

Strategic Plan 2024 to 2026

Compassion in action across our Four Missions

Compassion begins by seeing suffering and becomes meaningful when we act to relieve it. From the past 3 decades, this spirit guided how we strengthened our people, services and organisation.

Vision

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

Mission

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

Values

Cultivate sincerity, integrity, faith and steadfastness within, and practise loving-kindness, compassion, joy and equanimity.

Who we serve

We serve people and communities in Singapore, including seniors, children, youth, individuals and families who face financial, health, social or emotional challenges. Our services are offered regardless of race or religion. We also engage the wider community in volunteerism, learning, environmental responsibility and acts of compassion.

The spirit that guided our strategy

Our priorities evolved, but our roots remained constant. We sought to relieve suffering, bring joy, safeguard dignity and nurture goodness. Strategy gave direction; Tzu Chi's humanistic culture shaped how we served. Each annual plan translated organisation-wide objectives into departmental actions, with oversight from management and the Board.

Strategic direction across three years

The three annual plans formed one continuous journey: strengthening our roots, deepening connections and shared capability, and turning learning into greater impact. Each year built on the last while keeping compassionate, person-centred service at the heart of our work.

Year	Strategic emphasis	Organisation-wide objectives
2024	Strengthen our roots	Trusted workplace culture; organisational process excellence; holistic support for children, youth, seniors and families.
2025	Deepen connections and capability	Organisation-wide digital strategy; sustainable practices; service and outreach partnerships; clear communication of strategic direction.
2026	Turn learning into greater impact	Recognition and performance; ESG; service evaluation; operational efficiency; systems, digitalisation and AI.

What remained constant

- People remained at the centre, with care that upheld dignity, strengthened belonging and attended to financial, physical, social and emotional well-being.
- Staff and volunteers served as one community, bringing professional capability and humanistic values together across the Four Missions.
- Compassion was translated into practical action through services, partnerships, learning and environmental responsibility.
- Entrusted resources were stewarded responsibly to sustain public trust and serve the greater good.

One continuous journey

Each year is presented through its approved strategic objectives and planned organisation-wide actions. The wording has been consolidated for public readability while retaining the substance of the annual plans. Read together, the three years show how Tzu Chi Singapore sought to deepen both the quality of care and the strength of the organisation behind it.

Strategic priorities for 2024

The 2024 plan focused on strengthening our roots: building a compassionate workplace, improving how we work and developing more holistic responses for children, youth, seniors and families.

Objectives

	Objective	Intended direction
01	Trusted workplace culture	Cultivate open communication, empowerment and accountability so that staff can engage in honest dialogue and collaborate with trust.
02	Organisational process excellence	Strengthen OKR planning and implementation, process efficiency, data-informed decisions and continuous improvement across departments.
03	Holistic community support	Develop integrated financial, physical and mental wellness strategies for children, youth, seniors, and families respond more effectively to community needs.

Planned organisation-wide actions

- Strengthen charity services so that families receive deeper case support, greater stability and care that responds to the whole person.
- Develop the Tzu Chi Medical Network by integrating Eastern and Western medicine, strengthening professional capability and sustaining person-centred humanistic care.
- Advance education with love through a holistic preschool curriculum, staff well-being and nurturing learning environments.
- Build a compassionate workplace through clearer values and direction, open communication, collaboration and knowledge sharing.
- Support volunteers through purposeful training, peer care and processes that enable service with joy and confidence.

Strategy in action

The direction was reflected in practical steps reported in FY2024 annual report: the soft opening of the Tzu Chi Renal Dialysis Centre at Buangkok, the launch of Tzu Chi Food Farmacy and Tzu Chi Community Dental Centre, the expansion of Eco Points, education with love at Great Love Preschool, and initiatives that strengthened staff well-being and connection.

Strategic priorities for 2025

The 2025 plan built on stronger roots by deepening connections and shared capability. It focused on digital enablement, environmental responsibility, community outreach and clearer alignment across staff and volunteers.

