The Annual Financial Report ("AFR") does not constitute Harmony House Limited's statutory annual financial statements. The AFR is prepared on cash basis and in accordance with the requirements set out in the Lump Sum Grant Manual issued by the Social Welfare Department of the Government of the Hong Kong Special Administrative Region. This basis of preparation is different from the financial reporting standards issued by the Hong Kong Institute of Certified Public Accountants normally adopted in statutory annual financial statements.

## HARMONY HOUSE LIMITED

(和諧之家有限公司)

Review Report and Annual Financial Report For the year ended 31 March 2023





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# INDEPENDENT AUDITOR'S ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF HARMONY HOUSE LIMITED ("the Charity") (和諧之家有限公司)

We have audited the financial statements of the Charity for the year ended 31 March 2023 in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"), and have issued an unmodified auditor's report thereon dated 5 October 2023.

Pursuant to the Lump Sum Grant ("LSG") Manual issued by the Social Welfare Department of the Government of the Hong Kong Special Administrative Region ("SWD"), we have been requested to issue this assurance report in connection with the Annual Financial Report ("AFR") of the Charity for the year ended 31 March 2023.

#### Responsibilities of the Directors

In relation to this report, the Directors are responsible for ensuring the AFR of the Charity for the year ended 31 March 2023 is properly prepared in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD; and the use of the funds from the LSG by the Charity has complied with the purposes as specified in the LSG Manual and other instructions issued by the SWD.

#### Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the *Code of Ethics* for *Professional Accountants* issued by the HKICPA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies Hong Kong Standard on Quality Management (HKSQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### Auditor's Responsibility

Our responsibility is to form a conclusion, based on our engagement, and to report our conclusion to you.

We conducted our engagement in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and with reference to Practice Note 851 (Revised), Reporting on the Annual Financial Reports of Non-governmental Organisations issued by the HKICPA. We have planned and performed our work to obtain reasonable assurance for giving conclusion 1 and obtain limited assurance for giving conclusion 2 below.

The work undertaken in connection with this engagement is less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.



## INDEPENDENT AUDITOR'S ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF HARMONY HOUSE LIMITED ("the Charity")

(和諧之家有限公司)

#### Auditor's Responsibility - Continued

In relation to our conclusion 1 below, we have planned and performed such procedures as we considered necessary with reference to the procedures recommended in PN 851 (Revised), to satisfy ourselves that the AFR has been properly prepared, in all material respects, in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD.

In relation to our conclusion 2 below, we have obtained an understanding in respect of the purposes of the use of the funds as specified in the LSG Manual and other instructions issued by the SWD and obtaining an understanding of the control procedures. We are not required to perform any procedures to search for instances of the use of funds from the LSG by the Charity being non-complied with the specified purposes. Our work was limited to reporting non-compliances identified as a result of the procedures performed in relation to conclusion 2 and during the normal course of our work relating to conclusion 1. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

#### Conclusion

- 1. In our opinion, the AFR of the Charity for the year ended 31 March 2023 is properly prepared, in all material respects, in accordance with the relevant accounting and financial reporting requirements set out in the LSG Manual and other instructions issued by the SWD.
- 2. Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the use of the funds from the LSG by the Charity has not complied, in all material respects, with the purposes as specified in the LSG Manual and other instructions issued by the SWD.

#### **Intended Users and Purpose**

This report is intended solely for submission by the Charity to the SWD and is not intended to be, and should not be, used for any other purpose. We agree that a copy of this report may be provided to the SWD without further comment from us.

