



SINGAPORE  
SINCE 1902

*Impacting*

LIVES

*Nurturing*

COMMUNITY CHAMPIONS

ANNUAL REPORT 2016

# REMEMBERING Mr S R Nathan

3 JULY 1924 – 22 AUGUST 2016

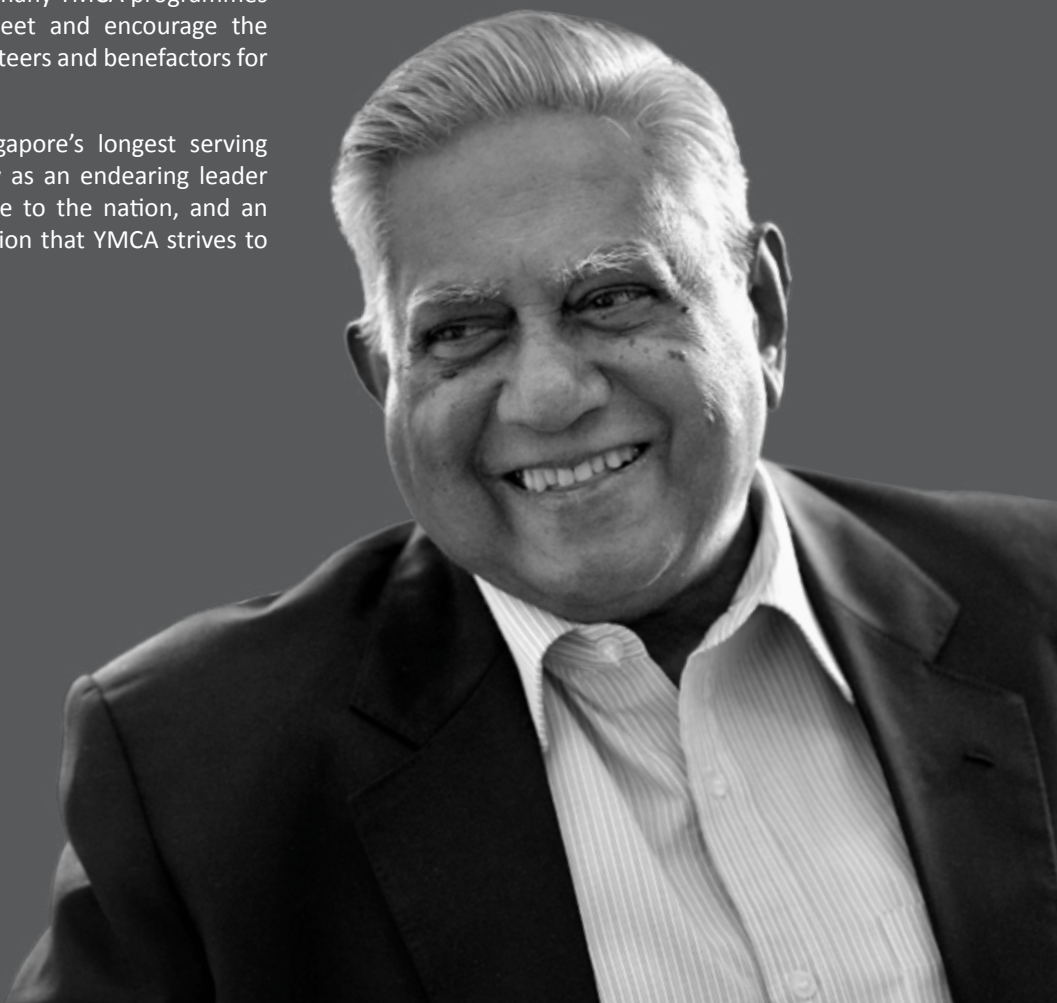
"YMCA is a service organisation. Its programmes have changed from what it used to be when I was a young boy, where emphasis was on physical education. Today YMCA engages in a range of activities and there are many more areas of civic duty for members of YMCA and YMCA as an organisation to take part in."

