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23

ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 31 DEC 2023

iC2 PrepHouse Limited

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ABOUT US

1.1 OUR GUIDING PRINCIPLES



CORE VALUES

- Care
- Commitment
- Responsibility
- Service
- Empowerment



VISION STATEMENT

To enable confident living for the visually impaired in a sighted community.



MISSION STATEMENT

To impart the requisite skills and knowledge that will empower and enrich the lives of the visually impaired and their families.

The First And Only Institution Of Its Kind

iC2 PrepHouse Limited provides structured educational and rehabilitative programmes to empower and enable children and youths with visual impairments to live life confidently, independently, and maximise their potential. Since its inception in 2012, iC2 PrepHouse has provided customised structured programmes for children with visual impairment.

We recognise that children with vision disabilities require special care and attention. The first step we facilitate is to implement a meaningful education programme to maximise their lifelong success. We believe that it is paramount for children with disabilities to integrate with the mainstream as much as possible as this allows them to grow up confident with equal opportunities in life. Hence, our main agenda is to equip these children with visual impairment, aged 0 – 22 years, with the necessary skills so that they can stay in mainstream schools and access the same materials as their peers do.



ABOUT US

1.2 CORPORATE INFORMATION

iC2 PrepHouse was incorporated as a Company Limited by Guarantee (CLG) on 30 Dec 2011 as a charitable organisation for visually impaired children and youths. It was registered under the Charities Act on 31 May 2012 and has been approved as an Institution of a Public Character (IPC) since 31 May 2012. iC2 PrepHouse's IPC status has been renewed from 1 September 2022 to 30 June 2025.

Charity Registration Number : 201136583G

ACRA Registration Number : 201136583G

Registered Address : 6 Battery Road #05-01/02 Singapore 049909

Banker : DBS Bank Ltd/CIMB Bank Berhad/
Standard Chartered Bank

Auditor : Baker Tilly TFW LLP

Other Adviser(s) : Legal Advisor: TSMP Law Corporation

Company Secretary : Chia Hsien Lin, Jennifer

ABOUT US

1.2 CORPORATE INFORMATION

List Of Board Members

Wong Meng Ee	Director (appointed on 30 Dec 2011)
Looi Lee Geok, Audrey	Director (appointed on 30 Dec 2011)
Ang Beng Ti, Christopher	Director (appointed on 30 Dec 2011)
Chia Hsien Lin, Jennifer	Director (appointed on 6 May 2013)
Goh Shuet-Li	Director (appointed on 12 Sep 2017)
Ketan Odedra	Director (appointed on 27 Jun 2022)

The Board of Directors of the Company serves without remuneration for their voluntary service to the Company to maintain the integrity of doing public trust and community good instead of personal gain.

Executive Management

Executive Director	Louisa Lee (appointed 8 September 2023)
Vision Teacher	Lee Lay Hong (appointed 1 Nov 2012)

The remuneration of all iC2 PrepHouse staff is reviewed and approved by the Board of Directors. iC2 PrepHouse does not have any staff who are related to or a close associate of the Executive Management and/or Board of Directors whose remuneration exceeds \$50,000.

ABOUT US

1.3 CHAIRMAN'S MESSAGE

A/Prof Wong Meng Ee

iC2 currently serves a total of just over 140 clients, of which about 60% are active cases (regular meet-ups) whilst the balance 40% are monitored (reviews and meet-ups when required). This has been the case-load trend for iC2 for a number of years.

It is no surprise that these numbers are small, as visual impairment is a low-incidence disability. However, when diagnosed, the impact is deep and far-reaching, both for the child as well as his care-givers. Imagine, as a toddler of 3 years old, how will this child learn to understand and grasp basic life concepts such as colour, let alone read and write and develop independence. This is where iC2's vision teachers come in.

iC2's modest teaching department consists of 5 teachers and 2 teacher aides. They are the backbone to iC2's programmes. On first registration, each child is assessed before determining a unique customised programme to support their individual needs. The programme typically includes being taught to use assistive technology and braille, as well as practical and functional life skills. The objective is to enable the child to manage himself independently and to stay with the mainstream education system.

iC2's teachers are hired as qualified teachers. At iC2 they undergo further specialist training within the discipline of vision teachers. This involves not just time and effort, but also high costs in funding the training. It requires a special individual, with the right personality traits of empathy and passion to the cause, to undertake such a long-term commitment.

In Singapore, iC2 PrepHouse proudly stands as the only organisation with a professionally qualified vision teaching department.

To-date, iC2 has journeyed with over 250 children. 36 have graduated and have made successful transitions into the working world. We work to be here to complete the journey with many more.

On that note, I would like to extend our deepest gratitude to SGENable, NCSS and Toteboard, our foundations, supporters, donors, and volunteers. Your relentless support and generous contributions to carry on with our mission, making a profound difference in the lives of many.



ABOUT US

1.4 BOARD OF DIRECTORS' MESSAGE

Reflecting on the past year, we find great satisfaction in the accomplishments of iC2 in its mission to empower and enhance the lives of children, youth, and their families who are affected by visual impairments. A notable highlight was the participation of five of our young athletes in the Singapore Disability Sports Council Haw Par Youth Para Athletics Championships 2023 organized by Para Athletics Singapore. Beyond the tangible rewards of their victories, their involvement also strengthened their bonds with each other and their families. iC2 will continue to offer the 'Athletics Programme' each term, teaching the fundamentals of sports movements and nurturing confidence, resilience, and well-being.

Our teaching department, the cornerstone to iC2's programmes, expanded with two new assistants, enhancing our team of five dedicated teachers. These exceptional individuals bring specialized skills, knowledge, empathy, and dedication, ensuring comprehensive and holistic support for the child, their families, and the broader community.

At the back-end, iC2's work support capabilities were enhanced with the implementation of a new Customer Relationship Management (CRM) system. Its impact was immediate. Processes were streamlined and made more efficient. At iC2, we continually seek the latest tools and resources to better support the children and youth in our care.