	Objective	Intended direction
01	Organisation-wide digital strategy	Identify common technology needs across departments and strengthen the digital capability of staff and volunteers.
02	Sustainable practices	Integrate recycling, water conservation and energy conservation across establishments.
03	Services outreach and awareness	Improve services, develop outreach partnerships and make better use of Tzu Chi media content to increase public awareness.
04	Strategic alignment	Communicate the Foundation's strategic direction consistently to staff and volunteers so that efforts remain coordinated.

Planned organisation-wide actions

- Map shared technology and information needs, and build staff and volunteer confidence in tools that give more time back to people and service.
- Make environmental sustainability a way of life through practical action in facilities, programmes and daily operations.
- Strengthen services and partnerships so that compassion can reach further into the community.
- Use print, digital and multimedia channels to share humanistic values, service information and stories of truth, goodness and beauty.
- Create clearer and more regular communication so that staff and volunteers move forward with shared purpose.

What this year sought to deepen

The year sought to connect people, systems and purpose: a shared digital direction, everyday eco-conscious habits, partnerships that widened access to care, stronger public understanding of our work, and closer alignment across the Tzu Chi community.

Strategic priorities for 2026

The 2026 plan turned learning into greater impact. It placed stronger emphasis on service effectiveness, responsible stewardship and efficient ways of working, using systems, digitalisation and artificial intelligence to support people rather than distance us from them.

	Objective	Intended direction
01	Recognition and performance	Strengthen talent management and reward systems to motivate staff and support high performance.
02	Impact and ESG	Integrate environmental, social and governance considerations to increase social value and organisational responsibility.
03	Service effectiveness	Develop a structured evaluation framework using theories of change and standardised measures to improve quality, relevance and outcomes.
04	Operational efficiency	Streamline processes, reduce duplication, improve resource allocation and increase responsiveness.
05	Systems digitalisation and AI	Use systems, digital tools and AI to improve decisions, collaboration and workflow efficiency.

Planned organisation-wide actions

- Strengthen charity operations through capable people, deeper case and project management, and responsible use of systems, digitalisation and AI.
- Develop an integrated medical network that combines professional capability, compassionate care, service impact and efficiency.
- Advance humanistic education while applying systems, digitalisation, AI and ESG principles with care and responsibility.
- Nurture a compassionate workplace through fair recognition, talent development and performance review practices that help people contribute their best.
- Strengthen volunteer training, peer support, service effectiveness and processes so that goodwill can become sustained action.

The direction in one sentence

Use evidence, technology and responsible stewardship to strengthen every mission, while keeping human care at the centre.

Governance review and accountability

Good governance is more than compliance. It reflects our integrity and commitment to the people we serve, volunteers, donors, partners and the public. The Board reviewed and approved each annual plan, while management translated its objectives into departmental actions and monitored implementation.

Annual planning and review cycle

	Stage	How it supported accountability
1	Assess needs and context	Review service demand, community needs, organisational performance, risks and opportunities.
2	Set annual objectives	Agree organisation-wide priorities and translate them into department plans, measures, owners and timelines.
3	Implement and monitor	Deliver programmes and improvement actions, monitor service and operational data, and address emerging issues.
4	Evaluate and learn	Review quantitative and qualitative findings, stakeholder feedback and lessons from implementation.
5	Report and improve	Share relevant information through public disclosures and use the findings to strengthen the following year's plan.

Stewardship of entrusted resources

Every donation, grant, volunteer hour and resource entrusted to us carries responsibility. Annual budgets supported planned services and priorities so that every dollar could serve the greater good. Financial performance, reserves and material information are disclosed separately through audited financial statements and annual reports.

Our continuing commitment

From 2024 to 2026, our methods evolved but our aspiration remained constant: to purify hearts and minds, relieve suffering, bring hope and nurture goodness. We are deeply grateful to the people we serve, volunteers, staff, donors and partners who walked with us. With gratitude, respect and love, we will continue turning compassion into action so that every act of care can ripple outward.