



ANNUAL  
REPORT  
2018



# ***STRONG***

Strengthening Body, Mind & Spirit



# Core Values

## Mission Statement

YMCA of Singapore is a volunteer-based Christian organisation that seeks to serve and impact all members of the community regardless of race, language or religion, through programmes, services, and enterprises to develop the body, mind and spirit.

### **YMCA of Singapore**

(UEN: S61SS0045E) is registered with the Registry of Societies since 12 April 1961. The Association is a registered charity under the Charities Act since 26 November 1985 and recognised as an Institution of a Public Character by the Commissioner of Charities.



## Compassion

To recognise the needs of others especially the last, the lost and the least, then take action to help

## Servant Leadership

To desire to serve first, then to make the conscious choice to take the lead to act

## Honesty

To speak and embody the truth, to act and to be worthy of trust, and to have integrity in making sure our choices (decisions and actions) are in line with our Christian values

## Accountability

To be accountable for our behaviour and our actions in meeting our obligations

## Respect

To treat others as we would have them treat us and to value the worth of every person

## Excellence

To strive for best practices

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YMCA of Singapore is a member of the following organisations:

- People's Association
- National Council of Churches of Singapore
- National Council of Social Service
- National Youth Council



# PRESIDENT'S MESSAGE

Dear Members and Friends,

In 2018, we persisted in our mission to serve the community, just like every year before it. Our range of programmes and services continued to evolve and diversify and our conviction to touch lives and impact people stayed strong. Indeed, for 2018, we are encouraged by several notable first time achievements.

In the area of strengthening our children, we opened our first two YMCA Kindergarten Care Centres. Caring for a strong future generation begins at a young age and we aim for this service to complement the YMCA Student Care Centres in our efforts to nurture the future generation in a wholesome and conducive environment. We organised the first-ever full participation of all 20 YMCA Student Care Centres at the Ki-bies Carnival 2018, where our young students served as budding entrepreneurs and raised funds for the less privileged in our partner schools. We are honoured to have had Prime Minister Lee Hsien Loong grace the event, encouraging participants that everyone has a part to play in nurturing our community.

We are also honoured to have had President Halimah Yacob grace and support two of our events – the Citi-YMCA Youth For Causes Official Launch

and our Giving Gala 2018. In the latter, she witnessed with us our ongoing journey to strengthen and uplift our special needs staff, who worked alongside their colleagues in serving guests and enjoying the evening's spirit of celebration among friends. For the first time too, our Y Day Camp in 2018 included persons with disabilities who require high support. It was both inspiring for us and a memorable day for them to experience and participate in camping activities such as kayaking, outdoor barbequing and dancing around a roaring campfire.

Our work over the years would not have been possible without the invaluable insight and guidance of our Advisory Council. We would like to express our sincere gratitude to Mr S Dhanabalan, who stepped down in 2018 as Chairman of the Advisory Council. His service to YMCA aided and encouraged us greatly over the past 8 years. We give thanks also for Mr Lim Boon Heng graciously accepting our invitation to serve as our new Advisory Council Chairman. Mr Lim currently serves as Chairman of Temasek Holdings and we are deeply honoured to have the support and service of yet another respected servant leader.

As always, we are grateful for the strong support by our members, donors, sponsors, partners and volunteers, all who play an essential part in making all that we do possible. Moving onwards into 2019, we look forward to working together in serving and strengthening our communities alongside you, impacting lives and contributing to our nation's future.

In His Service,  
**Leslie Wong**  
President



# GENERAL SECRETARY & CEO'S MESSAGE



Dear Members and Friends,

It is my honour to be a part of the YMCA family. The YMCA has done great work in Singapore for over a century and I am extremely appreciative of the essential roles that our staff, volunteers and members play in making our vision a reality. I am thankful and deeply encouraged by everyone's commitment to serve those in need.

In 2018, we have worked to strengthen four main groups through our programmes – persons with special needs, the elderly, youth-at-risk and children, including those from low-income families.

It was heart-warming to see fresh young talent amongst our special needs clients, singing and dancing their hearts out at our annual YMCA Proms @ the Park 2018. Over 60 performers put their heart and soul into performing, making it a memorable event for all.

In November, the YMCA Silver Fiesta saw some 600 volunteers coming together to strengthen digital literacy amongst the elderly. They picked up new knowledge such as online grocery shopping and tips on online safety.

During the Christmas season, it was heartening to see our staff work hard to bring festive cheer to some 130 less privileged children from our Student Care Centres through a Christmas Carnival.

Through these events, alongside our regular sustained programmes and direct services, we have recognised a common thread of efforts that the YMCA is committed to: To strengthen. That is, to enable, empower, train, mentor and encourage all our clients to reach new heights rather than simply being recipients of aid.

It is this common effort across YMCA's broad spectrum of services that we articulated the new 'YMCA Strong' campaign that is committed to strengthen body, mind and spirit.

From our Y Camp Challenge where we help special needs clients literally uplift themselves on rock walls, to equipping youth-at-risk with vocational skills for employment, the YMCA Strong campaign serves as a guiding vision to strengthen one and all to realise their potential.

Drawing inspiration from our Lord, Jesus Christ, who courageously and sacrificially served the last, the least and the lost, let us unite together to represent Him, as we humbly and whole-heartedly serve together.

In His Service,

**Steve Loh**

General Secretary & CEO

# YEAR IN REVIEW

## Community Services



**22,211**

Local and international clients



**97,904**

Hours of voluntary service



**\$20,811**

Disbursed to clients through YFACES



**7,059**

Volunteers



**3,449**

Hours in counselling/intervention and engagement for youth-at-risk



**352**

Youths reached through YMCA Project Bridge

## Youth Leadership & Development



**17,357**

Young community champions engaged under Youth For Causes and Speaking Awards Programmes



**345**

University volunteers mobilised



**22**

Corporations engaged to serve the community



**\$864,215**

Raised for charities youths are passionate about



**6,438**

Hours of voluntary service by university volunteers



**5,856**

Hours of volunteer training conducted



**63**

ELEVATE members



**3,865**

Hours of voluntary service by the ELEVATE Programme



## Care Programmes



201

Children attended YMCA Child Development Centres



2,254

Students nurtured through YMCA Student Care & Kindergarten Care Centres



20

Student Care Centres



2

Kindergarten Care Centres



3

Child Development Centres

## Education



37

Students enrolled in tuition and enrichment classes



972

Students participated in the study tour



83

Students enrolled in YMCA School



164

Students enrolled in YMCA Higher Educations MBA Programme

## Membership



5,133

YMCA members



2,598

Participants in outdoor and adventure programmes



1,121

Subscriptions in fitness and dance

## Hospitality



66,214

Guests stayed at YMCA International House



85%

Occupancy Rate

## PATRON IN CHIEF

Her Excellency Mdm Halimah Yacob  
*President of the Republic of Singapore*

## OFFICE BEARERS

Mr Leslie Wong Kin Wah  
*President*  
Mr Ooi Boon Hoe  
*Vice President*  
Mr Albert Ching Liang Heng  
*Vice President*  
Mr Bryan Tan Suan Tiu  
*Honorary Secretary*  
Mr Ho Chee Hon  
*Honorary Treasurer*

## EXECUTIVE COMMITTEE

Mr Leslie Wong Kin Wah  
*President*  
Mr Ooi Boon Hoe  
*Vice President*  
Mr Albert Ching Liang Heng  
*Vice President*  
Mr Bryan Tan Suan Tiu  
*Honorary Secretary*  
Mr Ho Chee Hon  
*Honorary Treasurer*  
Ms Koh Shaw Luan  
*Invited Member*  
Mr Kenneth Tan Chih-Sien  
*Invited Member*  
Mr Thomas Pramotedham  
*Invited Member*

## BOARD TRUSTEES

Mr Lee Liat Cheng  
Mr Tay Puan Siong  
Mr Cecil V R Wong  
Mr David Wong Cheong Fook

## HONORARY LIFE MEMBERS

Mr Shaw Vee Meng  
Mr Harold Shaw  
Mr Cecil V R Wong  
Dr Tony Tan Keng Yam

## HONORARY CHAPLAINS

Rev Stanley Chua  
*Pastor-in-Charge, Wesley Methodist Church*  
Rev Dr Peter Poon  
*Interim Moderator, Orchard Road Presbyterian Church*

## HONORARY LEGAL COUNSELS

Mr Peter Sim Swee Yam  
Mr Laurence John Wee

## BANKERS

Citibank  
Credit Suisse (Independent Asset Manager)  
DBS

## AUDITOR

RSM Chio Lim LLP (External)  
BDO LLP (Internal)

# BOARD OF DIRECTORS



Mr Leslie Wong Kin Wah  
*President*



Mr Ooi Boon Hoe  
*Vice President*



Mr Albert Ching Liang Heng  
*Vice President*



Mr Bryan Tan Suan Tiu  
*Honorary Secretary*



Mr Ho Chee Hon  
*Honorary Treasurer*



Ms Koh Shaw Luan



Mr Thomas Pramotedham



Mr Tam Chee Chong



Mr Kenneth Tan Chih-Sien



Ms Cynthia Tan Guan Hiang



Mr Teo Eng Cheong



Mr Steven Chia Oon Seet



# YMCA ADVISORY COUNCIL



Mr Adrian Tay Juncheng



Ms Loo Tze Lui



Mr S Dhanabalan  
Chairman



Mr Andrew Ang, PBM



Mr Tony Soh Cheow Yeow



Mrs Magdalene  
Sik Swee Hiang



Mr Khoo Boon Hui,  
PPA, PBS, PJG



Mr Jonathan Larsen



Mr Gerald Tay Jingyan  
(co-opted)



Mr Leon Ng Koh Wee  
(co-opted)



Mr Lee Liat Cheng, BBM



Mr Tan Gee Paw, PPA, DUBC



Dr Han Meng Siew  
(co-opted)



Mr Vincent Ha Kwang Yuen  
(co-opted)