BDO Limited

Certified Public Accountants

Law Fung Ha Practising Certificate Number P03958 Hong Kong, 5 October 2023

#### ANNUAL FINANCIAL REPORT

## NGO: <u>Harmony House Limited (246)</u>

## (1 April 2022 to 31 March 2023)

	Notes	2022-23 \$	2021-22 \$
A. INCOME			
1. Lump Sum Grant			
a. Lump Sum Grant (excluding			
Provident Fund)	1b	10,653,692.00	10,513,242.00
b. Provident Fund	1c	672,445.00	661,421.00
2. Fee Income	2		
3. Central Items	3	=	÷ ÷
4. Rent and Rates	4	79,464.00	79,464.00
5. Other Income	5	93,549.95	56,831.18
6. Interest Received		6,812.27	69.43
TOTAL INCOME	9	11,505,963.22	11,311,027.61
B. EXPENDITURE			
1. Personal Emoluments			
a. Salaries		8,689,628.90	9,116,196.77
b. Provident Fund	1c	583,165.75	600,521.96
c. Allowances			<u> </u>
Sub-total	6	9,272,794.65	9,716,718.73
2. Other Charges	7	1,318,185.48	1,347,065.72
3. Central Items	3	-	. <b>=</b> 02
4. Rent and Rates	4	63,400.00	63,400.00
TOTAL EXPENDITURE		10,654,380.13	11,127,184.45
C. SURPLUS/ (DEFICIT) FOR THE			
YEAR	8	851,583.09	183,843.16

The Annual Financial Report from pages 3 to 12 has been prepared in accordance with the requirements as set out in the Lump Sum Grant Manual.

**SIGNATURE** 

CHAIRMAN DATE: -5 OCT 2023 **SIGNATURE** 

EXECUTIVE DIRECTOR DATE: -5 OCT 202

#### NOTES ON THE ANNUAL FINANCIAL REPORT

#### 1. Lump Sum Grant (LSG)

a. Basis of preparation

The Annual Financial Report (AFR) is prepared in respect of all Funding and Service Agreement (FSA) activities (including support services to FSA activities) funded by the Social Welfare Department under the Lump Sum Grant Subvention System. AFR is prepared on cash basis, that is, income is recognised upon receipt of cash and expenditure is recognised when expenses are paid. Non-cash items such as depreciation, provisions and accruals have not been included in the AFR.

b. Lump Sum
Grant (excluding
Provident Fund)

This represents LSG (excluding Provident Fund) received for the year.

c. Provident Fund

This is Provident Fund received and contributed during the year.

Snapshot Staff are defined as those staff occupying recognised or holding against subvented posts as at 1 April 2000.

6.8% and other posts represent those staff that are employed after 1 April 2000.

The Provident Fund received and contributed for staff under the Central Items which are separately included as part of the income and expenditure of the relevant items have been shown under **Note 3**.

Details are analysed below:

Provident Fund Contribution	Snapshot Staff \$	6.8% and Other Posts	Total
Subvention Received	34,942.00	\$ 637,503.00	<b>\$</b> 672,445.00
Provident Fund Contribution	34,342.00	037,303.00	072,443.00
Paid during the Year	(35,586.36)	(547,579.39)	(583, 165.75)
Surplus/ (Deficit) for the Year	(644.36)	89,923.61	89,279.25
Add: Surplus/(Deficit) b/f Additional subvention received for previous year(s)	(1,117.81)	1,218,115.91	1,216,998.10
Less: Refund to Government	364.00	341	364.00
Surplus/(Deficit) c/f	(1,398.17)	1,308,039.52	1,306,641.35

#### 2. Fee Income

This represents social welfare fee income received for the year in respect of the fees and charges recognised for the purpose of subvention as set out in the LSG Manual.

#### 3. Central Items

These are subsidies allocated to NGOs for specified purposes on a recurrent, time-limited or one-off basis which are not included in LSG and are subject to their own procedures as set out in other SWD's papers and correspondence with the NGOs. Any surplus, which is not allowed to be offset by any deficit of another item, is subject to claw-back by SWD according to the terms and conditions of individual central items. The Provident Fund received and contributed for staff under the Central Items have been separately included as part of the income and expenditure of the relevant items (paragraph 3.14 of the LSG Manual).