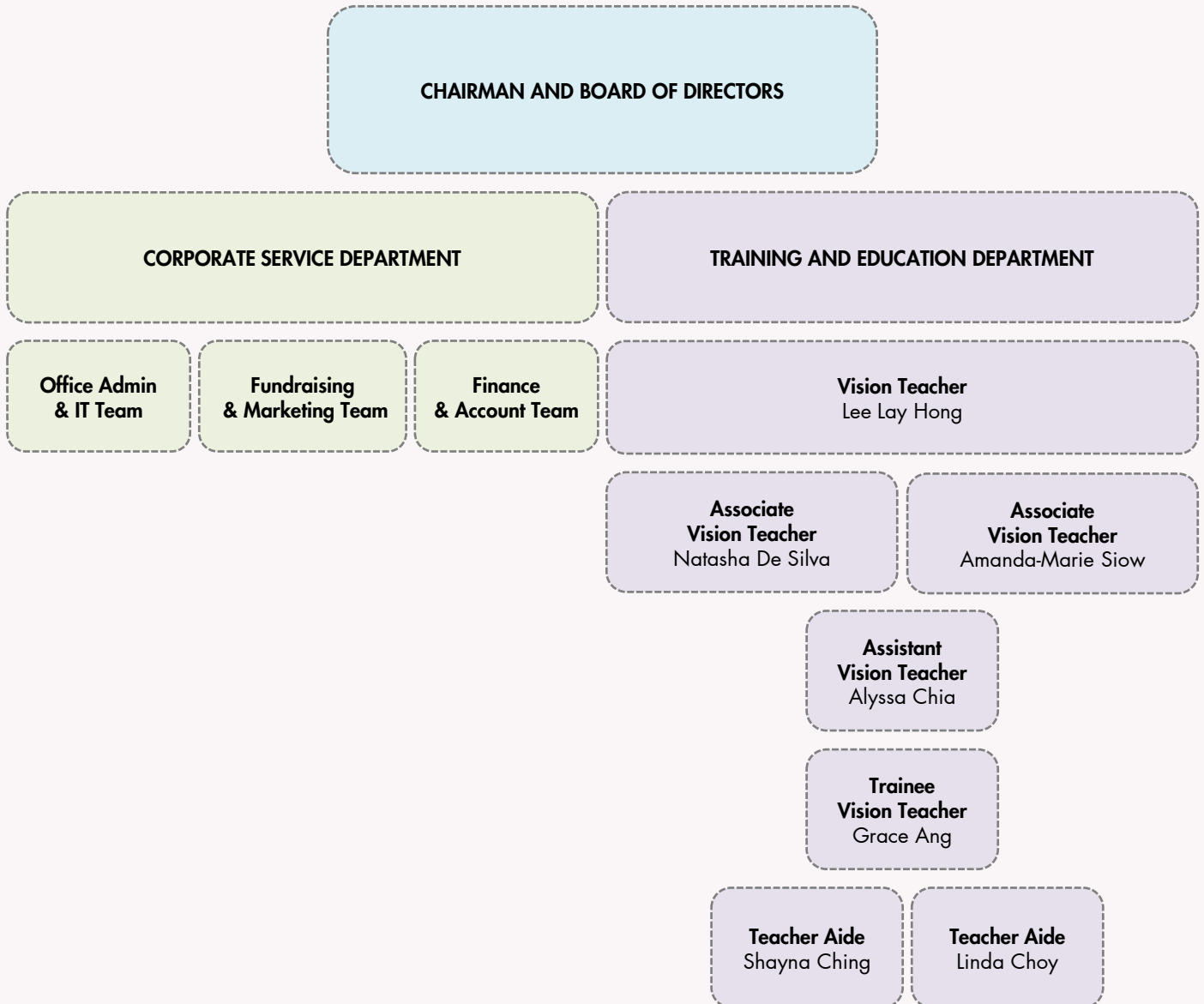
All of this good work can only happen if iC2 has the necessary financial resources. This year, iC2 introduced the inaugural 'iC2 Fundraising Dinner Série 2023', offering donors a unique opportunity to interact over specially curated menu on four occasions. Hosted by two of our Board Directors at award-winning restaurants, these dinners provide an intimate setting to learn about iC2's role in the visually impaired community and foster deeper connections.

We are also pleased to welcome Ms. Louisa Lee as our new Executive Director, who joined us in September 2023. She has settled in well, and we are confident in her ability to support the Board in driving iC2's mission forward.

Looking ahead, 2024 promises to be busy and productive. We remain committed to enhancing our services and expanding our reach to better support the visually impaired community.

ABOUT US

1.5 ORGANISATION STRUCTURE



ABOUT US

1.5 ORGANISATION STRUCTURE

Board Sub-committees

Programmes & Services

A/Prof Wong Meng Ee (Chairperson)

Prof John Ravenscroft (Member)

Dr Audrey Looi (Member)

Finance & Investment

A/Prof Wong Meng Ee (Chairperson)

Ms Goh Shuet-Li (Member)

Fundraising

A/Prof Wong Meng Ee (Chairperson)

Dr Audrey Looi (Member)

Audit, Governance, Nomination, Appointment, Human Resources, Business Continuity

Ms Jennifer Chia (Chairperson)

A/Prof Ang Beng Ti, Christopher (Member)

Mr Ketan Odedra (Member)

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

WONG MENG EE

A/Prof Wong Meng Ee received his PhD from the University of Cambridge and is presently a tenured Associate Professor at the Psychology and Child & Human Development academic group at the National Institute of Education, Nanyang Technological University. He researches and teaches in special and inclusive education, assistive technology, disability studies and teacher education across diploma and postgraduate courses.



Additionally, he has published in international journals, including Asia Pacific Journal of Education, British Journal of Visual Impairment, International Journal of Inclusive Education, Journal of Visual Impairment and Blindness, Support for Learning. He has also published book chapters with Lexington Books, McGraw Hill, Springer and Routledge. He most recently co-edited the books Special Needs in Singapore: World Scientific and Not Without Us: Perspectives On Disability And Inclusion In Singapore in 2021 and 2022 respectively.

He currently serves several non-profit and charity organizations, including SG Enable and iC2 PrepHouse. In 2019, he was appointed Chairperson of the Goh Chok Tong Enable Fund.

Outside his academic endeavours, he is a keen athlete. He completed five full marathons, two biathlons, two 10km open water swims and competed in the 2015 ASEAN Para Games, clinching two bronze medals in the Men's S12(50m and 100m) freestyle.

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

ANG BENG TI, CHRISTOPHER

A/Prof Ang Beng Ti trained in Neurosurgery at the National Neuroscience Institute (NNI) Singapore, Vancouver General Hospital and BC Children's Hospital, affiliated to the University of British Columbia in Vancouver, Canada. During his residency, he carried out bench research defining molecular mechanisms in oligodendrocyte development and myelination.



A/Prof Ang is currently a senior consultant and Head of the Department of Neurosurgery at the Singapore General Hospital of NNI, with a sub-speciality practice in minimal access Neurosurgery, Neurooncology and Radiosurgery. He also contributes to medical education as an Associate Professor at the Duke-National University of Singapore Graduate Medical School. In addition, he is a clinician-scientist and co-leads the NNI Neuro-Oncology research effort which explores glioblastoma tumorigenesis and its implications for patient-tailored therapy.

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

AUDREY LOOI

Dr Audrey Looi trained in Oculoplastics at the Singapore National Eye Centre and had completed her fellowships in Oculoplastic, Orbital and Ocular Pathology at the University of British Columbia under the supervision of Prof Peter Dolman, Prof Jack Rootman and Prof Valerie White respectively.