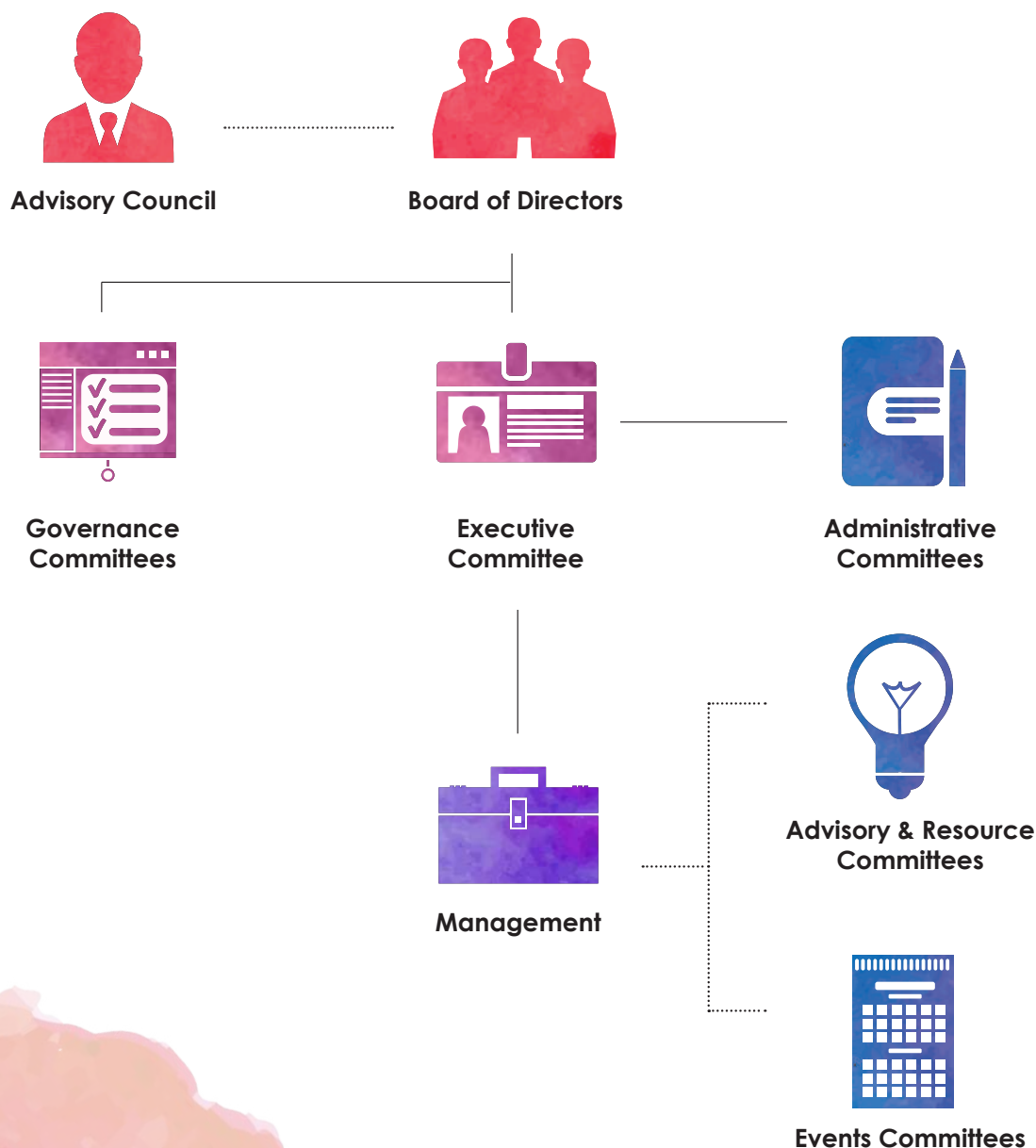


Mrs Mildred Tan, BBM



Mr Tay Puan Siong, JP, PBM

# ORGANISATIONAL STRUCTURE





# MANAGEMENT TEAM

Mr Steve Loh  
*General Secretary & CEO*

## SOCIAL ENTERPRISES

Ms Lynette Yeo  
*Assistant General Secretary, Social Enterprises*

### International House

Mr Joseph Chow  
*General Manager, International House*

Ms Elsie Kwow  
*Senior Manager, Marketing & Events*

### Education

Mrs Helen Tan  
*Superintendent, YMCA School &  
Principal, YMCA Learning Centre*

Mr Joe Heng  
*Head, Higher Education  
& Business Development*

Ms Guo Weimin  
*Head, Student Care | Kindergarten Care*

Ms Mabel Chia  
*Cluster Principal, Child Development Centres*

## PROGRAMMES

Ms Karen Wee  
*General Manager, Programmes*

Mr Andrew Leo  
*Assistant General Manager, Programmes*

Ms Joyce Yu  
*Manager, International Service Programmes*

Ms Gracie Ngoi  
*Manager, Outdoor & Adventure Programmes*

Ms Sharon Chan  
*Assistant Manager, Youth Development Programmes  
& Project Bridge*

Ms Yenni Novita Susiana Wijaya  
*Assistant Manager, Community Service Programmes*

## CORPORATE SERVICES

Mr Tan Heng Khuan  
*General Manager, Finance*

Mr Kok Toong Keong  
*Senior Manager, Finance*

Ms Yap Lai Ping  
*General Manager, Human Resources & Admin*

Ms Claris Oon  
*Senior Manager, Human Resources & Admin*

Mr Leong Peng Mun  
*Manager, Information Technology*

Ms Jean Chai  
*Assistant Manager, Member Services*

# COMMITTEES

## GOVERNANCE COMMITTEES

### Audit Committee

Mr Teo Eng Cheong (*Chairman*)  
Mr David Wong  
Mr Vincent Ha  
Mr Ho Chee Hon (*ex-officio*)  
Mr Tan Heng Khuan (*Secretariat*)

### Nomination Committee

Ms Cynthia Tan (*Chairman*)  
Mr Teo Eng Cheong  
Mr Tay Puan Siong  
Mr Eric Teng  
Mr Bryan Tan  
Mr Steve Loh (*Secretariat*)

### Staff Committee

Ms Koh Shaw Luan (*Chairman*)  
Mr Albert Ching  
Mr Kenneth Tan  
Mr Stephen Loh  
Ms Karen Chou  
Ms Yap Lai Ping (*Secretariat*)

## ADMINISTRATIVE COMMITTEES

### IT Committee

Mr Thomas Pramotedham (*Chairman*)  
Mr Jason Chin  
Mr William Hioe  
Mr Victor Yeo  
Dr Thomas Choong  
Dr Ting See Ho  
Mr Leon Ng  
Mr Leong Peng Mun (*Secretariat*)

### Investment Committee

Ms Loo Tzi Lui (*Chairman*)  
Mr Samuel Chan  
Dr Thomas Choong  
Mr Colin Chen  
Mr Pek Hak Bin  
Mr Mark Syn  
Mr Ho Chee Hon (*ex-officio*)  
Mr Tan Heng Khuan (*Secretariat*)

### Tender Committee

Mr Bryan Tan (*Chairman*)  
Mr Han Meng Siew  
Mr Chew Kwee San  
Mr Ho Chee Hon (*ex-officio*)  
Mr Tan Heng Khuan (*Secretariat*)

### YMCA Education Centre Academic & Examination Board

Mr Andrew Chew (*Chairman*)  
Dr Christina Ratnam  
Mrs Irene Tay - Koh Chye Choo  
Dr Yap Meen Sheng  
Mr Joe Heng  
Mr Amos Lee  
Mrs Helen Tan  
Ms Lynette Yeo (*Secretariat*)

### YMCA FACES Committee

Mr Steven Chia (*Chairman*)  
Mr Gerald Tay (*Vice-Chair*)  
Ms Loo Tze Lui  
Ms Tan Sze Wee  
Ms Low Suk Ling  
Ms Eunice Tan  
Dr Chong Kian Tai  
Mr Quek Kwang Yong  
Ms Melissa Khoo  
Ms Karen Wee (*Secretariat*)

### YMCA-NUS Business School Volunteer Service Management Programme Committee

Mr Albert Ching (*Chairman*)  
Mr Peter Tay  
Mr Prof Albert Teo  
Mr Edward Lee  
Dr Anne Marie Gutierrez  
Ms Gracelyn Ho  
Mr Chua Hung Meng  
Mr Steven Yeo  
Mr Gerald Tay  
Prof Ruth Tan  
Ms Karen Wee (*Secretariat*)

## ADVISORY & RESOURCE COMMITTEES

### Education Committee

Mr Kenneth Tan (*Chairman*)  
Mrs Magdalene Sik  
Mrs Chan Jee Kun  
Mrs Susan Chan  
Mr Andrew Chew  
Ms Carolyn Lints  
Mrs Irene Tay-Koh Chye Choo  
Mr Pek Hak Bin  
Ms Lynette Yeo (*Secretariat*)

### Programmes Committee

Mr Thomas Pramotedham (*Chairman*)  
Mr Bryan Tan  
Ms Cynthia Tan  
Ms Susan Low  
Ms Gracelyn Ho  
Mr Vincent Ha  
Mr Calvin Cher (*Observer*)  
Ms Chia Ee Han (*Observer*)  
Ms Karen Wee (*Secretariat*)

### YMCA International House Committee

Mr Ooi Boon Hoe (*Chairman*)  
Mr Tony Soh (*Vice-Chair*)  
Mr Lee Liat Cheng  
Mr Peter Sim  
Mr Tan Eng Beng  
Mr Choe Peng Sum  
Mr Derrick Kuek  
Mr Joseph Chow (*Secretariat*)

### YMCA Project Bridge Committee

Mr Stephen Loh (*Chairman*)  
Mr Adrian Tay (*Vice-Chair*)  
Mr Eric Teng  
Mr Leon Ng  
Dr Han Meng Siew  
Mrs Marlene Koh  
Ms Cassandra Cheng  
Mr Shanon Lim (*Secretariat*)

## EVENTS COMMITTEES

### 12<sup>th</sup> YMCA Mandarin Speaking Awards Committee

Mr Kenneth Tan (*Chairman*)  
Mrs Lim Ler Chew  
Ms Lim Geok Leng  
Ms Trudy Loh  
Ms Wong Lee Jeng  
Ms Jennifer Yin  
Mr Ma Poh How  
Mr Toh Teck Wang  
Ms Jean Chai (*Secretariat*)



### **32<sup>nd</sup> YMCA Plain English Speaking Awards Committee**

Mr Bryan Tan (*Chairman*)  
Mrs Vimala Alexander  
Ms Lim Geok Leng  
Ms Trudy Loh  
Ms Loo Tze Lui  
Ms Patsy Mah  
Ms Ng Hui Hong  
Ms Bozena Rupnik  
Ms Jennifer Yin  
Mr John Tan  
Ms Jean Chai (*Secretariat*)

### **19<sup>th</sup> YMCA Charity Golf 2018 Committee**

Mr David Ng (*Chairman*)  
Mr Albert Ching  
Mr Thomas Pramotedham  
Mr Gerald Tay  
Mr Kuo Ee Ren  
Mr Atiq Idris  
Mr Ong Wee Yeap  
Ms Karen Wee (*Secretariat*)

### **Citi-YMCA Youth For Causes 2018 Committee**

Mr Ho Chee Hon (*Chairman*)  
Mr Adam Rahman  
Ms Caroline Loke  
Ms Jacquelyn Tan  
Mr Thomas Pramotedham  
Dr Benjamin Tan  
Mr Owen Hawkes  
Ms Ong Ee Ing  
Ms Ng Hau Yee  
Dr Ting See Ho  
Mr Andrew Leo (*Secretariat*)