## The income and expenditure of each of the Central Items are as follows:

	2022-23	2021-22
a. <u>Income</u>	\$	\$
Dementia Supplement for Elderly with Disabilities	-	24 (#4)
Infirmary Care Supplement for the Aged Blind Persons		:=:
Dementia Supplement for Residential Elderly Services	*	-
Infirmary Care Supplement for Residential Elderly Services Foster Care Allowance/One-off Special Allowance for Foster Children to		<u>:=</u> :
Safeguard the Foster Children from the Coronavirus Disease/ Emergency		
Foster Care Allowance		_
After School Care Programme – Fee Waiving Subsidy Scheme	<u>u</u>	
Training Subsidy under Training Scheme for Child Care Supervisors and		
Special Child Care Workers in Pre-school Rehabilitation Services		·
Neighbourhood Support Child Care Project (NSCCP) - Contract Subsidy	-	) <u>*</u>
NSCCP- Subsidy for Fee Reduction/Waiving		
NSCCP- Subsidy for Incentive Payment	-	7
NSCCP – Rent and Rates		1983
Training Sponsorship Scheme for Master in Occupational Therapy and Physiotherapy programmes		
Training Subsidy Programme for Children on the Waiting List for Subvented	-	-
Pre-school Rehabilitation Services	2	
Financial Incentive Scheme for Mentors of Employees with Disabilities	-	(#)
Enhanced After School Care Programme – Fee Waiving Subsidy Scheme	<u>=</u>	-
Navigation Scheme for Young Persons in Care Services - Operating Expenses	=	100
Navigation Scheme for Young Persons in Care Services - Training Cost		
Pilot Scheme on Multi-disciplinary Outreaching Support Teams for the Elderly		
(MOSTE) - Annual Funding Allocation	i <del>a</del>	(€)
MOSTE - Annual Rent and Rates	-	•
Subsidy for Enhanced Support for Ethnic Minority Children in Special Care Centre		
Subsidy for Enhanced Support for Ethnic Minority Children in Early	ā	:50
Education and Training Centres	_	
Time-defined Allocation of Ethnic Minority District Ambassador Posts –	:17	3=0
salary and provident fund		(æ)
Time-defined Allocation of Ethnic Minority District Ambassador Posts – other		
charges	-	·
One-off Subsidy for Strengthened Provision of Visiting Medical Practitioner		
Service for Residential Care Homes (private and self-financing)	*	•
One-off Subsidy for Strengthened Provision of Visiting Medical Officer		
Service for Residential Care Homes for the Elderly and Visiting Medical		
Practitioner Scheme for Residential Care Homes for Persons with Disabilities		
Short-term Food Assistance Service Teams – Food Cost	:### :###	: <del>**</del>
Siu Lam Integrated Rehabilitation Services Complex – Management &	55	657
Maintenance Cost for Common Area	-	:1 <del>=</del> :
After School Care Programme for Pre-primary Children [ASCP(PC)] Contract		
Subsidy		1000
ASCP(PC) Fee Subsidy	-	
ASCP(PC) Rent and Rates	₩.	0,60
Time-defined Service Contract of Social Work Service for Pre-primary		
Institutions Allocation		
<ul><li>Allocation</li><li>Rent and Rates</li></ul>	( <b>=</b> )	
Temporary Financial Aid under Care and Support Networking Team		J
Emergency Fund for NGOs operating Integrated Services Team for Street	-	
Sleepers	·	12
Time-defined Subsidy Scheme for Extended Hours Service Users	( <b>-</b> 0	
Short-term Rental Assistance for Discharged Prisoners	-	÷
Allowances for Specific Services Arising from the Implementation of the		
Minimum Wage Ordinance (Overnight on-Site-on-call Allowance)	· **	5
Cash Subsidy for Integrated Support Services for Persons with Severe Physical		
Disabilities Time defined Subsidia Sahama for Occasional Child Come Samilar	3 <b>.5</b> 5	×
Time-defined Subsidy Scheme for Occasional Child Care Service  Total		
LULAI		