She then returned to Singapore in 2004 with a Best Fellow research prize.

Later, she served as Head of the Oculoplastic Service as well as Clinical Director of the General Eye Clinic at the Singapore National Eye Centre from 2007 to 2016 and 2009 to 2019 respectively. Additionally, she was appointed Adjunct Associate Professor at the Duke-NUS Graduate Medical School from 2012 to 2019.

Currently, Dr Looi holds the position of Medical Director at Ava Eye Clinic. She serves as an examiner with the Royal College of Ophthalmology (Edinburgh) and the National University of Singapore, and was elected Treasurer of the Asia Pacific Society of Ophthalmic Plastic and Reconstructive Surgery from 2006 to 2010 and Vice-President of the society from 2012-2014. She served as Editor of the society's newsletter, iPlastic from 2013 to 2018 and was re-elected First Vice-President of the society in December 2018. She is also the First Vice-President of the Singapore Society of Ophthalmic Plastic and Reconstructive Surgery.

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

JENNIFER CHIA

Ms Jennifer Chia is a Partner in the transactional team at TSMP Law Corporation, a corporate and commercial boutique law firm. She heads the Corporate Real Estate and Banking and Finance practices and co-heads the Private Wealth and Trust Advisory desk.



Ms Chia's practice focuses on corporate real estate and various financing transactions. Her professional recognitions include Highly Regarded in Banking in IFLR1000 2019–2022, a Recommended Lawyer in Banking & Finance in The Legal 500 Asia Pacific 2018–2022, a Recommended Lawyer in Corporate and M&A in The Legal 500 Asia Pacific 2020–2022 and a Recommended Lawyer in Banking & Finance in Chambers Global & Asia-Pacific 2022.

Ms Chia holds an L.L.B. Hons from the National University of Singapore, and she was admitted as an Advocate & Solicitor to the Supreme Court of Singapore in 1998. She is a member of the Singapore Academy of Law and the Law Society of Singapore. Ms Chia is also the company secretary of Boys' Town and St. John's Cambridge (Singapore), which focuses on education and youth. At iC2 PrepHouse, she is involved mainly in its corporate compliance and regulatory matters and was drawn to volunteer as her two daughters had been diagnosed with minor vision impairments, which were treatable. However, this experience made her realise the importance and value of the training provided at iC2 PrepHouse, and how life-changing it could be to visually impaired children.

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

GOH SHUET-LI

As a law graduate from King's College, University of London, Ms Shuet-Li's professional career started as an Advocate and Solicitor in legal practice. Shortly thereafter, she transitioned into the financial sector, taking on the role of Assistant Director in Institutional Equity sales at a number of multinational financial institutions. In 2000, she moved on to owning and managing her family-owned business in jewellery industry.



Throughout her career, she remained passionate in creating a better and more caring society. Her first entry into the social service sector was as a Board member at Home Nursing Foundation, the most established IPC-status charity in Singapore which provides nursing and other health-related services to the lower income community in their homes, at a national level. She was actively involved in the Human Resource and Staff Development sub-committee and the Communications and Development sub-committee.

In 2016, Ms Shuet-Li joined the Board of iC2Prephouse. She also held a full-time position as Executive Director at Resilience Collective Ltd, an IPC status charity championing the value of the perspectives of persons who have a lived experience of mental health conditions from 2019 to December 2021. Today, she remains engaged as a board member.

ABOUT US

1.6 BOARD OF iC2 PREPHOUSE

KETAN ODEDRA

Mr Odedra was educated in London where he obtained a degree in Politics with Economics from Goldsmiths College, University of London. He is currently the Business Resilience Director responsible for the Asia region for Macquarie Group, which has seen him based in Hong Kong for 4 years and in Singapore since 2014.



He has over 22 years of experience working for financial institutions, with 15 years specialising in Business Continuity and Crisis Management. He has been directly involved in and received awards for the response to major incidents from the London (2005) and Mumbai (2008) terrorist attacks to the great Japan quake in 2011, and multiple others since.

Mr Odedra was moved to seek out opportunities to assist charities focused on low vision following the diagnosis of his son in 2017 with a rare condition that resulted in him having Cerebral Visual Impairment (CVI). Since then, he has been assisting iC2 PrepHouse through annual fundraising activities, raising awareness, donations in kind and enabling staff training. He joined iC2 PrepHouse as a Board Director in June 2022.

ABOUT US

1.7 LEADERS OF iC2 PREPHOUSE

LOUISA LEE

Executive Director

With a Bachelor's degree in Applied Science (Materials Engineering) from Nanyang Technological University (1995), followed by a Diploma in Special Education from National Institute of Education (2005), and a Master's in Education (Special Education) from Sydney University (2008), Ms Louisa's academic journey has been diverse and enriching.



Her transition from an engineering role upon graduation to dedicating nearly two decades to the social service sector, focusing on children with special needs, has been a rewarding professional development. While her focus has predominantly been on children and youths with special needs, she is equally dedicated to supporting those with visual impairments, recognizing their significant yet often overlooked needs.

Her values align closely with those of iC2, further fueling her passion to contribute meaningfully to the betterment of society.

ABOUT US

1.7 LEADERS OF iC2 PREPHOUSE

LEE LAY HONG

Head Vision Teacher

Lay Hong, a teacher of visually impaired students, graduated from the University of Newcastle, Sydney, Australia, with a Master in Special Education, specialising in visual impairments in 2010. Her course was undertaken at the Renwick Centre of the Royal Institute for Deaf and Blind Children (RIDBC) in Sydney.



She has a certificate in Reading and Writing English Grade 2 Braille from the Royal National Institute of Blind People (RNIB), allowing her to teach braille to children and adults with visual impairments.

In addition to providing itinerant services to students with visual impairments in mainstream primary and secondary schools, as well as home services for early intervention, she has also been a part-time supervisor with the National Institute of Education (Singapore) for the Allied Educator (Learning and Behavioral Support) practicum module since 2008. Before specialising in visual impairments, she was a trained teacher with the Ministry of Education, teaching in mainstream secondary schools. She was also a part-time supervisor for trainee teachers from the NIE between 1996 and 1998 and a part-time tutor at the National University of Singapore, Department of History, in 2002.

ABOUT US

1.8 OUR PROGRAMMES AND SERVICES

ASSISTIVE TECHNOLOGY

Assistive technology, also known as access technology or adaptive technology, is the array of tools used to help people with visual impairments gain access to the world and environment. **It enables students to access information, read, write and have independence as they study alongside their peers in the mainstream curriculum.**

Assistive technology devices range from low to high technology, for example, handheld magnifier, desktop magnifiers, braille note takers and software like screen readers or screen magnifiers.