### **YMCA Giving Gala 2018 Committee**

Ms Cynthia Tan (*Chairman*)  
Mr Gerald Tay (*Vice-Chair*)  
Mr Eric Teng  
Mr Stephen Loh  
Mr Ho Chee Hon  
Mr Ivan Koh  
Ms Gracelyn Ho  
Mr Tony Soh  
Ms Karen Wee (*Secretariat*)

### **UNIVERSITY-YMCA**

#### **Uni-Y Nanyang Technological University Executive Committee**

Goh Hui Ting (*President*)  
Lim Yu Jing (*Vice-President*)  
Tan Yi Ying Claire  
Dillon Chia Jia Ming  
Lau Bao Jie, Kelvin  
Goh Bao Sheng  
Leong Baoru  
Seak Jing Rong  
Tan Jia Ling  
Leow Wen Siong, Gideon

#### **Uni-Y National University of Singapore Executive Committee**

Soo Yu Zhu (*President*)  
Poh Xin Yi, Zann (*Vice-President*)  
Ong Hui Min (*Vice-President*)  
Chua Rui Lin (*Director*)  
Foo Ce Ying (*Director*)  
Lee Zhi Xin (*Director*)  
Teh Kee Siang  
Sim Guan Ling Valerie  
David-Joel Loo Tze Jie

#### **Uni-Y Singapore Management University Executive Committee**

Ang Kah Eng, Emmanuel (*President*)  
Ryan Wong Poh Fai (*Vice-President*)  
Teo Hui Xian  
Bernice Yeo Weiting  
Cher Wee Siang, Calvin  
Nicholas Feng Guo Qiang  
Ivy Sim Ying Wei  
Lim En Wei  
Soh Ern Zher Timothy  
Yegammai D/o Periakaruppan  
Lim Yuen Ying  
Abigail Cheong Pei Wen  
Tan Peng Peng  
Cheong Pei Wen, Abigail

#### **Y Community Service Club Singapore University of Technology and Design Executive Committee**

Low Si Hong (*President*)  
Loy Yong Yi Wendy (*Vice-President*)  
Joshia Seam (*Vice-President*)  
Chen Zhaoyuan  
Lu Yidan  
Cheow Yi Jian  
Li Yahan  
Lin Wanyuan, Emma  
Andri Setiawan Susanto

### **YMCA CLUBS**

#### **International Y's Men's Club of Singapore (Alpha Chapter)**

Mr Daniel Ng (*President*)  
Mr Ivan Koh (*Immediate Past President*)  
Mr Stephen Loh (*Vice-President*)  
Ms Patricia Lim (*Hon. Secretary*)  
Mr David Lua (*Hon. Treasurer*)  
Mr Ma Poh How (*Hon. Auditor*)  
Mr Eric Teng (*Hon. Auditor*)  
Rev Dr P J John (*Christian Emphasis*)  
Ms Susan Low (*Community Service*)  
Mr Lee Liat Cheng (*Fellowship*)  
Mr Edward Ong (*Leadership Training and Organisation Development*)  
Mr James Tan (*Membership*)  
Mr Jerry Chua (*Programme*)  
Ms Chan Soon Sim (*Programme*)  
Mr Peter Tay (*Projects/Fundraising*)  
Mr John Yap (*Publicity/Comms*)  
Mr Freddie Lee (*Sports & Recreation*)  
Mr Ivan Koh (*Youth*)  
Ms Doris Moh (*World Outlook*)  
Ms Patricia Lim (*Inventory*)  
Ms Jean Chai (*YMCA Liaison*)

#### **Singapore Mandarin (YMCA) Toastmasters Club**

Vennice Chen Jin (*President*)  
Wu Jing (*Vice-President Education*)  
Ooi Phaik Ying (*Vice-President Membership*)  
Charlotte Fivez (*Vice-President Public Relations*)  
Suzanne Loh (*Secretary*)  
Ian Lim Zi Yang (*Treasurer*)  
Yong Weng Soon (*Sergeant-At-Arms*)

#### **YMCA English Toastmasters Club**

Mr Akshay Mendon (*President*)  
Ms Chloe Chan (*Vice-President Education*)  
Mr Xavier Chong (*Vice-President Membership*)  
Mr Chan Wei Xiang (*Vice-President Membership*)  
Mr Travis Loh (*Vice-President Public Relations*)  
Ms Stephanie Song (*Secretary*)  
Mr Arun Sharma (*Treasurer*)

#### **YMCA Folk Dance Group**

Ms Carrie Chen (*Chairman*)  
Ms Donica Aw (*Hon. Secretary*)  
Ms Quek Swee Choo (*Asst. Hon. Secretary*)  
Ms Charlotte Tok (*Hon. Treasurer*)  
Ms Juliana Tay (*Asst. Hon. Treasurer*)  
Ms Grace Lee  
Ms Amy Lee  
Ms Ros Cheong



*"I wanted to give back to YMCA, because they helped me grow through the Y Camp Challenge. They taught me how to be more patient and to have better control over my emotions."*

*Aaron Lam, 32*

# YMCA-TAN CHIN TUAN COMMUNITY SERVICE PROGRAMMES

## Stepping Out Of His Comfort Zone

After participating in the Y Camp Challenge, one of 13 programmes under the YMCA-Tan Chin Tuan Community Service Programmes, Aaron wanted to give back. He volunteered to emcee for the first time at YMCA's annual Giving Gala despite his parents' concerns over his schedule as he was working two jobs. Despite that, he insisted on taking up the opportunity, and earned their approval and encouragement through his determination.

YMCA-Tan Chin Tuan Community Service Programmes are volunteer-driven programmes that strengthen clients, including the physically and mentally challenged, under-privileged and abused children, the hearing-impaired, poor, and the elderly.

### AT A GLANCE



**9,698**

clients



**5,888**

volunteers



**31,740**

hours of voluntary service



**13**

structured  
programmes



**342**

activities



# HIGHLIGHTS OF COMMUNITY SERVICE PROGRAMMES

## Y Camp Challenge

Y Camp Challenge is a quarterly outdoor adventure camp for the intellectually or physically challenged. It provides these clients with opportunities for social integration with their volunteers. By overcoming their perceived limitations in various activities such as high rope elements and camp craft, their confidence grows, building self-worth and serving as an inspiration for their loved ones.

## Y Arts Challenge

Y Arts Challenge engages underprivileged, intellectually challenged or hearing impaired children and youths through performing and visual arts. It gives them a platform for creative self-expression and develops their hidden talents. To build their confidence, various platforms are provided for these clients to showcase their talents and crafts, including dance performances at events and art exhibitions.

## Y Outing

Y Outing engages clients monthly through a range of indoor and outdoor activities, including going on excursions to places of interest. It provides the opportunity for them to mingle with volunteers and each other during these outings, developing their interpersonal skills and self-esteem. Through a myriad of activities, they also gain life skills such as travelling, safety preparations, appropriate behaviours in public places and being responsible for their own belongings.





## Y Food of Love

Y Food of Love brings cheer to the less privileged by equipping volunteers with baking skills, which they use to prepare handmade delicacies for clients in their homes or at activity centres. During these visits, volunteers also befriend them and entertain them through games. They also celebrate festivals such as Chinese New Year and Christmas with them, distributing festive goodies at the same time.



## Y Makan Fellowship

Y Makan Fellowship treats the elderly to sumptuous meals once a month, with youth volunteers interacting with them over songs, games and other fun activities. This programme promotes intergenerational bonding and trains volunteers in communication skills to better serve elderly populations.



## YMCA Spring Clean

Y Spring Clean brings volunteers to create clean and safe living environments for the elderly. Many of these elderly are physically or sensory-challenged, which makes poorly maintained homes a severe health and safety hazard. Apart from physiological benefits for the elderly, they also get to enjoy the company of volunteers who visit regularly through this programme and form friendships with them.







*"The feeling of fulfilment is indescribable! Upon seeing how people have problems with things like finding food, housing and sanitation, it brought perspective to our own small troubles and a strong determination to give our all in service."*

Kwan Fey Mun, 30

# INTERNATIONAL SERVICE PROGRAMMES

## New Lands; New Perspectives: Volunteering as a Journey

Long-time volunteer Fey Mun has gained fresh perspectives on the social issues in Singapore through trips to countries like Vietnam, Myanmar, and Nepal. Besides experiencing different living conditions and learning about their culture, he inspires the volunteers and teaches practical skills that are impactful for the local community.

YMCA International Service Programmes provide services to less-privileged communities through community development projects, focusing on improving healthcare, education, infrastructural development, sustainability, conservation and capacity building.

### AT A GLANCE



**11,921**

clients



**971**

volunteers



**64,840**

hours of voluntary service



**49**

trips



**10**

countries





*"I used to live like a zombie.  
Recovering is a long, hard  
struggle and I appreciate all the  
assistance I have received. Once  
I get better, I intend to pass on  
the love and help others as well."*

*Mr Lim Bee Khoo, 58*



# YMCA FACES

## Rising from the Ashes to Help Others

Once trapped in the cycle of substance abuse, Mr Lim is determined to change his life. He is currently at a halfway house where he works hard in housecleaning. Under the YMCA Financial Assistance and Capability for Employment Scheme (Y FACES), he receives financial aid for the purchase of daily necessities and health supplements. He is appreciative of the assistance and wishes to equip himself further so that he can help others in need.

YMCA FACES extends short-term emergency financial aid to needy families and provides meaningful work training opportunities for individuals with special needs. It works closely with various Family Service Centres and partnering organisations to identify people in urgent need or families in difficult transition periods to provide aid.

### AT A GLANCE



**\$20,811**

disbursed



"When I first came to Singapore, I stayed at home all the time because I did not have the confidence to venture out. Attending the Vocational and Soft Skills Programme (VaSSP) has increased my self-esteem and gave me the strength to be more independent."

Deng Leng Leng, 19

# PROJECT BRIDGE

## From Isolation to Excellence & Employability

Leng Leng experienced great difficulty coping with English as a foreign language when she first came to Singapore in 2017. After being referred to the VaSSP, she completed the hairdressing course mentored by the Kimage Hairdressing School. The Kimage Hairdressing School is a partnering school that sponsors students through the VaSSP Hairdressing course, which is one of the nine available courses. She excelled so outstandingly that they offered her a job and decided to sponsor her further education in hairdressing through Nitec and Higher Nitec.

Project Bridge seeks to reintegrate out-of-school youths and youths-at-risk into society by strengthening their skill sets and employability. Project Bridge is primarily implemented through the Vocational and Soft Skills Programme (VaSSP), Enhanced Step-Up Programme and Drop-In-Youth Programme.