– Mr S R Nathan, 26 March 2012

**Honorary Life Member (2012 - 2016)**  
**Patron in Chief (2006 - 2011)**

During his tenure as the 6<sup>th</sup> President of the Republic of Singapore, Mr S R Nathan was Patron in Chief of the YMCA of Singapore from 2006 to 2011. Despite his heavy commitments and tremendous responsibilities, Mr S R Nathan graciously accepted our invitations to attend many YMCA programmes and events over the years to meet and encourage the beneficiaries as well as thank volunteers and benefactors for their contributions.

While we grieve the loss of Singapore's longest serving President, we honour his memory as an endearing leader who rendered a lifetime of service to the nation, and an epitome of the community champion that YMCA strives to nurture among youths today.



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## REMEMBERING

# Dr Robert Loh Choo Kiat

26 APRIL 1925 – 31 JANUARY 2017

"We should promote active citizenry amongst our people. And how do we do that? By promoting people to become volunteers right from the beginning. You can be a volunteer when you have the money but it is when you learn the art and philosophy of volunteerism from a young age that the spirit will prevail through life with you. You feel a sense of fulfilment when you help others in whatever you do."

– Dr Robert Loh, 27 August 2013

**Honorary Life Member (2011 – 2017)**

**Trustee (1984 – 2017)**

**President (1970 – 1992)**

**Board Member (1962 – 2011)**

The late Dr Robert Loh was a philanthropist and a shining example of a faithful steward in the Lord's service in his lifetime. Though he lent his support to various charitable causes, the YMCA of Singapore had a special place in his heart. As a young boy, Dr Loh had joined the YMCA as a Junior member in 1937. Passing it every day walking to and from school, the YMCA soon became like a second home to him as he participated in many wholesome recreational activities here with his school mates.

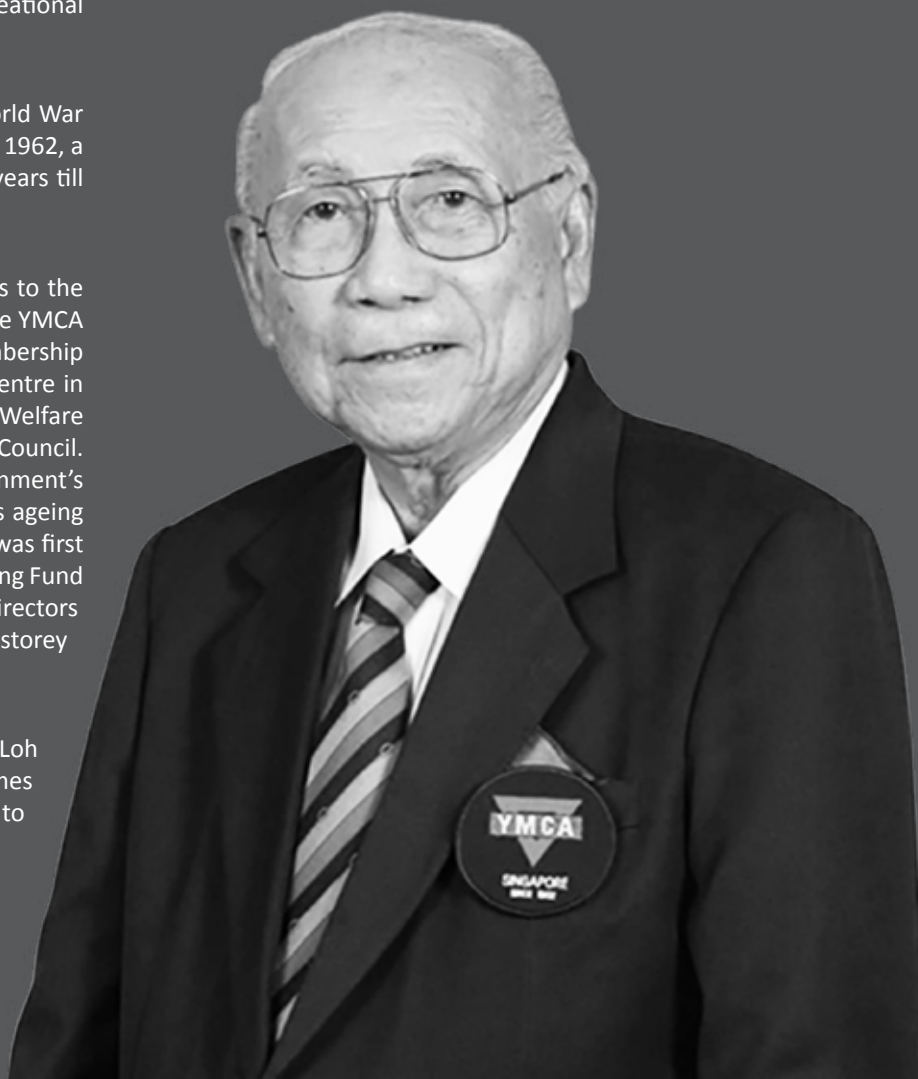
Dr Loh became a Full member after the Second World War and was invited to stand for election to the Board in 1962, a station at which he faithfully served for almost 50 years till his retirement in 2011.