At iC2 PrepHouse, we conduct assessments to determine the most appropriate assistive technology and device for each student. Not only will this enhance the performance of the intended student in accessing the environment, but it will also minimise cost. Assessments are essential as most devices are expensive and will waste resources if a piece of equipment bought is deemed unsuitable.

Training in the use of the equipment is essential as it helps the student understand and maximise the potential of the technology to his/her need. Therefore, training sessions are planned and conducted to learn how to harness the equipment and technology in their daily learning.

ABOUT US

1.8 OUR PROGRAMMES AND SERVICES

BRAILLE LITERACY

Braille is a crucial literacy medium as it is a tactile code enabling the blind alternative access to print. The abilities to read and write are vital aspects of literacy and learning. Despite technological advances in computer and speech output technology, where the printed text can be auditory accessed by the blind, they do not address the issues of learning to read and write.

Braille serves as an essential medium of learning in young preschool children with the diagnosis or prognosis of severe visual impairment. Mastering braille will enable the children to learn to read and write, prepare them for their primary school education, and lead to higher education. Hence, these children must be provided with options to learn braille to promote literacy.

In the case of school-age children and young adults with a diagnosis or prognosis of severe visual impairment, **functional braille mastery helps maintain confidence and independence.**

Braille is introduced to our students at various ages, depending on their individual learning needs. On referral to our centre, a comprehensive assessment is conducted to assess the student's learning needs. Upon identifying braille as a suitable learning medium for the student, an individual educational plan will be drawn up, and the relevant training will be arranged.

ABOUT US

1.8 OUR PROGRAMMES AND SERVICES

EARLY INTERVENTION

Vision is the primary medium for uptake of information. Basic life concepts and tasks are learned incidentally through vision, which children with poor or no vision may miss out on. Hence, infants who are blind or visually impaired are at risk of delayed or aberrant development. **Areas where visual impairment may impact growth include speech and communication, mobility, social, independent self-help, and cognitive skills.**

A developmental assessment appropriate for infants and young children with visual impairments is crucial, in addition to the functional vision assessment and a learning media assessment. At iC2 PrepHouse, the relevant evaluations are conducted when the child is being referred to us. Based on the evaluation, an individualised intervention programme is designed for the child.

During the sessions, **the teachers provide specialist intervention to plug the gaps in acquiring skills and knowledge for future learning.** Our teachers also work with the parents, caregivers, and other service providers to ensure skills are reinforced throughout the day and between intervention sessions. These early intervention programmes from the time of diagnosis are crucial to successfully integrating the child with visual impairment later.

ABOUT US

1.8 OUR PROGRAMMES AND SERVICES

FUNCTIONAL SKILLS

The Functional Skills programme covers a wide range of sensory efficiency skills (visual, tactile, and auditory), concept development and daily living skills. These skills are essential to develop so that those with visual impairment can lead independent and fulfilling lives. The programme helps the students acquire these skills to maximise their vision and other senses to interact and learn from their environment.

During the student's functional vision assessment, skills that need to be developed are identified and included in the student's Individual Educational Plan. **Practical skills are never taught in isolation but are permanently embedded in the general sessions with the students.** For example, sensory skills are usually conducted during concept development, daily living skills and assistive technology, and orientation and mobility programmes.

ABOUT US

1.8 OUR PROGRAMMES AND SERVICES

SCHOOL SUPPORT SERVICES

We strive for **the inclusion of children with visual impairments in mainstream schools**. However, being a low incidence disability, the student may be the only person with a visual impairment in the school. Resources and knowledgeable personnel may not be available. Moreover, each visual condition manifests uniquely, hence even if two children are diagnosed with the same disorder, their experiences and needs may differ significantly.

For the child to reap maximum benefits from the inclusion process, **the right level of support must be provided for the child, meeting the individual and unique needs of the child concerned**. iC2 PrepHouse can work with schools and other service providers by making available the resources and expertise in promoting inclusion, through:

- Providing specialist assessment (Functional, Learning Media, and Orientation and Mobility Assessments) to determine the needs of each child.
- Advising teachers and staff of the needs of the child and the provisions required to ensure inclusion.
- Awareness talks to school staff and/or students about visual impairments.
- Working with schools and examination boards to ensure equitable and appropriate accommodations and provisions are given during school and national exams.

ABOUT US

1.9 THE YEAR AHEAD

1 Growing Our Teaching Talent

In 2024, we will strive to attract new teachers to join our team and continue to nurture our existing ones. Our teachers are our most valuable resource and we want to provide the best environment and resources for them to develop their skills in order to guide and teach our students.

2 Revamping Our Corporate Services Team

Behind the scenes, the corporate services team works tirelessly to ensure our organisation runs smoothly and efficiently – this includes maintaining of financial accounts, office operations and external liaison with stakeholders. As such, we will be focusing on creating a small but efficient team that will help iC2 PrepHouse grow as an NPO.

3 Improving Culture, Processes and Technology

The impact of COVID-19 undoubtedly still pervades our office space and culture. Moving forward, we will aim to cultivate a more open and interactive office space while making use of technology to allow our staff flexibility of working from home or travelling between working locations.

4 Exploring Collaborations with MOE and SSAs

The team shall continue rallying with MOE for school support for visually impaired students in mainstream schools and tertiary institutions, and working with Social Service Agencies (SSAs) to provide consultancy services to teach visually impaired children and youths.

5 Fundraising / Expenditure Plans

Annual total operating expenditure has increased to about \$1.1 m, reflecting a rise in costs across the board. To meet this, iC2 will step up its fundraising capabilities with the introduction of the Shine Gala event as well as other initiatives.

POLICY, PEOPLE AND DONATIONS

2.1 TOTAL ANNUAL REMUNERATION FOR TOP SENIOR EXECUTIVE

Total Remuneration For Top Senior Executive

Remuneration Bands	No. of Executives
S\$100,000 – S\$150,000	1

Procurement And Finance

Petty Cash Approval	For Staff	For ED
Less than S\$100	ED	Any Board Director

Procurement Process

Items	Less than S\$10,000	More than S\$10,000
Quotes for item	ED	Three quotes to be approved by the Board with a recommendation from the ED.

Purchase Approval/Allocation Of Expenses

Items	Approval	Second Approval	Third Approval
Less than S\$5,000	ED	Board Director	
S\$5,001 to S\$10,000	Board Director	Board Director	
S\$10,001 and above	Board Director	Board Director	Board Director

POLICY, PEOPLE AND DONATIONS

2.2 COMPANY POLICIES

Policies

Annual General Meeting

The Annual General Meeting is held within six months after the end of the financial year, ending on 31 December. All necessary documents such as Annual Returns and audited financial statements are filed with SGENable and the Commissioner of Charities and disclosed on the Charity Portal within six months of the financial year-end.

