies of each respective organization.



"a freeing experience", "with great understandings of inner workings of NGOs" and "consultative with openness and discussions" were used to describe the process leading up to grant confirmation



**88%** strongly agreed/agreed that communications were appropriate and relevant to the grant & supported provided "ECCA values our staff's time, which is rare"



**100%** strongly agreed/agreed that contact/meetings with the Foundation were responsive and at appropriate frequency "All meetings with ECCA are highly constructive"



### KEY REFLECTIONS:

While 85% indicated that the Foundation's reporting process is a helpful opportunity for learning and reflection, we found limited evidence on practical actions taken on lessons learned.

## NON-MONETARY SUPPORT

The non-monetary support provided by the Foundation had an exceptionally significant impact and was highly valued by partners who utilized it.



**100%** reported significant or moderate benefits



Connection to others, strategic sparring, and consultancy support were the 3 most commonly accessed types of non-monetary support



"I enjoy the camaraderie with ECCA – as I do not feel that we are doing the impact work alone"



### KEY REFLECTIONS:

Some partners were not fully aware of the availability of non-monetary support.

There is room for improvement in the process of determining and communicating how non-monetary support is identified and provided.



## WHAT THE FUTURE HOLDS

It has indeed been a year of putting our approach to the test, with a portfolio of partnerships that are now reaching the peak of implementation. As we reflect on the past year, we have identified key areas that require ongoing development and evolution.

More specifically, we commit ourselves to four key actions:



**Codify our partnership-first approach** including developing a clearer impact framework to articulate how the way we work leads to the change we want to create.



**Cultivate a stronger culture for learning and reflection** including how to apply lessons learned to improving programs for greater effectiveness and impact. Seek additional opportunities to foster joint learning with and between our portfolio partners.



**Offer greater clarity on the non-monetary support the Foundation can offer** and how to access it. Adopt an even more collaborative process to co-determine with our partners what support is most useful and what is not.



**Continue to deepen our knowledge in our partners' field of work and operating context** through more regular and appropriate field visits, joining thematic conversations with the broader stakeholder expert groups and investing more in research.

## Corporate information

### ECCA Family Foundation LTD.

Company registration number : 20204423G  
 Incorporation Date : 17 August 2020  
 Company Type : Public Company Limited by Guarantee  
 Audit Firm : CLA Global TS Public Accounting Corporation  
 Bank : DBS Bank Ltd. and Centrip Limited

### Management

Chairman & Director : Christian Algot Enevoldsen (Appointment date: 17/08/2020)  
 Vice-Chairman & Director : Martin Hoyer-Hansen (Appointment date: 17/08/2020)  
 Director : Mette Ekerøth (Appointment date: 17/08/2020)  
 Director & Secretary : Nurulhuda Binte Mohamad Sa'ad (Appointment date: 17/08/2020)  
 Director : Liew Kaiting, Carol (Appointment date: 21/06/2021)

### Mission

Our foundation seeks to pioneer innovative approaches, provide support, and build partnerships for holistic solutions to protect the environment, create access to meaningful opportunities, and empower vulnerable individuals and communities to flourish.

### Vision

To build a more sustainable world, to create access to meaningful opportunities for human flourishing, and to empower individuals and communities to build strong and resilient communities.

### Values

**Eager to contribute** – We believe in the value of contributing to the lives of others and to our shared planet. We find motivation in pursuing our ambition to make a positive difference in the world.

**Honest** – We are dependable, and we believe in transparency and openness, also about the difficult parts of our work.

**Authentic and sincere** – We aim to be ourselves, without façade or pretences. What you see is what you get.

**Purpose-driven** – It is a transformative experience to discover a purpose. ECCA Family Foundation is built on that experience, to fulfil our purpose of a positive impact on our chosen focus areas. This ambition sets the direction for our work and drives us forward.

**Humble** – We are new to this field, and we are here to learn. New approaches emerge, new opportunities present themselves and by recognizing that we do not have all the answers – not even close – we are best able to take advantage of recent advances.



## Corporate governance and compliance

A Board of Directors (the “Board”) manages the Foundation. Directors are appointed in accordance with the Foundation’s constitution.

The Board of Directors ensure:

- **Compliance** – The Foundation must comply with its constitution and all relevant laws and regulations.
- **Management** – The Foundation must be managed ethically and responsibly.
- **Credibility** – The Foundation must be effective, credible, and sustainable.
- **Success** – The Foundation should fulfil its objectives.

The Board is required to use independent judgement and act in the best interest of the Foundation.

### Board meetings

The Board conducts hybrid meetings, where meetings consist of one or more of the following:

- Approval of the annual report and financial statements
- Approval of corporate strategy, grant proposals and approvals
- Convening members’ meetings or any other matters that the board considers necessary.

Meetings and attendance for the 2022 calendar year were:

Name of Director	Board Meeting Attendance
Mr. Christian Algot Enevoldsen	8/8
Mr. Martin Hoyer-Hansen	8/8
Ms. Mette Ekerøth	6/6
Ms. Nurulhuda Binte Mohamad Sa’ad	6/6
Ms. Liew Kaiting, Carol	6/6

## Financial Management and Controls

The Foundation is compliant with all applicable laws and regulations and ensures that resources are used legitimately and accounted for.