During Dr Loh's tenure as President in the seventies to the early nineties, his contribution included changing the YMCA of Singapore Constitution to offer women full membership privileges in 1977 and setting up a Social Service Centre in Ang Mo Kio, a joint project with the Asian Women's Welfare Association and the Singapore Anglican Welfare Council. Dr Loh was also instrumental in securing the government's approval for YMCA of Singapore's plan to rebuild its ageing Edwardian-style building on 1 Orchard Road which was first opened in 1911. He donated generously to the Building Fund and it is through his efforts, supported by other Directors and donors that we have today in existence the nine-storey YMCA complex.

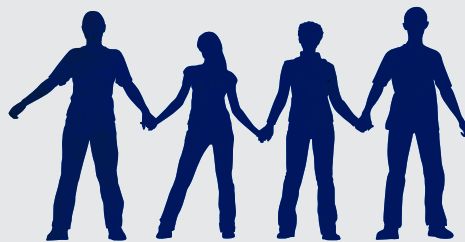
Following his retirement from the Board, Dr Loh continued to support the YMCA's various programmes by attending several major events and donating to

support fundraising efforts. He also initiated and sponsored the YMCA's Y Makan Fellowship, a monthly community service programme that seeks to bring cheer to the elderly by treating them to a sumptuous meal and having youth volunteers befriend and interact with them over songs, games and other fun activities.

While we mourn the loss of Dr Robert Loh, we honour his memory as a stalwart supporter and benefactor of the YMCA of Singapore and the social service sector, and a community champion who has lived a life devoted to service.



## 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.

## Core Values



### 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

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.

YMCA of Singapore is a member of the following organisations:

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

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# President's MESSAGE

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While the external environment for voluntary welfare organisations (VWO) remains challenging with the subdued economy, our community have shown resilience, determination and a shared sense of purpose, working effectively as a unified voice to impact lives and nurture community champions. While the obstacles have been many – what has shone through is the steadfast commitment by YMCA to bring cheer and hope to the lives of the less privileged.

## COMMUNITY SERVICES

Community service remains a strong cornerstone of YMCA. Through structured and sustained local and overseas community service programmes, we continue to bring fellow Singaporeans together to serve the less privileged, which include the intellectually and physically challenged, under-privileged children, the hearing impaired, the elderly and the poor. At the same time, we are building relationships amongst the various volunteers, and most importantly, we are working towards building a compassionate and resilient society.