Board Effectiveness and Performance Policy

Once a board director's term is over, the board chairman performs the board director's effectiveness and performance evaluation before re-nomination. The board director who will be renominated will also complete a self-assessment. For the Chairman's re-nomination, the review will be performed by the Nomination Committee.

Board's Renomination Policy

According to iC2 PrepHouse Constitution, each board director serves a 3-year term. Upon completion of the period, the board director is eligible for re-nomination.

Board Selection and Recruitment Policy

Upon receiving the resumes for successful candidates for board directorship, the CEO sends them to the Nomination Committee for review. Once the Nomination Committee approves the resumes, the resumes are then passed to the board of directors for consideration. If the resume is acceptable, a face to face or zoom interview is arranged. After the discussion, an offer is made to the potential candidate. Once the offer is accepted, a formal appointment letter with the roles and responsibilities spelt out is given to the candidate for endorsement. Once appointed, he/she is placed in the subcommittees for one year for training and assessment of his/her performance. After one year, the Chairman assesses the board member then, and the board member may remain in the subcommittee, be promoted to the board of directors or asked to leave the subcommittee.

Board Training and Effectiveness Policy

The board member placed in the subcommittee will be mentored by a board of director and will assess his/her performance after the one-year term for reappointment or promotion to board director or termination of services.

POLICY, PEOPLE AND DONATIONS

2.2 COMPANY POLICIES

Policies

Conflict of Interest Policy

The Board of Directors of the Company serves without remuneration for their voluntary service to the Company to maintain the integrity of doing public trust and community good instead of personal gain. The Company has a Conflict Policy to avoid any actual or perceived conflicts of interest by ensuring that the policy and declaration form is read and acknowledged with the signature of each board member upon election or appointment and annually after that during his term of office. Full disclosure to the board must be made when a conflict of interest situation arises. A board member abstains from voting in any matter in which he has a conflict of interest.

Reserves Policy

The reserves policy helps iC2 PrepHouse define and set goals for reserve funds, clearly describe authorisation for the use of reserves, and outline requirements for reporting and monitoring. iC2 PrepHouse would like to maintain surpluses in our reserves that amounts to about two years of Charity's annual operating budget.

Personal Data Protection Act Policy

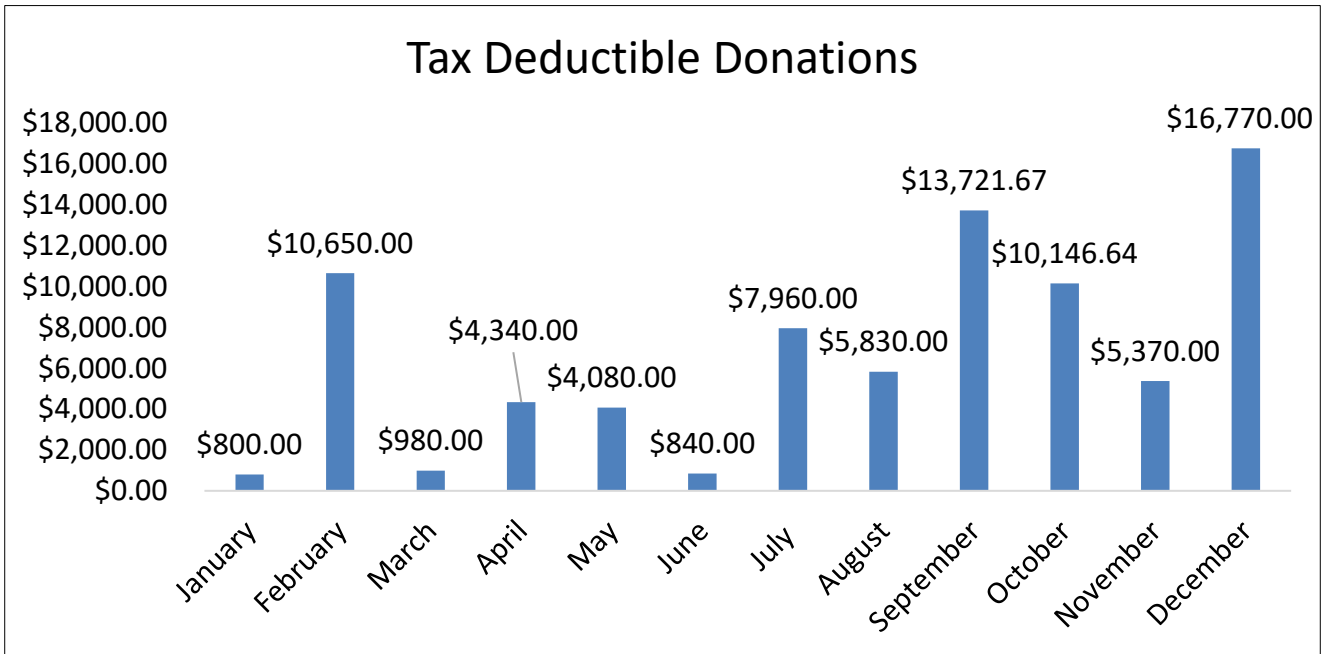
iC2 PrepHouse has implemented processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, iC2 PrepHouse obtains consent for collecting, using, disclosing, and processing personal data. Consent given may be withdrawn by notification to the Data Protection Officer in iC2. Data is also used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of personal data.