### AT A GLANCE



**352**

youths reached



**200**

volunteers



**3,449**

hours in counselling/  
intervention



**1,324**

hours of  
voluntary service





*"At first, I found it difficult to communicate with persons with disabilities, but after some games, my partner finally felt more comfortable with me. We should treat people with special needs with equal respect and give them the love and care that they need."*

*Sarah Chen, 14*



# SPEAKING AWARDS

## Hear My Words, Listen to Their Story

The YMCA Speaking Awards developed not only Sarah's speaking skills, but her knowledge about the communities around her. The Mandarin Speaking Awards (MSA) saw her volunteering with a social service organisation, which changed her attitude towards persons with disabilities from a fearful stance to one of friendship and acceptance. She shared about her experience in a speech and eventually emerged as the champion of MSA 2018 (Lower Secondary).

The YMCA Speaking Awards are national level speaking competitions designed to enhance critical thinking and speaking skills among youths through experiential learning in civic and social activities. In engaging and communicating with society at large, it aims to groom active citizens and future leaders of Singapore.

### AT A GLANCE

#### 32<sup>nd</sup> YMCA Plain English Speaking Awards 2018



**586**

participants



**172**

schools

#### 12<sup>th</sup> YMCA Mandarin Speaking Awards 2018



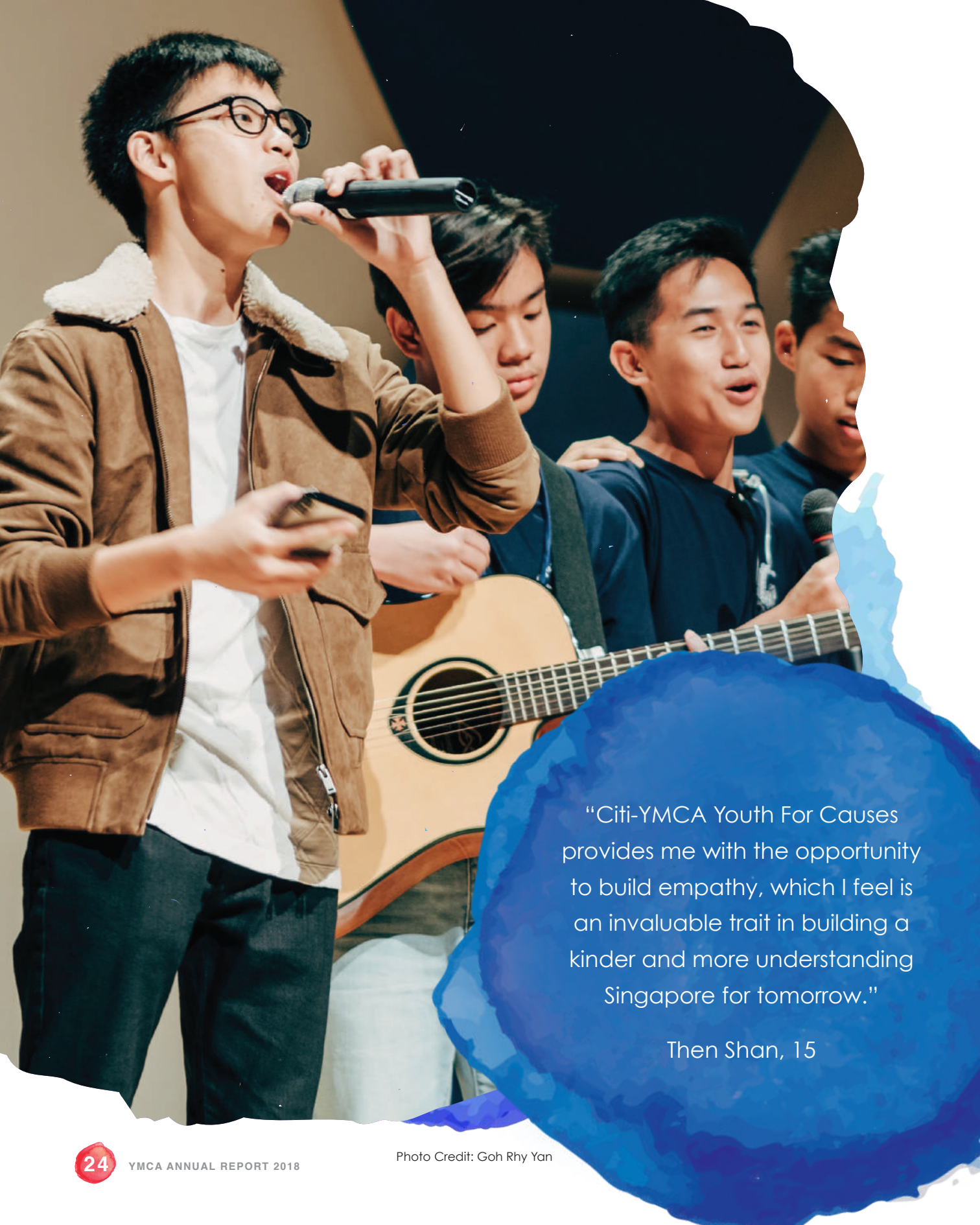
**201**

participants



**60**

schools



"Citi-YMCA Youth For Causes provides me with the opportunity to build empathy, which I feel is an invaluable trait in building a kinder and more understanding Singapore for tomorrow."

Then Shan, 15

# CITI-YMCA YOUTH FOR CAUSES

## Helping Youths Help Others

Then Shan was one of four core members of the 2018 Citi-YMCA Youth For Causes Project Meraki, which raised awareness and funds for the Association for Persons with Special Needs (APSN). Under the guidance of their volunteer mentor from Citi Singapore, they led nearly 200 volunteers and organised large-scale events like the sale of cookies and mooncakes made by the APSN Bakery and a concert by youths, among others.

Funded by Citi Foundation, Citi-YMCA Youth For Causes (YFC) promotes social entrepreneurship and community leadership development among Singapore youths. It empowers participants to be masters of their own projects and gain first-hand experience in championing a social cause along with social service organisations. Such experiences outside the classroom strengthen their entrepreneurial spirit and develop them into socially responsible community leaders.

### AT A GLANCE



**117**

proposal  
submissions



**39**

schools  
represented



**100**

selected teams



**16,570**

young community  
champions  
mobilised



**42**

SSOs  
supported



**\$864,215**

raised





"The social service sector is very meaningful. I find a lot of fulfilment and joy through making people smile and lending a hand. Being in Uni-Y has been an eye-opening experience and has better equipped me to make a bigger difference in the future."

Ryan Wong Poh Fai, 26



# UNIVERSITY-YMCA (UNI-Y) SINGAPORE

## Leading and Learning with Peers

Rising to become a Uni-Y leader requires a strong conviction to put others before self. After participating in an Overseas Community Service Project to Cambodia in 2017, Ryan was inspired to join Uni-Y SMU. As a leader of Uni-Y SMU, he volunteered for several local programmes and went overseas to help build homes and teach English at orphanages. These experiences taught him more about the social service sector, developed his leadership skills and provided a network of like-minded friends who believe in making a difference.

University-YMCA (Uni-Y) Singapore is the university service club of YMCA, consisting of chapters in the National University of Singapore, Nanyang Technological University, Singapore Management University and Singapore University of Technology and Design. It strives to develop and empower youths to be servant leaders who will impact local and international communities through organising and participating in community programmes.

### AT A GLANCE



**6,438**

hours of  
voluntary service



**345**

university  
volunteers



**56**

sessions of youth  
development programmes



**4**

student  
chapters



"I was able to experience interacting with people with different disabilities and learn about them. When we brought the elderly around during Cycling Without Age and they smiled, I felt like I learned what true happiness really is!"

Lim Jing Yee, 18

# YMCA ELEVATE PROGRAMME

## Going Miles to Make Others Smile

Jing Yee's world revolved around technology, but joining ELEVATE opened her up to socialising, giving her confidence and communication skills. The approachable facilitators inspired her to learn more about the world, such as the needs of persons with disabilities. She learned many life lessons through interacting with the clients that we serve. ELEVATE has helped her grow into a better leader and strengthened her willpower to push on and innovate for solutions.

ELEVATE empowers youths to lead and execute community projects with skills they acquired in their course of study to benefit less privileged groups. They are guided by social service professionals, volunteers, and industrial partners who mentor and facilitate their projects to help them create a bigger positive social impact on their target group.