	2022-23	2021-22
b. Expenditure	\$	\$
Dementia Supplement for Elderly with Disabilities	(=)	-
Infirmary Care Supplement for the Aged Blind Persons	-	=
Dementia Supplement for Residential Elderly Services	**	-
Infirmary Care Supplement for Residential Elderly Services	(#.C	*
Foster Care Allowance/One-off Special Allowance for Foster Children to		
Safeguard the Foster Children from the Coronavirus Disease/ Emergency		
Foster Care Allowance	2.0	-
After School Care Programme – Fee Waiving Subsidy Scheme	<b>*</b> 5	-
Training Subsidy under Training Scheme for Child Care Supervisors and		
Special Child Care Workers in Pre-school Rehabilitation Services	*	-
Neighbourhood Support Child Care Project (NSCCP) – Contract Subsidy NSCCP- Subsidy for Fee Reduction/Waiving	±11	*
NSCCP- Subsidy for Incentive Payment	97/1	
NSCCP – Subsidy for incentive Payment  NSCCP – Rent and Rates		-
Training Sponsorship Scheme for Master in Occupational Therapy and	<b></b> .	
Physiotherapy programmes		
Training Subsidy Programme for Children on the Waiting List for Subvented	-	-
Pre-school Rehabilitation Services		2
Financial Incentive Scheme for Mentors of Employees with Disabilities	-	
Enhanced After School Care Programme – Fee Waiving Subsidy Scheme		
Navigation Scheme for Young Persons in Care Services – Operating Expenses	-	
Navigation Scheme for Young Persons in Care Services – Training Cost		
Pilot Scheme on Multi-disciplinary Outreaching Support Teams for the Elderly		
(MOSTE) - Annual Funding Allocation	-	_
MOSTE - Annual Rent and Rates	21	2
Subsidy for Enhanced Support for Ethnic Minority Children in Special Care		
Centre	2	2
Subsidy for Enhanced Support for Ethnic Minority Children in Early		
Education and Training Centres	-	-
Time-defined Allocation of Ethnic Minority District Ambassador Posts –		
salary and provident fund		*
Time-defined Allocation of Ethnic Minority District Ambassador Posts - other		
charges	===	말
One-off Subsidy for Strengthened Provision of Visiting Medical Practitioner		
Service for Residential Care Homes (private and self-financing)	-	<u>~</u>
One-off Subsidy for Strengthened Provision of Visiting Medical Officer		
Service for Residential Care Homes for the Elderly and Visiting Medical		
Practitioner Scheme for Residential Care Homes for Persons with		
Disabilities	: <b></b>	
Short-term Food Assistance Service Teams - Food Cost	-	2
Siu Lam Integrated Rehabilitation Services Complex – Management &		
Maintenance Cost for Common Area	•	-
After School Care Programme for Pre-primary Children [ASCP(PC)] Contract		
Subsidy	₹50	:=
ASCP(PC) Fee Subsidy	•	=
ASCP(PC) Rent and Rates		*
Time-defined Service Contract of Social Work Service for Pre-primary		
Institutions		
- Allocation	( <del>-</del> )	<del>;</del> ₹ 1
- Rent and Rates	-	~
Temporary Financial Aid under Care and Support Networking Team – other		
charges Emergency Fund for NGOs operating Integrated Services Team for Street		150
Sleepers Time-defined Subsidy Scheme for Extended Hours Service Users	5 <b>.5</b> 5	<b>:</b> ■X
Short-term Rental Assistance for Discharged Prisoners		=
Allowances for Specific Services Arising from the Implementation of the	; <del>•</del>	:=0
Minimum Wage Ordinance (Overnight on-Site-on-call Allowance)	069	
Cash Subsidy for Integrated Support Services for Persons with Severe Physical	:: <b>-</b> :	
Disabilities	929	98
Time-defined Subsidy Scheme for Occasional Child Care Service	12	5.
Total		
I VEGI	) <u>=</u>	

- 4. Rent and Rates This represents the amount paid by SWD in respect of premises recognised by SWD. Expenditure on rent and rates in respect of premises not recognised by SWD have not been included in AFR.
- 5. Other Income This includes programme income and all income other than recognised social welfare fee income received during the year. Non-SWD subventions and donations received need not be included as Other Income in AFR. In this respect, donations have been included if it is used to finance expenditure of the FSA services /FSA-related activities reflected in the AFR.

The breakdown on Other Income is as follows:

	2022-23	2021-22
Other Income	\$	\$
(a) Programme income	<b>%</b>	
(b) Production income	72:	747
(c) Donation	198	:20
(d) Income from Other Activities	( <del>14</del>	149
(e) Utilised allocation under Central Items (CI):		
After School Care Programme (ASCP)/		
Enhanced ASCP/ ASCP(PC) - Fee Waiving		
Subsidy Scheme (FWSS) which forms as part		
of Other Income	1.5	130
(f) Reimbursement of Maternity Leave Pay		
(RMLP) Scheme reimbursement received	14	53,267.48
(g) Reimbursement from provident fund trustee	81,000.00	( <u>12</u> 9
(h) Miscellaneous income	12,549.95	3,563.70
Sub-Total	93,549.95	56,831.18
<u>Less</u> : Utilised allocation under CI:		
ASCP/Enhanced ASCP/ ASCP(PC) - FWSS		
which forms as part of Other Income		
Total	93,549.95	56,831.18