Whistle-Blowing Policy

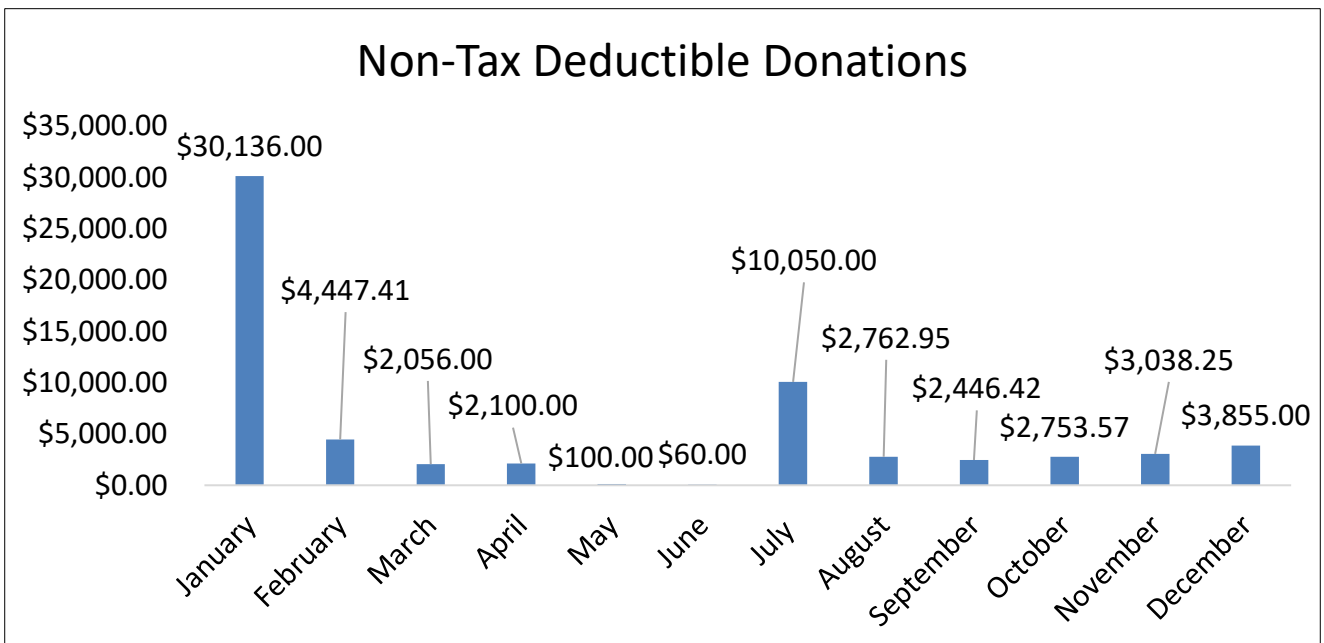
iC2 PrepHouse is committed to high standards of corporate governance and compliance with all laws, regulatory requirements and internal policies. iC2 PrepHouse does not condone any malpractice, impropriety or statutory noncompliance by employees in the course of their work. In line with this commitment, the Whistleblowing Policy aims to encourage staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of iC2 PrepHouse to raise concerns or to report malpractices or misconduct, and to offer assurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. iC2 PrepHouse's Whistle-blowing Policy is available on our website for reference.

POLICY, PEOPLE AND DONATIONS

2.3 BREAKDOWN OF DONATIONS



Total Tax-Deductible Donations S\$81,488.31



Total Non-tax-Deductible Donations S\$63,805.60

POLICY, PEOPLE AND DONATIONS

2.3 BREAKDOWN OF DONATIONS

Key Fundraising Events “iC2 Fundraising Dinner Série 2023”

iC2 Fundraising Dinner Série 2023 involves the facilitating of four intimate dining events throughout the duration of 2023. Each dinner will be hosted by two of our Board Directors aiming to offer a more personal setting for donors to engage and learn more about our mission to empower visually impaired children, youths, and their families by equipping them with requisite skills and knowledge.

Our goal is to secure S\$50,000 in funds during the course of this campaign, with Tote Board offering dollar-for-dollar matching. Our inaugural dinner took place at Blue Smoke, followed by our second dinner at Willow Restaurant and our third dinner at JustIN Gastro Cafe | Bar. We appreciate the Chinese Women’s Association (CWA) for hosting the 'CWA Christmas Bazaar & Brunch 2023' event in place of our fourth dinner.



iC2 Fundraising Dinner Série 2023 | Blue Smoke | 24 May, 2023



Dr. Audrey Looi and Chef Ivan Yeo

POLICY, PEOPLE AND DONATIONS

2.3 BREAKDOWN OF DONATIONS

Key Fundraising Event "iC2 Fundraising Dinner Série 2023"



iC2 Fundraising Dinner Série 2023 | Willow Restaurant | 26 July, 2023



Dr. Audrey Looi and Chef Nicolas Tam



iC2 Fundraising Dinner Série 2023 | JustIN Gastro Cafe | Bar | 25 October, 2023



Dr. Audrey Looi, Chef Justin Quek and Dr. Ang Beng Ti

POLICY, PEOPLE AND DONATIONS

2.4 VOLUNTEER OPPORTUNITIES

iC2 PrepHouse accepts the service of all volunteers with the understanding that such service is at the sole discretion of iC2 PrepHouse. Volunteers agree that iC2 PrepHouse may, at any time, for whatever reason, decide to terminate this relationship.

The volunteer may, at any time, for whatever reason, decide to sever his or her relationship with us. Notice of such a decision should be communicated as soon as possible to us in writing.



Personnel Support During Events
(Ad hoc basis)



Home Support for Students
(Reading/Academic Support)

POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

3rd Junior and Youth Athletics Meet

On March 11, 2023, six iC2 PrePHouse students excelled at the 3rd Junior and Youth Athletics Meet organized by Para Athletics Singapore at Temasek Polytechnic. Among 136 participants from 10 schools, our students won a remarkable 5 gold, 3 silver, and 3 bronze medals.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

March Kids Konnect x Project Ignitus

Project IGNITUS presents “Why is Mother Earth Sick?” for Kids Konnect on 11 March 2023. Four iC2 PrepHouse students and their siblings joined us to explore the meaning of climate change through an interactive skit and a card game designed by our team of volunteers. In addition to learning sustainable lifestyle habits, everyone made new friends! Thank you, Project IGNITUS for the fun-filled day of learning.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

National Para Swimming Championships

Eliot Yeo made his debut at the OCBC Aquatic Centre on Saturday, 4 March 2023, securing two gold medals in the boys' 100m and 50m Freestyle S13 Category. Among 65 swimmers from diverse special schools and clubs across 19 events, his achievement shone. He also managed to catch up with fellow iC2 swimmer, Colin Soon, at the event.