### AT A GLANCE



**63**

members



**10**

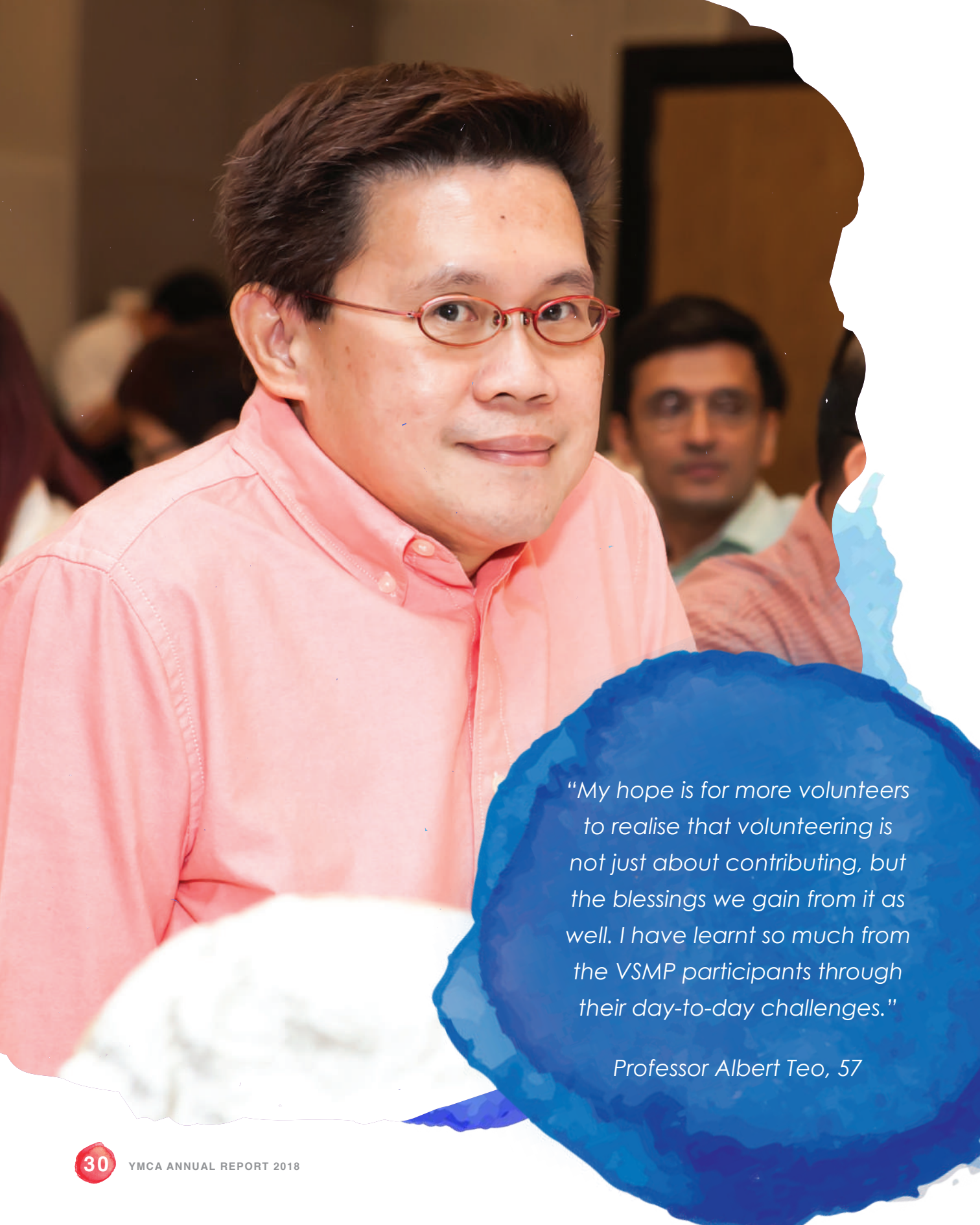
youth development  
events



**3,865**

hours of  
voluntary service





*"My hope is for more volunteers to realise that volunteering is not just about contributing, but the blessings we gain from it as well. I have learnt so much from the VSMP participants through their day-to-day challenges."*

*Professor Albert Teo, 57*

# YMCA-LIM KIM SAN VOLUNTEERS PROGRAMME

## Effective Helpers; Stronger Communities

The knowledge Professor Teo imparted to dedicated volunteers has snowballed into a legacy of positive social impact on communities over the years. As director of the YMCA-NUS Business School Volunteer Service Management Programme (VSMP) from 2007 to 2018, he played a crucial role in reviewing and developing the programme structure and case studies. Through a professional certified course, students, staff and volunteer leaders acquire practical knowledge and skills for their projects and programmes to enhance their effectiveness. Outside of VSMP, Professor Teo's passion for volunteering is also evident in his regular volunteer work with people from all walks of life, such as those living with HIV/AIDS and migrant workers.

YMCA promotes volunteerism and enhances volunteer capabilities through the YMCA-Lim Kim San Volunteers Programme. Apart from providing volunteering opportunities to individuals and corporations, it builds a well-trained and sustainable community of volunteers equipped with practical skills and knowledge. In addition, YMCA organises an annual awards ceremony in recognition of these volunteers' contributions.

### AT A GLANCE



**5,856**

hours of volunteer  
training conducted



**22**

corporations  
engaged to serve  
the community

# CHILD DEVELOPMENT CENTRES

## Children's Progress Keeps Her Going

Ms Pang Shu Ke has been with the YMCA for over 12 years. Currently, she is teaching Mandarin at the YMCA Child Development Centre (CDC) @ Woodlands. While it is a tiring job in many aspects, the laughter and growth of the children motivates her to keep going. She remains youthful and energetic, often combining learning and playing to keep her classes entertaining and interactive.

Children in YMCA CDCs are given a holistic education that integrates all areas of learning into an experiential journey. Their classes seek to strengthen body, mind and spirit through fun and engaging classes like gardening and current affairs, while imparting useful skills like information technology, art, music and speaking. Outside the classroom, children are exposed to events organised by the YMCA for the public, honing their social skills, confidence level and developing them into community champions.

### AT A GLANCE

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**3**

Child Development Centres



**201**

children attended





"Seeing the kids learn gives me a sense of achievement and keeps me going. I am thankful for the support and encouragement from my fellow colleagues, giving me the strength to keep teaching."

Pang Shu Ke, 47

# KINDERGARTEN AND STUDENT CARE CENTRES

## Little Helping Hands Make A Big Difference

Under the YMCA Junior Entrepreneurship Programme, students like Jie Xin get to think creatively and learn important life skills, such as management and social skills. As part of this programme, students from all 20 YMCA Student Care Centres (SCCs) came together for the first time and raised funds for less privileged students at the Sengkang South Little Entrepreneurs Bazaar 2018.

YMCA Student Care & Kindergarten Care Centres provide educational and emotional guidance for students in a conducive and nurturing environment, while inculcating values like responsibility and respect through both the curriculum and involving them in events.

### AT A GLANCE

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**2,254**

students  
nurtured



**20**

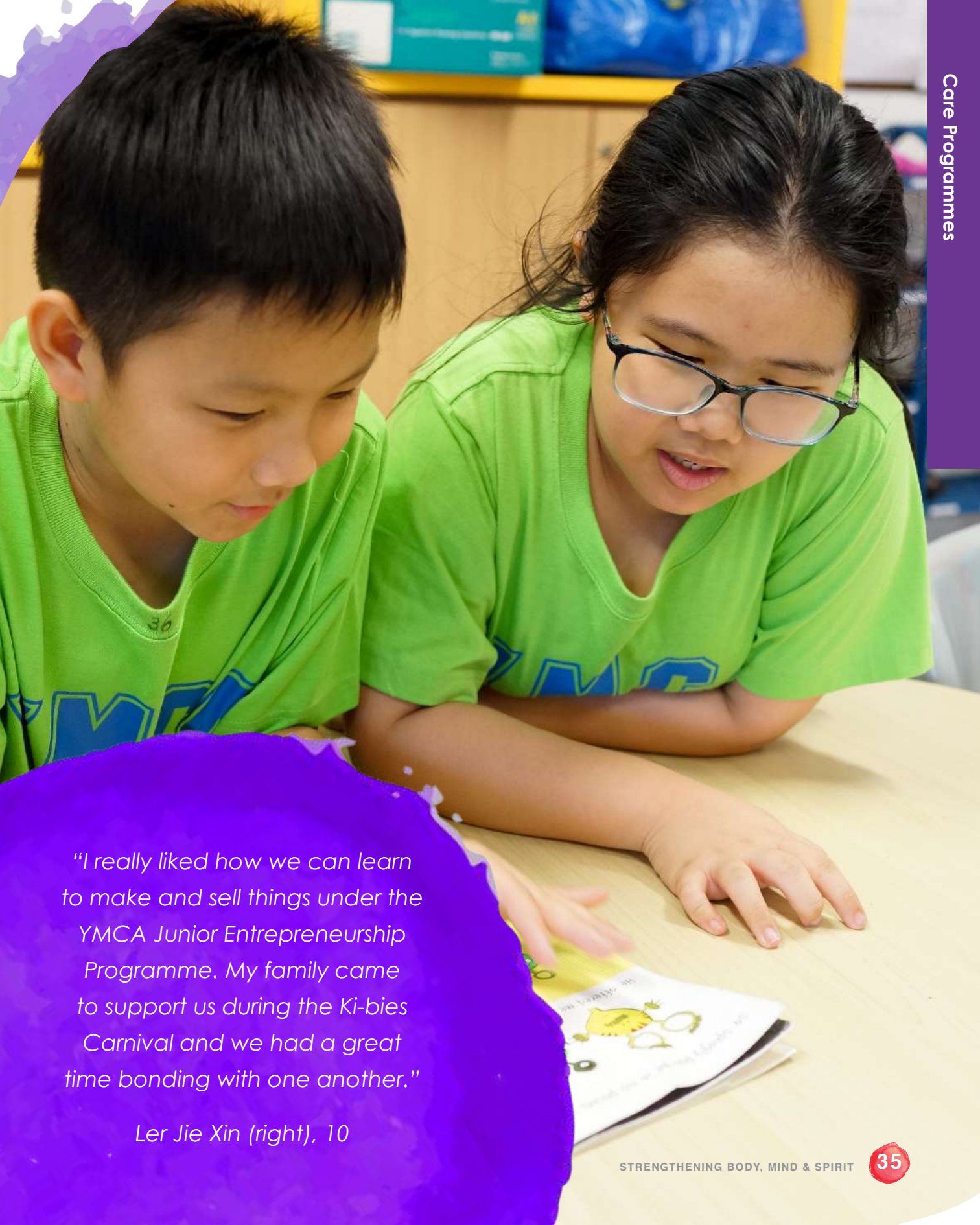
Student Care Centres



**2**

Kindergarten Care Centres



A photograph of two children, a boy and a girl, sitting at a light-colored wooden table. They are both wearing bright green t-shirts. The boy, on the left, has short black hair and is looking down at a book. The girl, on the right, has long black hair and wears black-rimmed glasses; she is also looking at the book and has her hand on it. The book is open, showing a page with a cartoon character and some text. In the background, there are shelves with various items, including a blue bag. A large, irregular purple shape is overlaid on the bottom left of the image, containing text.

"I really liked how we can learn to make and sell things under the YMCA Junior Entrepreneurship Programme. My family came to support us during the Ki-bies Carnival and we had a great time bonding with one another."

Ler Jie Xin (right), 10



# YMCA LEARNING CENTRE

## No Student Left Behind

Scoring straight A's for subjects like Chinese and Mathematics is an incredible achievement. Shu Ying credits this to YMCA Learning Centre's support through additional enrichment lessons. The YMCA Learning Centre has served as an essential part of her education in YMCA School, helping her catch up on her weaker subjects between two to four times a week. Apart from experienced and caring teachers, she is appreciative of the friends she made at the learning centre who motivate her to do well.

YMCA Learning Centre enhances students' learning of academic subjects through the latest learning methodology and syllabus delivered by a team of qualified professional trainers. It also receives inbound students from overseas through the Study Tour programme. This programme allows students to experience studying and living in Singapore while fostering friendships with local students.

### AT A GLANCE

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**37**

students enrolled in tuition  
and enrichment classes



**972**

overseas students participated  
in study tour programmes



*"I appreciate the helpful teachers that go the extra mile to help you understand concepts. The teachers put the students first and give additional guidance to those who are struggling."*

Chang Shu Ying, 17



*"As someone who has made Singapore my second home - that common thread makes students feel comfortable to share their problems with me. The best thing is seeing them come back ten years later, married and successful; it makes me feel so happy and warm!"*

*Mdm Xiao Wen Xin, 58*



# YMCA SCHOOL

## Going Beyond the Classroom

With over 25 years of teaching experience, Mdm Xiao Wen Xin goes beyond the classroom to provide a home away from home. Through activities such as making dumplings together on festive occasions, she gives her students a taste of the familiar and a tangible connection. Another passion of hers is to teach history and culture in order to give them a more informed world view.