**6. Personal Emoluments** Personal Emoluments include salary, provident fund and salary-related allowances.

The analysis on number of posts with annual Personal Emoluments over \$700,000 each paid under LSG is appended below:

Analysis of Personal Emoluments	No of Posts	\$
paid under LSG		
HK\$700,001 - HK\$800,000 p.a.	1	707,716.12
HK\$800,001 - HK\$900,000 p.a.	-	() <b>2</b> (
HK\$900,001 - HK\$1,000,000 p.a.	≘	
HK\$1,000,001 - HK\$1,100,000 p.a.	€ "	
HK\$1,100,001 - HK\$1,200,000 p.a.	2	2
>HK\$1,200,000 p.a.	1	1,283,658.44

## 7.

Other Charges

The breakdown on Other Charges is as follows:

	2022-23	2021-22
Other Charges	\$	\$
(a) Utilities	281,778.30	231,459.55
(b) Food	19,325.60	10,725.00
(c) Administrative Expenses	148,866.13	334,055.26
(d) Stores and Equipment	242,146.03	204,645.34
(e) Repair and Maintenance	206,583.90	217,260.51
(f) Special Allowances	2	2
(g) Programme Expenses	162,678.60	156,721.29
(h) Transportation and Travelling	17,558.90	18,714.50
(i) Insurance	161,595.04	155,065.54
(j) Staff Training and Development	39,438.98	9
(k) Miscellaneous	38,214.00	18,418.73
Sub-Total	1,318,185.48	1,347,065.72
Less: Utilised allocation under CI: ASCP/Enhanced		
ASCP /ASCP(PC) - FWSS which forms as		
part of Other Income to fund the operating		
expenses of FSA services/ FSA-related		
activities		₫
Total	1,318,185.48	1,347,065.72

8. Analysis of Lump Sum Grant Reserve and balances of other SWD subventions

	Lump Sum Grant (LSG)	Holding Account (HA)	Rent and Rates	Central Items (CI)	Total
	\$	\$	\$	\$	\$
Income					
Lump Sum Grant	11,326,137.00	-	9	n ≟	11,326,137.00
Fee Income	3=	200	_	=	10 <del>0</del> 0
Other Income	93,549.95	5=2	-	-:	93,549.95
Interest Received (Note (1))	6,812.27		-		6,812.27
Rent and Rates	5945	~	79,464.00	2	79,464.00
Central Items	RE	:46	-	=	
Total Income (a)	11,426,499.22		79,464.00	-	11,505,963.22
Expenditure					
Personal Emoluments	9,272,794.65	=	2	-	9,272,794.65
Other Charges	1,318,185.48	-	9		1,318,185.48
Rent and Rates	8.75	-	63,400.00	-	63,400.00
Central Items	3€:	5 <b>-</b> 1	-	-	
Total Expenditure (b)	10,590,980.13		63,400.00	-	10,654,380.13
Surplus/(Deficit) for the Year (a) - (b) Less: Surplus/(Deficit) of Provident	835,519.09	S=6	16,064.00	z.	851,583.09
Fund	89,279.25	1=1	=	=	89,279.25
	746,239.84	<u>;=;</u>	16,064.00	-	762,303.84
Surplus/(Deficit) b/f (Note (2))	1,549,309.32	237,788.84	16,064.00	3	1,803,162.10
	2,295,549.16	237,788.84	32,128.00		2,565,466.00
Add: Refund from Government	-	= E=8	-	-	
Less : Refund to Government	~	v .	(16,064.00)	2	(16,064.00)
Transfer from LSG Reserve to cover the salary adjustment for Dementia Supplement and Infirmary Care Supplementary (Note (3))	3		*	8	8
Adjustment for utilized allocation under Enhanced ASCP/ ASCP(PC)- FWSS (over-estimated)/ under-estimated in	-	:#*		_	=
previous year(s)					

#### Notes:

- (1) Interest received on LSG (including HA) and Provident Fund reserves, rent and rates, Central Items are included as one item under LSG; and the item is considered as part of LSG reserve.
- (2) Accumulated balance of LSG Surplus b/f from previous years (including all interest received in previous years (see (1) above) and the balance of HA should be separately reported as in the surplus b/f under LSG and HA respectively.
- (3) Amount of LSG Reserve used to cover the salary adjustment for Dementia Supplement and Infirmary Care Supplement, if any, as per Schedule of Central Items.
- (4) The level of LSG cumulative reserve (i.e.\$2,295,549.16) will be capped at 25% of the NGO's operating expenditure (i.e. Total Expenditure (LSG+HA) excluding Provident Fund Contribution) for the year.