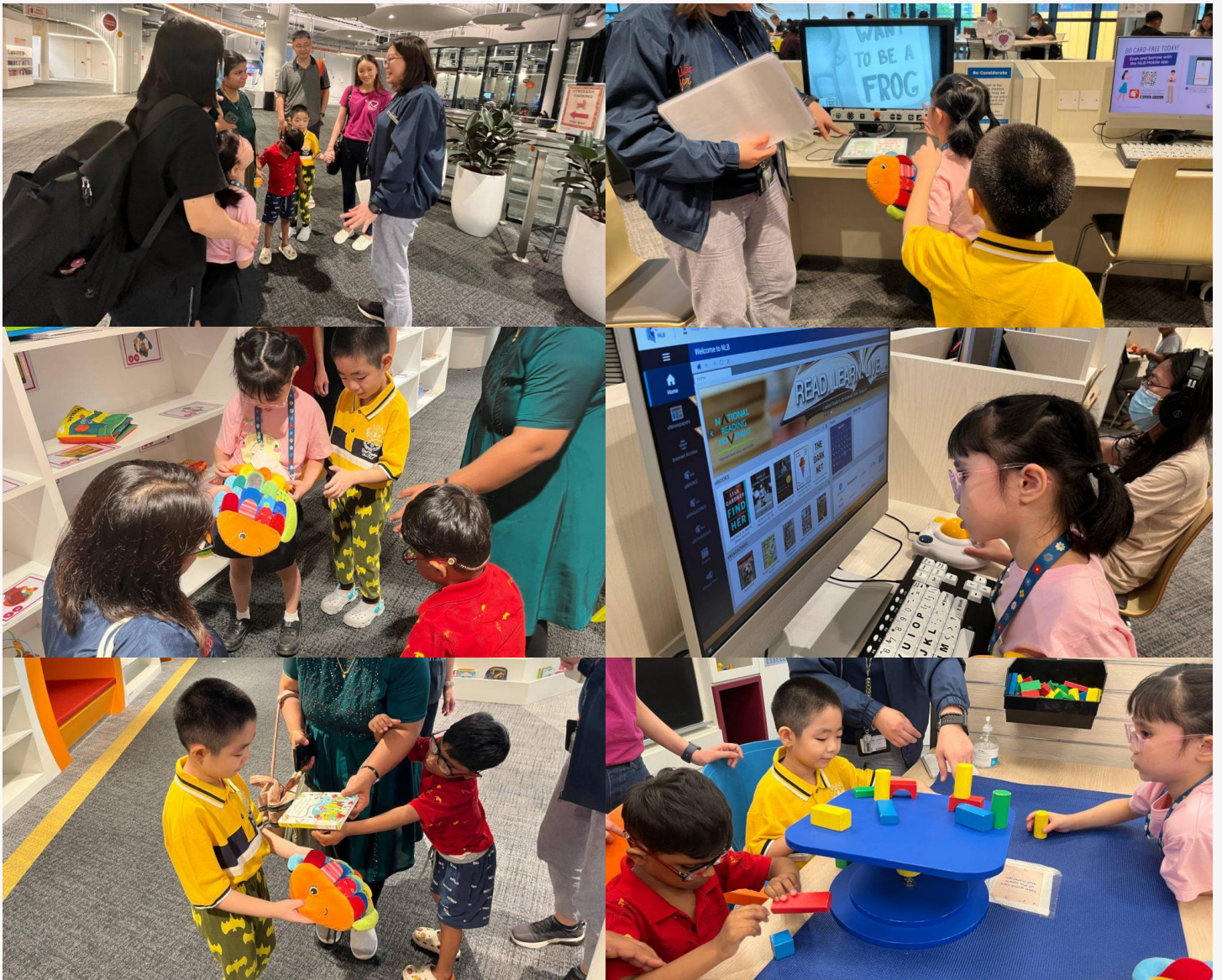


POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Learning Journey at Punggol Regional Library

On 26 May 2023, three iC2 PrepHouse students and their caregivers visited the newly opened Punggol Regional Library. They explored new services and resources, including braille books, audiobooks, and sensory toys for individuals with visual impairments. Parents also participated in a focus group discussion to provide feedback on their experience.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

June Kids Konnect X SAM Touch Collection Workshop

The Singapore Art Museum (SAM) welcomed iC2 PrepHouse students, teachers, and family members to their new venue at Tanjong Pagar Distripark. Ten participants experienced contemporary art through SAM's Touch Collection Workshop, learning about art elements using texture boards and embossed materials. They also interacted with 3D sculptures by local artist Tang Ling Nah, inspired by Singapore's urban spaces.

At the workshop's end, participants reflected on their environment and created clay models representing their favorite safe spaces to share with the group.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Mr. Eric Chua's Visit to iC2

On August 7th, 2023, we had the privilege of hosting Mr Eric Chua, Senior Parliamentary Secretary of the Ministry of Social and Family Development, as well as the Ministry of Culture, Community and Youth, at our organization on August 7th, 2023.

The event began with an opening speech by A/Prof Wong Meng Ee, our Chairman/Director, who highlighted our history and mission. Ms Amanda-Marie Siow, our associate vision teacher, then provided an overview of our services for the visually impaired community. As a token of appreciation, Dr Audrey Looi, one of our Directors, presented Mr Eric Chua with an art piece created by one of our students, Matthew Ng. The event concluded with a casual refreshment session, allowing our Board of Directors and staff to interact personally with him.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Soundball at MOE (Evans) Active SG

On September 9, 2023, three iC2 PrepHouse students attended a 1.5-hour Soundball taster event at the MOE (Evans) Active SG tennis court. They learned to balance a modified tennis ball (soundball) on their racquets, control their strength, hit with a forehand swing, and avoid incoming balls. The children enjoyed the session, and some parents expressed interest in continuing. PP looks forward to more collaborations with Soundball Singapore.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Posso Preschool @ Fernvale Collaborates with iC2 PrepHouse – Start Small Dream Big (SSDB) project

Posso Preschool @ Fernvale recently collaborated with iC2 PrepHouse for this year's SSDB (Start Small Dream Big) initiative. The project aimed to raise awareness about visual impairment, provide experiential learning on assisting the visually impaired, and demonstrate how young learners acquire literacy skills through Braille and tactile materials. iC2 teachers led a half-day event for students from PG to K1.

The activities included using eye masks to simulate various eye conditions, navigating an obstacle course with sighted peers as guides, and typing on a Perkins Brailier.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Macquarie Bowling Event at Kallang Bowl

Following our earlier presentation to Macquarie Bank, a bowling event was organised and a total of six iC2 PrepHouse students and their siblings as well as two teachers participated at the event. Participants, grouped six per lane, played two games and enjoyed friendly competition.

Over \$6000 was raised from this event for iC2. We thank all the staff from Macquarie for their generous support and providing a fun time for our students.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

Haw Par Youth Para Athletics Championships

On November 11, 2023, five young athletes from iC2 PrepHouse participated in the Singapore Disability Sports Council Haw Par Youth Para Athletics Championships at Choa Chu Kang Stadium. Competing against 93 participants from 10 Sped schools and organizations, our athletes won a total of 9 medals, including 7 gold and 2 silver.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

November Kids Konnect X SAM Touch Collection Workshop

iC2 PrepHouse students and their siblings attended another touch collection workshop by the Singapore Art Museum (SAM), featuring Justin Lee's 3D sculpture, East & West. Participants worked with terracotta clay, creating textures using tools like Lego blocks, screws, and bottle caps. They molded their final products with cookie cutters of their choice, resulting in perfect art pieces for room decorations or Christmas ornaments.



POLICY, PEOPLE AND DONATIONS

2.5 NOTABLE EVENTS

iC2 Christmas and Sports Appreciation Party

Our 2023 Christmas and Sports Appreciation Party was filled with cherished memories and festive spirit, making it a magical experience for all. Our dedicated team created an atmosphere of love, fun, and joy, evident in the genuine smiles and laughter throughout the event.

The Sports Appreciation ceremony was heartwarming, with winners beaming with pride as they were recognized for their dedication and achievements. Santa Claus's distribution of Christmas gifts brought immense joy to our beneficiaries and their siblings.

We sincerely thank our beneficiaries, parents, and families for making the party a joyous and memorable success. Here's to a year ahead filled with continued support, growth, and shared moments of joy!