**The Foundation has implemented relevant internal process and the Board will continue to:**

- Conduct reviews of the Foundation’s controls, processes, key programs, and events
- Approve and regularly monitor expenditures
- Review financial statements, with analysis and explanations given for significant differences

### Reserves, Investments and Loans

The Foundation’s reserve is the balance of the donation(s) for payment of the Foundation’s operating expenses. The Foundation did not and will not invest its reserve.

The Board will donate all funds received and has or will pass on all donations to the assigned charitable organization. The Foundation does not approve any loans to any director, employee, or other parties. The Foundation does not receive loans for any purpose or tenure.

### Disclosure and Transparency

The Foundation will be transparent and accountable in its operations. Board members are not remunerated for their services to the Board.

### Human Resource Management

As of December 31, 2022, the Foundation does not have any employees. The company secretary carries out all administrative work, and employees of North-East Family Office Singapore Pte. Ltd. carry out all finance-related work.

### Conflicts of Interest

The Board is required to act in the best interest of the Foundation. If a conflict of interest arises at a Board meeting, the Board member concerned must not vote on the matter nor participate in discussions. A complete and transparent recording of all relevant matters should be recorded in meeting minutes.

### Funding Sources

Christian Algot Enevoldsen and the trust endows the foundation.



ECCA FAMILY FOUNDATION LTD.  
(INCORPORATED IN THE REPUBLIC OF SINGAPORE)  
(COMPANY REGISTRATION NO.: 202024423G)

## FINANCIAL STATEMENTS

For the financial period from 1 January 2022 to 31 December 2022

## Directors' Statement

The directors present their statement to the members of ECCA Family Foundation Ltd. (the "Foundation") together with the audited financial statements for the financial year ended 31 December 2022.

In the opinion of the directors,

- the financial statements are drawn up so as to give a true and fair view of the financial position of the Foundation as at 31 December 2022, and of the financial performance, changes in funds and cash flows of the Foundation for the financial year covered by the financial statements; and
- at the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

### Directors

The directors of the Foundation in office at the date of this statement are as follows:

Christian Algot Enevoldsen  
Martin Hoyer-Hansen  
Mette Ekeroth  
Nurulhuda Binte Mohamad Sa'ad  
Liew Kaiting, Carol

### Arrangements to enable directors to acquire shares and debentures

The Foundation is a company limited by guarantee and has no share capital and debentures.

### Directors' interests in shares or debentures

The Foundation is a company limited by guarantee and has no issued share capital.

### Share options

The Foundation is a company limited by guarantee and has no issued share capital.


### Independent auditor

The independent auditor, CLA Global TS Public Accounting Corporation (formerly Nexia TS Public Accounting Corporation), has expressed its willingness to accept re-appointment.

The Board of Directors has on the date of this statement, authorized these financial statements for issue.

25 May 2023

  
Christian Algot Enevoldsen  
Director

  
Martin Hoyer-Hansen  
Director

  
Liew Kaiting, Carol  
Director

  
Mette Ekeroth  
Director

  
Nurulhuda Binte Mohamad Sa'ad  
Director

## Independent Auditor's Report to the Members of ECCA Family Foundation Ltd.

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the accompanying financial statements of ECCA Family Foundation Ltd. (the "Foundation"), which comprise the balance sheet as at 31 December 2022, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year ended 31 December 2022, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Foundation as at 31 December 2022, and of the financial performance, changes in funds and cash flows for the financial year ended on that date.

#### Basis for Opinion

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

#### Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on page 49.

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

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

#### Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition; and transactions are properly authorized and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters

related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Foundation's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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



### Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Foundation have been properly kept in accordance with the provisions of the Act.



CLA Global TS Public Accounting Corporation  
(Formerly Nexia TS Public Accounting Corporation)  
Public Accountants and Chartered Accountants

Singapore  
25 May 2022

## Balance Sheet as at 31 December 2022

	2022 \$	2021 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Bank balances	85,860	2,301,723
<b>Non-current assets</b>		
Plant and equipment	4,557	
<b>Total assets</b>	<b>90,417</b>	<b>2,301,723</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Other payables	55,809	46,407
<b>Total liabilities</b>	<b>55,809</b>	<b>46,407</b>
<b>NET ASSETS</b>	<b>34,608</b>	<b>2,255,316</b>
<b>FUND</b>		
Unrestricted funds	34,608	2,255,316
<b>Total funds</b>	<b>34,608</b>	<b>2,255,316</b>

## Statement of Financial Activities

	2022 \$	2021 \$
<b>Income</b>		
- Donation	758,070	2,951,333
<b>Cost of charitable activities (grant disbursements)</b>		
- Community	(827,830)	(192,150)
- Education	(93,608)	(387,932)
- Environment	(1,143,448)	(301,008)
- Arts and culture	(70,943)	(297,446)
<b>Expenditures</b>		
- Communications	(24,230)	(37,156)
- Consulting fee	(815,554)	(618,663)
- Net currency exchange gains	12,198	20,466
- Legal and professional fees	(11,228)	(10,877)
- Depreciation of plant and equipment	(601)	-
- Others	(3,534)	(1,838)
(Deficit)/surplus before income tax	(2,220,708)	1,124,729
Income tax expense	-	-
<b>Net surplus for the financial year/period</b>	<b>(2,220,708)</b>	<b>1,124,729</b>