YMCA School provides a holistic education to nurture socially responsible individuals by striving for academic excellence and developing character values such as compassion, servant leadership, honesty, accountability, respect, and excellence. Apart from studying in the classroom, students also undergo a community service component that inculcates humility and a giving attitude.

### AT A GLANCE



**52**

students enrolled in  
Academic Course



**31**

students enrolled in  
Preparatory Course



*"Strathclyde offered a rigorous MBA curriculum with a practical schedule that allowed me to juggle work, studies, and my family, allowing me to enjoy the experience of learning. My daughter was born during my MBA programme!"*

*Julius Thio, 37*

# HIGHER EDUCATION

## Learning Never Stops

Julius graduated from the Strathclyde MBA programme in 2018, after achieving a distinction for his research thesis on Artificial Intelligence in Human Resource Management. He now works in business development at a company that specialises in people analytics for HR management.

YMCA Higher Education offers bachelor and master degree programmes in partnership with the University of Strathclyde and the University of Scotland to nurture stellar leaders in the workplace.

### AT A GLANCE



**164**

students enrolled in  
University of Strathclyde  
MBA programme



**52**

new students  
commenced  
enrolment in 2018



**95%**

pass rate



**49**

students graduated



**21**

students graduated  
with distinction





"Keeping healthy and fit is important and helps you look better. I much prefer going to the gym at YMCA than anywhere else because it is quieter and I can always use the equipment I want without having to worry about other people hogging them."

Judy Misty, 36

# YMCA MEMBERSHIP

## Committed To Be Fit

Determined to lead a healthier lifestyle, Judy trains at the YMCA gym three to four times a week. Her previous job required participation in activities she felt were bad for the body, such as drinking. Now she works as a security officer for commercial sites and spends her time at the gym to motivate herself in active living.

YMCA plans and hosts a myriad of enriching and engaging activities for its members that develop the body, mind, and spirit. These include classes and benefits by partnering organisations, use of YMCA facilities and being engaged in events to help the less privileged.

### AT A GLANCE



**607**

Full  
(Life)  
Members



**1,189**

Ordinary  
(Life)  
Members



**385**

Ordinary  
(Annual)  
Members



**141**

Ordinary  
(Youth)  
Members



**206**

Associate  
Members



**2,605**

Associate  
(Youth)  
Members





"Fencing has given me a never-say-die attitude. I had the opportunity to travel far and widen my horizons, making international friends I wouldn't have met otherwise. My coaches have played a significant role in shaping who I am today."

Raphael Tan, 14



# YMCA FITNESS & DANCE PROGRAMMES

## Taking On Life's Challenges with Tenacity

Training four times a week is sometimes still not enough for Raphael, who has been fencing for 7 years. Since joining Y-Sparks Fencing, he has competed locally and overseas in countries including Hong Kong, Australia and France and won numerous awards under the guidance of his coaches. Through fencing, he has learned to guard his heart against sharp defeats, persevering to tackle life's challenges.

YMCA Fitness and Dance programmes promote healthy lifestyles among members through fun and engaging activities including Ballet, Fencing, Gym, Line Dance, Swimming and Zumba. These activities also help them form friendships and gain unique experiences that help in strengthening body, mind and spirit.

### AT A GLANCE

#### Fitness & Dance Subscriptions



**34**

Ballet



**2**

Contemporary/  
Jazz



**429**

Fencing



**302**

Gym



**120**

Line Dance



**102**

Swimming



**18**

Personal  
Training



**114**

Zumba



*"The resolve to train and strengthen the body became stronger, and to join YMCA Outdoor & Adventure Programmes in their activities is a wonderful opportunity for me to enjoy myself, really live life and feel alive!"*

*Beatrice Maghera, 52*

# YMCA OUTDOOR & ADVENTURE PROGRAMMES

## Standing on the World's Shoulders

An adventurer at heart, Beatrice loves nature and marvels at its wonders. She climbed Mount Belumut as her first mountain 10 years ago, scaling over 1000 metres tall. Since then, she has gone on to trek in Malaysian jungles, swim in waterfalls, climb mountains, ski in Japan and ride horses on the Mongolia steppes with her husband, as part of the YMCA Outdoor & Adventure Programmes. Even though mountain-climbing sometimes leaves her exhausted, she finds that these moments show the strength and resolve of the human spirit to overcome life's challenges.

YMCA Outdoor & Adventure Programmes organise trips and outdoor activities that strengthen the body and values such as teamwork and determination, suitable for those who are adventurous and passionate about the great outdoors.

### AT A GLANCE

#### Overall:



**68**

trips



**1,299**

participants

#### Y Treks:



**42**

trips



**980**

participants

#### Y Ski:



**1**

trip



**13**

participants

#### Y Adventure:



**21**

trips



**257**

participants

#### BikeYworks:



**4**

trips



**49**

participants



# INTERNATIONAL HOUSE

## Special Needs; Special Talents

Despite having special needs, Michael started running the YMCA Sidewalk Café all by himself last November. He overcame his nerves and adapted, communicating with foreign guests through gestures and eventually introduced the use of translation apps to communicate with guests who did not speak English, Malay, or Hokkien.

YMCA International House employs people with special needs to work in its social enterprise nestled in the heart of Singapore's shopping district. Through employment, staff members become more confident and independent and participate more actively in the community. Surpluses from YMCA International House are channelled to sustain various YMCA community service programmes.

### AT A GLANCE

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**85%**

occupancy rate



**66,214**

guests stayed at the YMCA  
International House





"I was nervous at first, but I slowly learned from the other supervisors. I communicated with foreign guests by gesturing, and eventually came up with the idea of using a translation app. I can interact better with customers around the globe now."

Michael Ang, 23



# YMCA CLUBS

## International Y's Men's Club of Singapore (Alpha Chapter)

The International Y's Men's Club of Singapore (Alpha Chapter) is affiliated to the YMCA of Singapore and supports its community service and fundraising activities. Membership is open to like-minded people and all YMCA members who have a desire to serve the community and make the world a better place to live in through volunteerism.

In partnership with Parkinson's Society of Singapore, the Club organised monthly karaoke sessions held at YMCA of Singapore for people with Parkinson. These sessions improve the lives of participants and is also a platform for music lovers to have fun and socialise through singing.

During the year, the Club supported YMCA by volunteering at YMCA Silver Fiesta 2018 and adopting SARAH Seniors Activity Centre through monthly Y Outings. The Club also held a Christmas party for the activity centre to bring cheer to them during the festive season.







## YMCA Folk Dance Group

The YMCA Folk Dance Group is a recreational club that conducts folk dance classes and International Folk Dance appreciation events for members. The group dances help the members feel togetherness and foster a sense of community while keeping healthy and fit. The members also enjoy the opportunity to forge friendships with like-minded people with the same passion and to improve upon their performing art as a group.

## YMCA Toastmasters Club

The YMCA Toastmasters Club aims to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.



Toastmasters welcome speech contests like the occasional marathons where they build their skills to greater heights. The International Speech and Table Topics Contest in February as well as Humorous Speech and Evaluations Contest in August have always been the club's showcase of excellent speech delivery.

## Singapore Mandarin (YMCA) Toastmasters Club

The Singapore Mandarin (YMCA) Toastmasters Club was chartered to serve the needs of English-speaking toastmasters who want to practise their Mandarin in front of an audience and also help Mandarin speaking toastmasters to overcome the fear of public speaking.



As one of the few Mandarin toastmasters clubs with a younger demographic membership base, the Singapore Mandarin (YMCA) Toastmasters Club constantly adopts new ideas to keep its meetings refreshingly innovative and relevant to its members. Passion to learn, the desire to share, fellowship - these are the elements that make each of the club meetings memorable.



# SIGNIFICANT EVENTS

## **Sengkang South Little Entrepreneurs** **Raise Funds for Charity** **24 March 2018**

Prime Minister Lee Hsien Loong visited Sengkang South, which had been transformed into a youthful marketplace by students from YMCA Student Care Centres (SCCs). It sold homemade items created around the theme "Fairy Tales". For the first time, students from all 20 SCCs came together as little entrepreneurs to sell items, run game booths and perform to support less privileged students in YMCA's partnering schools.



## **Youth For Causes 2018** **Supports 42 Social Service Organisations** **16 May & 16 November 2018**

After President of Singapore, Mdm Halimah Yacob, launched the Citi-YMCA Youth For Causes (YFC) 2018 on 16 May 2018, 100 teams received their awards at the Citi-YMCA YFC 2018 Awards Celebration held at the YMCA of Singapore in November 2018. They raised more than \$860,000 for 42 social service organisations through their projects. The Awards Celebration was attended by Mr Lim Boon Heng, Chairman of Temasek Holdings.





## **YMCA Proms @ the Park 2018 Brings Joy to Over 500 Clients 21 July 2018**

Minister for Social and Family Development and Second Minister for National Development, Mr Desmond Lee, joined more than 550 volunteers and 500 clients at YMCA Proms @ the Park 2018. The carnival featured performances by over 60 youths and students from various social service organisations over an afternoon of concert, food and games.

## **YMCA of Singapore welcomes new General Secretary & CEO 15 August 2018**

YMCA of Singapore is pleased to announce Mr Steve Loh as our new General Secretary & CEO of YMCA, succeeding Mr Lo Chee Wen. We would like to express our appreciation to Mr Lo Chee Wen for his dedication and commitment to the works of the YMCA. We wish him God's richest blessings as he embarks on a new chapter.







## **Myths Around Social Service Sector Dispelled at The YMCA Conversation Series 2018**

**22 September 2018**

The Movement for the Intellectually Disabled of Singapore (MINDS), Halogen Foundation Singapore, Social Service Tribe, Willing Hearts and World Vision Singapore came together for the YMCA Conversation Series 2018, organised by University-YMCA. Together with them, Guest-of-Honour and Keynote Speaker, Mr Cai Yinzhou, founder of Cassia Resettlement Team and Geylang Adventures and winner of the Singapore Youth Award 2017, shared his personal experiences and dispelled misconceptions around the social service sector to empower students and members of the public to better serve the communities around us.



## **Persons with Disabilities (PwDs) who need High Support Attend Y Day Camp for the First Time**

**6 October 2018**

17 PwDs from AWWA School and Rainbow Centre, who require high support, experienced camp activities for the first time at a day camp organised by the YMCA and supported by The Chua Foundation. About 30 volunteers accompanied them, participating in activities such as an outdoor barbeque, carnival games, kayaking, and dancing around a roaring campfire.

## **YMCA Silver Fiesta 2018** **Strengthening Digital Literacy** **9 & 10 November 2018**

Dr Amy Khor Lean Suan, Senior Minister of State, Ministry of Health and Ministry of Land & Water Resources graced YMCA Silver Fiesta 2018, where over 1,400 elderly from over 30 social service organisations strengthened their digital skills. They were exposed to online grocery shopping and had the opportunity to ask tech-related questions on 1-to-1 sessions at the digital clinic, among other highlights including low-intensity exercises and a dance performance.