FINANCIALS

3.1 REVIEW OF FINANCIAL STATE

For the financial year ended 2023, our reserves ratio is

Unrestricted Funds as at Dec 2023 S\$ 2,139,312

Expenditure in 2023 S\$ 1,060,870

Reserves Ratio 2.0

3.1 PURPOSES FOR WHICH THE CHARITY'S ASSETS ARE HELD

The assets owned by iC2 PrepHouse are used for daily operational needs. iC2 PrepHouse has not purchased any significant assets. However, specialised equipment such as CCTV (big print reader), handheld magnifiers, Braille and screen reading software are the essential teaching aids in Assistive Technology Programme.

3.1 RECORD OF BOARD MEETINGS

Board Meetings were held on 17 June and 28 October 2023. Board meeting on 17 June 2023 were attended by Dr Wong Meng Ee, Dr Audrey Looi, Dr Ang Beng Ti, Ms Jennifer Chia and Ms Goh Shuet-Li. Board Meeting on 28 October 2023 was attended by all Board members.

The Annual General Meeting was held on 17 June 2023, attended by Dr Wong Meng Ee, Dr Audrey Looi, Dr Ang Beng Ti, Ms Jennifer Chia and Ms Goh Shuet-Li.

FINANCIALS

3.2 STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2023

	Note	Unrestricted Fund \$	Restricted Funds \$	2023 \$	2022 \$
Income					
Income from generated funds					
- Voluntary income	3	161,984	—	161,984	526,665
- Activities from generating funds	4	13,182	—	13,182	7,951
- Investment income	5	47,480	—	47,480	13,257
Income from charitable activities	6	—	326,875	326,875	287,810
Other income		471	—	471	5,648
		223,117	326,875	549,992	841,331
Expenditure					
Cost of generating funds					
- Fund raising costs		8,298	—	8,298	84,428
Charitable activities	7	328,663	611,741	940,404	877,219
Governance costs	8	64,032	—	64,032	54,019
Other expenditure		38,908	9,228	48,136	47,256
Total expenditure		439,901	620,969	1,060,870	1,062,922
Net expenditure	9	(216,784)	(294,094)	(510,878)	(221,591)
Total funds at the beginning of the financial year		2,356,096	(78,254)	2,277,842	2,499,433
Total funds at end of the financial year		2,139,312	(372,348)	1,766,964	2,277,842

FINANCIALS

3.3 BALANCE SHEET

At 31 December 2023

	Note	31.12.2023 \$	(Restated) 31.12.2022 \$	(Restated) 1.1.2022 \$
Non-current asset				
Property, plant and equipment	10	57,671	81,695	91,130
Current assets				
Trade and other receivables	11	29,106	265,615	174,528
Deposits and prepayments	12	45,552	41,350	49,189
Cash and cash equivalents	13	1,751,902	2,008,750	2,253,882
		1,826,560	2,315,715	2,477,599
Total assets		1,884,231	2,397,410	2,568,729
Non-current liability				
Other payables	14	32,370	–	14,000
Current liability				
Other payables	14	84,897	119,568	55,296
Total liabilities		117,267	119,568	69,296
Net assets		1,766,964	2,277,842	2,499,433
Funds				
Unrestricted funds				
General Fund	15	1,339,312	1,556,096	1,592,418
Designated Fund				
- Cerebral Vision Impairment (“CVI”) Programme Fund	16	300,000	300,000	300,000
- Expansion Fund	17	500,000	500,000	500,000
Total unrestricted funds		2,139,312	2,356,096	2,392,418
Restricted funds				
Deferred Capital Fund	18	–	1,672	5,412
Equipment Fund	19	56,838	64,394	50,000
Trainee Vision Teacher Scholarship Fund	20	114,381	115,193	120,000
Toteboard Social Service Fund (“TBSSF”)	21	(543,567)	(259,513)	(68,397)
Total restricted funds		(372,348)	(78,254)	107,015
Total funds		1,766,964	2,277,842	2,499,433

FINANCIALS

3.3 STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2023

	Notes	2023 \$	2022 \$
Cash flows from operating activities			
Net expenditure for the financial year		(510,878)	(221,591)
Adjustments for:			
Depreciation of property, plant and equipment	10	47,794	46,568
Interest income		(47,480)	(13,257)
Operating cash flows before movements in working capital		(510,564)	(188,280)
Receivables		234,111	(74,775)
Payables		(20,671)	50,272
Net cash used in operating activities		(297,124)	(212,783)
Cash flows from investing activities			
Purchase of property, plant and equipment	10	(5,400)	(37,133)
Interest received		45,676	4,784
Net cash generated from/(used in) investing activities		40,276	(32,349)
Net decrease in cash and cash equivalents		(256,848)	(245,132)
Cash and cash equivalents at beginning of the financial year		2,008,750	2,253,882
Cash and cash equivalents at the end of the financial year	13	1,751,902	2,008,750

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

<p>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</p>		Yes	<p>It is resolved during AGM that the Long-Term Directors be re-appointed as Directors of iC2 beyond (10) consecutive years as the Long-Term Directors possess the necessary experience in managing iC2 which is involved in a very niche scope of activity, and it is not easy to find suitable candidates to join the Board.</p>
<p>7 The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.</p>	1.1.1	Complied 3	
<p>8 There are documented terms of reference for the Board and each of its committees.</p>	1.2.1	Complied	
<p>Conflict of Interest</p>			
<p>9 There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.</p>	2.1	Complied	
<p>10 Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.</p>	2.4	Complied	
<p>Strategic Planning</p>			
<p>The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.</p>	3.2.2	Complied	

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

Human Resource and Volunteer ² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Not Complied	iC2 will formulate a documented code of conduct for governing board members and volunteers.
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if “No”)		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Not Complied	iC2 has not considered providing loans, donations, grants or financial assistance which are not part of iC2's core charitable programmes. Nonetheless, iC2 will formulate a documented policy.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)		Yes	

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

21	The charity has a documented investment policy approved by the Board.	6.4.3	Not Complied	iC2's reserves are retained in cash and fixed deposits only. Hence, it does not require an documented investment policy. Nonetheless, iC2 will formulate a documented investment policy.
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

<p>28 The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
<p>29 The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
Public Image			
<p>30 The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Not Complied	iC2 will formulate a documented communication policy.

FINANCIALS

3.3 CODE OF GOVERNANCE CHECKLIST

Notes:

- ¹ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.
- ² Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- ³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
- a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
 - b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.
- A close member of the family may include the following:
- a) the child or spouse of the Executive Head or governing board member;
 - b) the stepchild of the Executive Head or governing board member;
 - c) the dependent of the Executive Head or governing board member.
 - d) the dependent of the Executive Head's or governing board member's spouse.
- ⁴ Executive Head: The most senior staff member in charge of the charity's staff.



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