### **Schedule for Investment** Analysis of Investment as at 31 March 2023

## NGO: Harmony House Limited (246)

LSG Reserve as at 31 March	2022-2023 \$ 2,533,338.00	2021-2022 \$ 1,787,098.16
Represented by:		
Investments a. HKD Bank Account Balances	2,533,338.00	1,787,098.16
b. HKD 24-hour Call Deposits	2,500,000.00	-
c. HKD Fixed Deposits	i ii	<b>2</b> 0
d. HKD Certificate of Deposits	_ I2	**
e. HKD Bonds		
	2,533,338.00	1,787,098.16

Note: The investments should be reported at historical cost.

Confirmed by:-

Chairman

Date: -5 OCT 2023

Executive Director Date: -5 OCT 2023

## Schedule for Rent and Rates Analysis of Subvention and Expenditure for the period from 1 April 2022 to 31 March 2023

#### NGO: Harmony House Limited (246)

		Subvention			
		Released	Actual	Surplus	Deficit
<b>Unit Code and Name</b>	Subvented Element	(Note 1)	Expenditure	(Note 2)	(Note 2)
		\$	\$	\$	\$
		ľ			
Unit 5965	Rent (Note 3)			<b>57</b> 0	7.5
Refuge for Women	Rates	79,464.00	63,400.00	16,064.00	0.00
	Total	79,464.00	63,400.00	16,064.00	0.00
B	щ	:#S	140	·	2
		340	5 <del>4</del> 3	:#X	:4
	Grand Total	79,464.00	63,400.00	16,064.00	0.00

#### Notes:

- 1. The figures are to be extracted from the paylist for March plus subvention released in late March of the financial year. Reimbursement for rent and rates relating to previous financial year(s) (i.e. back payments) should not be included.
- 2. Surplus/Deficit for each element represents the difference between subvention released and actual expenditure.
- 3. Rent includes all kinds of rent such as PHE rental, private rental, carpark rent, management fee, building maintenance fee and Government Rent.

## Schedule for the Utilisation of Reserve in Holding Account (HA) for 2022-23 and the Plan of Utilisation of HA Reserve for 2023-24

## Name of NGO: Harmony House Limited

Please submit this schedule together with the Annual Financial Report to the Finance Branch of Social Welfare Department on or before 31 October 2023.

## (A) <u>Utilisation of HA Reserve</u> (2022-23)

				\$
(1)	Bala	nce as at 31 March 2022 brought forward	(a)	237,788.84
(2)	Actu	al Expenditure		
	(i)	Meeting contractual commitments towards Snapshot Staff	(b)	
	(ii)	Enhancing human resources management (please specify:	(c)	-
	(iii)	Others [applicable to NGOs without Snapshot Staff] (please specify:	(d)	_
		Total = (b) + (c) + (d)	(e)	-
(3)	Bala	nce as at 31 March 2023 carried forward [i.e. = (a) – (e)]	(f)	237,788.84
(4)	No. o	of Snapshot Staff (as at 1 September 2022)		2

## (B) Plan of Utilisation of HA Reserve (2023-24)

	II.		\$
(1)	Balance as at 31 March 2023 brought forward [i.e. (f) of Part (A)]	(a)	237,788.84
(2)	Estimated Expenditure		
	(i) Meeting contractual commitments towards Snapshot Staff	(b)	237,788.84
	(ii) Enhancing human resources management (please specify:	(c)	s <del>.</del>
	(iii) Others [applicable to NGOs without Snapshot Staff] (please specify:	(d)	≣
	Total = (b) + (c) + (c)	d) (e)	237,788.84
(3)	Estimated balance as at 31 March 2024 carried forward [i.e. (a) – (e)]	(f)	( <del>a</del> )
(4)	Estimated no. of Snapshot Staff (by 1 September 2023)		2