## **The Strathclyde MBA** **Graduation Ceremony 2018** **4 December 2018**

At Rendezvous Hotel, 47 students were awarded their MBA degrees, with 21 of them graduating with Distinction from the MBA programme offered by YMCA Education Centre and Strathclyde Business School, University of Strathclyde.





# FUNDRAISING EVENTS

## YMCA Flag Day 2018

6 June 2018

More than 700 YMCA staff, students and volunteers came together and raised over \$60,000 which will benefit five YMCA Community Service Programmes strengthening the elderly – Y Food of Love, Y Makan Fellowship, YMCA Spring Clean, YMCA Silver Fiesta and Y Visit.

## YMCA Charity Golf 2018

14 September 2018

Over 110 golfers participated in the 19th YMCA Charity Golf 2018 at the Laguna National Golf and Country Club (Masters Course), taking part in the YMCA-Lim Kim San Team/Individual Challenge and other exciting games. The event was held in support of the YMCA-Lim Kim San Volunteers Programme that recruits, trains and strengthens thousands of volunteers by arming them with skills and knowledge that can impact the lives of clients.

## YMCA Giving Gala 2018

22 October 2018

President of Singapore, Mdm Halimah Yacob, launched an exhibition of artworks made by Y Arts Challenge clients at the YMCA Giving Gala 2018. Staff and clients with special needs hosted the fundraising dinner, serving in different roles including ushers, registration staff and cocktail waiters before joining them for dinner. Photographs and artworks by Y STARS (YMCA Special Talents, Arts and Recreation Society) and APSN Tanglin School clients were also exhibited.



# INTERNATIONAL FELLOWSHIP & RELATIONS

## Uni-Y Local and Overseas Internship Programme

Uni-Y interns were sent to Osaka YMCA as part of the YMCA Internship exchange programme. There, they interned as Global Youth Conference Facilitators, among other posts in the Global department. Interns from Hong Kong and Tainan YMCA also visited YMCA of Singapore and were attached to our Programmes division, involved in organising YMCA Proms @ the Park and other regular community service programmes.



## The 40<sup>th</sup> Hiroshima YMCA International Youth Peace Seminar

Students from YMCA Child Development Centres and YMCA Student Care & Kindergarten Care Centres folded 1,000 cranes and contributed peace lanterns in support of the 40<sup>th</sup> Hiroshima YMCA International Youth Peace Seminar. The lanterns were filled with messages of peace and were set afloat down the Motoyasu River during the Peace Lantern Floating Ceremony in Hiroshima.



## Uni-Y Study Mission 2018

Uni-Y Council members participated in a study mission to Hong Kong from 23 to 25 February 2018. They were able to learn about the practices of overseas partners and interact with like-minded youths who share a similar passion in creating a positive social impact in the community.



# THANKSGIVING

## CORPORATE & ORGANISATIONS

### \$200,000 and above

Citi Foundation

### \$100,000 and above

Barclays Bank PLC

Tan Chin Tuan Foundation

### \$50,000 and above

Ascendas-Singbridge Gives Foundation

The Community Foundation of Singapore

NTUC Fairprice Foundation Limited

### \$30,000 and above

Tote Board

### \$10,000 and above

AP Oil International Limited

Chua Foundation

Credit Suisse AG

Daikin Airconditioning (Singapore) Pte Ltd

Mitsubishi Electric Asia Pte Ltd

MUFG Bank, Ltd

Nordic Group Limited

Pei Hwa Foundation Limited

TPS Nominee Services Pte Ltd

### \$5,000 and above

Bestland Transport & Services

Citibank N.A., Singapore

DBS Bank Ltd

Happy Pet Singapore Pte Ltd

Jurong Port Pte Ltd

Knight Frank Pte Ltd

OCBC Bank

Propnex International Pte Ltd

PSA International Pte Ltd

Singapore Pools (Private) Limited

Superior Multi-Packaging Limited

The LearningLab Education Pte Ltd

The Purple Parade Ltd

### \$3,000 and above

Boustead Projects E&C Pte Ltd

Carlton Hotel (Singapore) Pte Ltd

DHL eCommerce

Far East Organization

Grace Shine Pte Ltd

Laguna National Golf & Country Club Ltd

Penguin International Limited

PricewaterhouseCoopers LLP

### \$1,000 and above

Addicon Logistics Management Pte Ltd

Broadway Industrial Group Limited

Chong Sing Pte Ltd

Daifuku Mechatronics (S) Pte Ltd

Furen International School Pte Ltd

Galway Petroleum Pte Ltd

Int Y's Men's Club of Singapore (AC)

Lingjack Engineering Works Pte Ltd

National Junior College

Porta Pumper Pte Ltd

Prime Travel & Tour Pte Ltd

Singapore Press Holdings Limited

Thurlestone Shipping (S) Pte Ltd

### \$500 and above

BP Singapore Pte Ltd

CFA Singapore

Ciseern by Designer Furnishings Pte Ltd

DL Corporate Advisors Pte Ltd

D'Zage Pte Ltd

The Nielsen Company

Will and Legacy Pte Ltd

### \$100 and above

Bpsilon Pte Ltd

Guava Amenities Pte Ltd

Timevo Marketing Pte Ltd

## CORPORATIONS & ORGANISATIONS (IN-KIND)

Ariston Thermo Group

British Council

Creative Knowledge Labs Pte Ltd

Champions Golf Academy Pte Ltd

Daimler South East Asia Pte Ltd

De'Quek Trading Pte Ltd

Garibaldi Italian Restaurant & Bar

Global Travel Pte Ltd

Goh Joo Hin Pte Ltd

Gracious Department Store Pte Ltd

Happy Pet Singapore Pte Ltd

I Love Reading.sg Pte Ltd

Jean Yip Group

Keppel Land Hospitality Management

Laguna National Golf & Country Club

Lawry's The Prime Rib Singapore

Marshall Cavendish Education Pte Ltd

Mitsubishi Electric Asia Pte Ltd

Oasia Hotel Downtown Singapore

Omnititan Venture Pte Ltd

Park Regis Singapore

Pierre Et Fils Pte Ltd

Spa Rael

The Fullerton Hotel Singapore

Transview Holdings Limited

YG Marketing Pte Ltd

YHS (S) Pte Ltd

Hollandse Club

Kao Singapore Private Limited

Kentucky Fried Chicken Management Pte Ltd  
MC.2

Nanyang Inc Pte Ltd

National Library Board

Pilot Pens Pte Ltd

S J Low Bros & Co Pte Ltd

Sunray Woodcraft Construction Pte Ltd

Sunshine Bakeries

YHS (Singapore) Pte Ltd

Haw Par Corporation Limited

Tong Garden Food (Singapore) Pte Ltd

## INDIVIDUAL

### \$10,000 and above

Chan Lui Ming Ivan  
Chew Gek Khim  
Choe Peng Sum  
Eric Teng Heng Chew  
Gracelyn Ho Lay Peng  
Hang Ing Hua Mary  
Koh Shaw Luan  
Ooi Boon Hoe  
Tan Guan Hiang  
Wee Wei Ling

### \$5,000 and above

Jessica Chow  
Kong Hwai Ming  
Loh Sur Yong Stephen  
Loo Tze Lui  
NY Sambath  
Oliver Johnson  
Tan Bee Lan  
Teo Eng Cheong  
Yeo Peng Hay

### \$3,000 and above

Chan Chee Weng Damian  
Chew Kwee San  
Ching Liang Heng Albert  
Goi Kok Ming  
K. Ramanathan  
Tan Suan Tiu Bryan  
Ting See Ho  
Toh Giap Eng Vince

### \$1,000 and above

Andrew Loh  
Anne Marie Gutierrez  
Brandy Dallas  
Chen Zhi Rong  
Chua Mui Eng Marianne  
David Chua  
Ernest Chen  
Gerard Lee How Cheng  
Hee Moon Choo  
Ho Chee Hon  
Japheth Chong  
Khai Ying Chin  
Koh Eng Lee  
Lee Jun Theodric  
Leon Ng Koh Wee  
Lynette Yeo  
Magdalene Sik  
Margaret Teo Cheng Sim  
Michael Hession  
Neo Boon Chye  
Nguyen Suong Hong  
Nicole Wee  
Norman Ho Kok Beng  
Pek Hak Bin  
Richard Routledge  
Tay Yew Beng Peter  
Teo Zi-Ming  
Tony Soh  
Vincent Ha  
Wilfred Wee Zhi Zhong  
Yeo Keng Joon

### \$500 and above

Chow Yew Seng  
Chris Tan  
Chua Ying Li Pamela  
Claire Ang Sze Teng  
Daniel Lye Tze Loong  
David Wu  
Dulat Johan Marcel  
Edward Ong Keng Wan  
Ferguson Andrew James  
Frederick Foo  
Jason Tan Kok Whee  
Ke Yam Cheong  
Lee Liat Cheng  
Lee Soo Jin  
Loo Siew Joon  
Lui Chun Weng  
Mabel Chia  
Ong Chong Lian  
Phua Kheng Jin Simon  
Samuel Jun Hoong Ong  
Tan Gan Hup  
Tan Ze Hee  
Tang Li Ping  
Tay Chor Meng  
Teo Peklyn  
Thomas Pramotedham  
Yovita Sutanto



# CORPORATE GOVERNANCE

S/N	Description	Code ID	Response
<b>BOARD GOVERNANCE</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff appointments?</b>		<b>No</b>
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.  <b><u>Explanation for Non-Compliance</u></b> The YMCA constitution states that Board Members are eligible for re-election subject to a maximum of 2 terms for 4 consecutive years, ie the maximum tenure for each director is 8 years. The Code of Governance allows for 10 years and requires that charities disclose reasons for retaining Board Members who have served on the Board for more than 10 consecutive years.	1.1.8	Not 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
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b>		<b>No</b>
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>CONFLICT OF INTEREST</b>			
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.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
11	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.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	Description	Code ID	Response
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity?</b>		<b>Yes</b>
16	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
17	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	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)?</b>		<b>Yes</b>
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
<b>FUNDRAISING PRACTICES</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year?</b>		<b>Yes</b>
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year?</b>		<b>Yes</b>
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
25	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
	<b>Are governing board members remunerated for their services to the Board?</b>		<b>No</b>
	<b>Does the charity employ paid staff?</b>		<b>Yes</b>
28	No staff is involved in setting his own remuneration.	2.2	Complied

S/N	Description	Code ID	Response
<b>DISCLOSURE AND TRANSPARENCY</b>			
29	<p>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>OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
30	<p>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 family belonging to the Executive Head 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>OR</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
<b>PUBLIC IMAGE</b>			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

<b>BOARD MEETING ATTENDANCE RECORD</b>			
Name	Attendance	Name	Attendance
Mr Leslie Wong Kin Wah <i>President</i>	6/6	Mr Teo Eng Cheong	2/6
Mr Ooi Boon Hoe <i>Vice President</i>	5/6	Ms Cynthia Tan Guan Hiang	3/6
Mr Albert Ching Liang Heng <i>Vice President</i>	6/6	Ms Loo Tze Lui	4/6
Mr Bryan Tan Suan Tiu <i>Honorary Secretary</i>	5/6	Mr Tam Chee Chong	1/6
Mr Ho Chee Hon <i>Honorary Treasurer</i>	1/6	Mr Steven Chia Oon Seet	3/6
Ms Koh Shaw Luan	4/6	Mr Adrian Tay	5/6
Mr Thomas Pramotedham	6/6	Mr Tony Soh	5/6
Mr Kenneth Tan	6/6	Mrs Magdalene Sik Swee Hiang (stepped down)	1/6



# POLICIES

YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

## BOARD GOVERNANCE

### Office Bearers

At the first meeting of the Board of Directors (BOD) held after the Annual General Meeting, a President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer of the Association are elected from among the members of the BOD for a period of one year or until their successors are elected. No person is elected as the Honorary Treasurer or otherwise hold the office of Honorary Treasurer for more than 4 consecutive terms and such person shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 1 year.

### Executive Committee

The Executive Committee ("ExCo") comprises the President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer and at least one other Director. It has the executive powers to administer the affairs of the Association in accordance with its Constitution, Rules and Regulations and the Board's policy and provides guidance and oversight to the Management on the operations of the Association. These include the setting of policies on operational matters and approval of expenditures within the financial limits provided for in the Chart of Authority ("COA") in the normal course of business. ExCo keeps the BOD fully informed on the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

## HUMAN RESOURCE MANAGEMENT

There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts. The HR department is advised by a Staff Committee commissioned by the Board. The Committee reviews and advises on all HR policies relating to staff compensation, benefits and strategies to attract, retain and motivate staff, on the receipt of recommendations from the General Secretary & CEO. The Committee also advises on talent identification and development programmes for staff and succession planning of senior management staff.

### Whistle Blowing Policy

The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where the following may be suspected:

1. Corruption;
2. Acts of fraud;
3. Theft and/misuse of the Association's properties, assets or resources; or
4. Breach of laws

No staff is involved in setting his or her own remuneration. Staff remuneration is subject to remuneration guidelines approved by the BOD.

The Association discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000, or the fact that none of its top three highest paid staff receives more than \$100,000.

## FINANCIAL MANAGEMENT AND CONTROLS

The BOD ensures that documented procedures are in place for financial matters in key areas. The BOD also ensures reviews and enhances monitoring on controls, processes, key programmes and events.

The BOD reviews and approves an annual budget for the Association's plans and regularly monitors financial performance.

The financial statements of the Association are drawn up in accordance with the Statement of Financial Reporting Standards in Singapore ("FRS").

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

### Reserves Policy

YMCA targets for three years of operating reserves with a minimum of one year from donations and surpluses generated through our social enterprises. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy. As at the end of 2018, our ratio of reserves to annual operating expenditure stands at 0.7 years.

The restricted funds and their purposes are as follows:

I. Building Asset Capitalisation Reserve – to match amounts on capital projects undertaken with past donations designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects

II. Disaster Relief Fund – to support the volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka, following the 2004 Indian Ocean Earthquake & Tsunami

III. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Funds – to fund tertiary education for overseas needy students

IV. ISP Project Fund – set up for the International Service Programmes (ISP) and it is to be used for future ISP projects

V. Project Bridge Fund – supports Project Bridge programmes which aim to provide personal development and counselling for early school-leavers and youth-at-risk

VI. Rebuilding Community @ Dujiangyan Fund – set up for the purpose of supporting YMCA's rebuilding programmes in Sichuan, China

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Notes to the Financial Statements. YMCA has also designated a percentage of our annual surpluses from our social enterprises for large scale asset renewal as our capital replacement fund.

### Investment Committee

The Investment Committee is governed by the Investment Charter and the Investment Policy which are constantly reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association's funds to look into generating higher returns in the long run with a reasonable amount of risk.

The Association appointed a professional asset manager to invest and manage the surplus from the general funds. The Asset Manager has been given full discretionary mandate subject to the Association's Investment Policy, and reports the investment holdings and performance to the Investment Committee on a regular basis.

## DISCLOSURE AND TRANSPARENCY

There is a Conflict of Interest policy endorsed by the Board. Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

It is compulsory for all Board members to make annual declaration of interests, to be signed and acknowledged by the President of the Association and presented to the Board.

At committee meetings, the General Secretary & CEO of the Association will announce potential conflict of interest and Board members who are faced with a conflict situation are excluded from decision making processes relating to the matter.

## FUNDRAISING PRACTICES

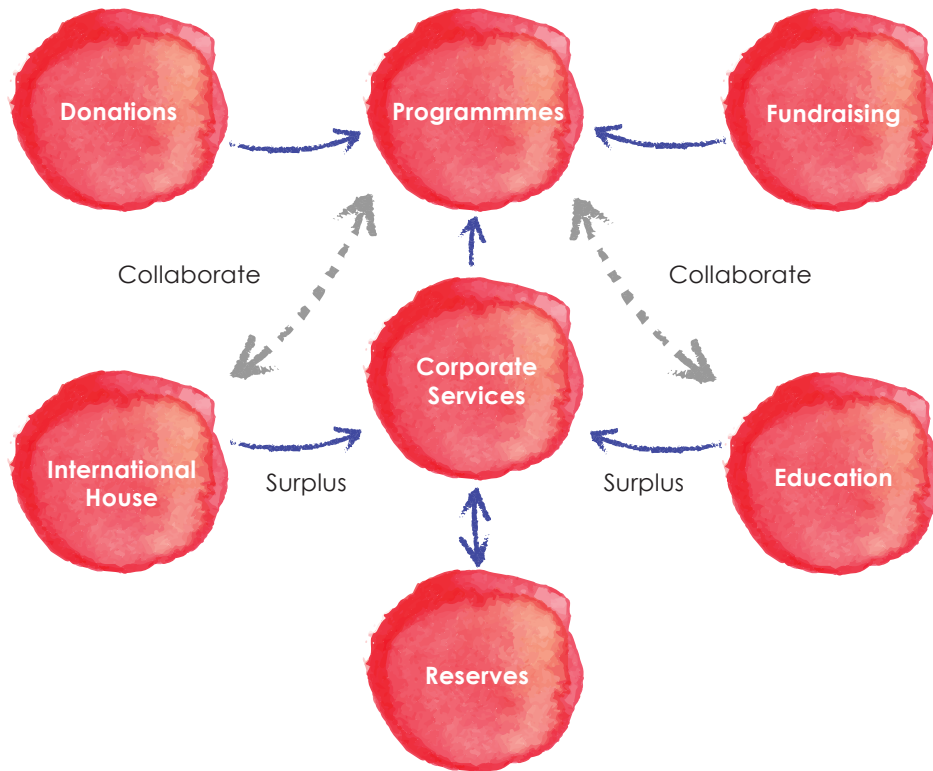
The Association has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service and the Charity Council.

The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

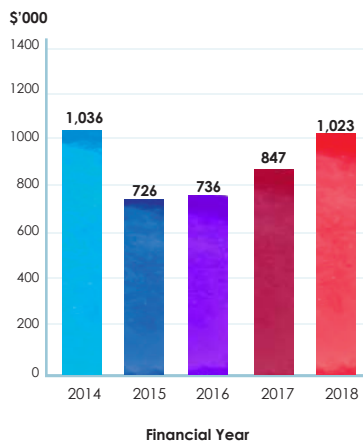
The operating surpluses of social enterprises in YMCA International House and YMCA Education Services, as well as the support of regular donors and fund raising, has allowed YMCA to achieve financial stability.



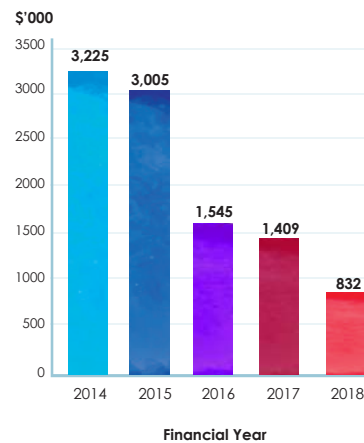
## FINANCIAL STRATEGY



### NET SURPLUSES OF DONATION AND FUNDRAISING



### NET SURPLUSES OF SOCIAL ENTERPRISES



# FINANCIAL INFORMATION

For the year ended  
31 December 2018

The full audited financial statements can be viewed at the  
YMCA of Singapore's corporate website [www.ymca.org.sg](http://www.ymca.org.sg).

## FINANCIAL INFORMATION FOR YEAR ENDED 31 DECEMBER 2018

	2018	2017
STATEMENT OF FINANCIAL POSITION	S\$'000	S\$'000
Non-Current Assets	5,689	5,778
Current Assets	28,830	29,609
Total Assets	<u>34,519</u>	<u>35,387</u>
Total Liabilities	<u>(5,614)</u>	<u>(5,239)</u>
TOTAL FUNDS	<u>28,905</u>	<u>30,148</u>

### STATEMENT OF COMPREHENSIVE INCOME

Revenue:		
Education	12,696	13,151
International House	5,666	5,826
Membership and Corporate Activities	413	406
Community Services	540	567
Volunteer & Youth Development Programmes	541	537
International Service & Outdoor Programmes	2,174	2,408
Donations & Fund Raising Events	1,293	1,049
Investment Income	568	537
Other Income	615	446
	<u>24,506</u>	<u>24,927</u>
Costs:		
Education	11,001	10,764
International House	6,529	6,804
Membership and Corporate Activities	742	710
Community Services	1,721	1,874
Volunteer & Youth Development Programmes	995	975
International Service & Outdoor Programmes	2,210	2,458
Donations & Fund Raising Events	270	202
Other Operating Expenses	735	836
Investment Expenses / Loss	1,349	38
Non-Operating Expenses / Income	82	130
	<u>25,634</u>	<u>24,791</u>
TOTAL COMPREHENSIVE (LOSS)/INCOME	<u>(1,128)</u>	<u>136</u>

### STATEMENT OF CASHFLOW

Net cash effect of operating activities	701	1,316
Net cash effect of investing activities	(420)	(9,722)
Net change in cash and cash equivalents	281	(8,406)
Cash and cash equivalents as at 1 January	<u>11,492</u>	<u>19,898</u>
Cash and cash equivalents as at 31 December	<u>11,773</u>	<u>11,492</u>



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