## VOLUNTEER DEVELOPMENT

Much of the success of YMCA's programmes are only possible with the help of volunteers. Coming from all walks of life, our volunteers have shown that every one of us can play a part and help those in need. Through their acts of service, they bring valuable positive impact on people, communities and society in general. While the beneficiaries are the direct recipients of our programmes, our volunteers will gain new perspectives and valuable life experience through their volunteering journey with us.

## YOUTH EMPOWERMENT

As a youth organisation, YMCA plants the seeds of servant leadership in the

lives of our youth and set them on the path towards lifelong service to the community. This includes engaging youth in programmes that provide opportunities for them to be attuned to the needs of the community, equipping them with the skills and knowledge to serve with excellence through structured training and development programmes, and providing them with the platforms to step up and lead their peers and other like-minded youths in making a positive difference in the community.

## LOOKING AHEAD

A customer relationship management system and portal will be implemented to help automate internal processes, enabling us to cultivate stronger relationships with volunteers, members and donors and most importantly engage the community better.

The next 12 months will continue to see several upgrades and refurbishments of the building to provide an enhanced living experience for our guests.

All in all, we are heartened by the strong support from volunteers, donors, sponsors and members who have played a pivotal role in helping YMCA arrive to where it is today, and for multiplying our efforts. We look forward to another exciting and fulfilling year ahead as we continue to impact lives and nurture community champions.

In His Service,  
**Eric Teng**  
President

## Dear Members and Friends,

The passing of Dr Robert Loh Choo Kiat on 31 January 2017 was an immensely sad day for all of us at YMCA. The late Dr Loh was the longest serving President of YMCA of Singapore for 22 years from 1970 to 1992. A community champion who has lived a life devoted to service, Dr Loh was a stalwart supporter of the YMCA of Singapore and the social service sector.

We remember the late Mr S R Nathan as the Patron-in-Chief of the YMCA of Singapore from 2006 to 2011 during his tenure as the 6th President of the Republic of Singapore. Despite his heavy commitments and tremendous responsibilities, Mr S R Nathan graciously accepted our invitation to attend many YMCA programmes and events over the years.

Both the late Dr Robert Loh Choo Kiat and Mr S R Nathan were YMCA Honorary Life members. While we mourn their passing, we celebrate their life and commemorate their legacy. The cover design of the Annual Report is in Grayscale in remembrance of Dr Loh and Mr Nathan.

# 2016 *Year in Review*

## *Community Services*



19,359  
beneficiaries



5,717 hours  
in counselling/intervention  
& engagement



\$28,669  
disbursed to support  
underprivileged families

## *Volunteer Development*



9,928  
volunteers mobilised



3,102  
hours of volunteer  
training conducted



140,589  
hours of voluntary  
service

## *Youth Empowerment*



12,561  
young community  
champions engaged



300  
members in  
3  
university youth  
service clubs



\$870,378  
raised by youths for causes  
they are passionate about

## Healthy Living



5,302

YMCA members



839

participants in  
outdoor and adventure  
programmes



1,227

subscriptions in  
fitness and dance  
programmes

## Education



2,059

students nurtured through YMCA's  
Child Development Centres and  
Student Care Centres



166

students enrolled  
in YMCA Higher  
Education's MBA  
programme



71

students enrolled  
in tuition and  
enrichment classes



160

students enrolled in YMCA School

## Hospitality



67,752

guests stayed at  
YMCA International House



87%

occupancy rate

# Board of Directors

## PATRON IN CHIEF

His Excellency **Dr Tony Tan Keng Yam**  
*President of the Republic of Singapore*

## OFFICE BEARERS

**Mr Eric Teng Heng Chew**  
*President*

**Mr Leslie Wong Kin Wah**  
*Vice President*

**Mr Ooi Boon Hoe**  
*Vice President*

**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*

**Dr Tan Sze Wee**  
*Honorary Treasurer*

## EXECUTIVE COMMITTEE

**Mr Eric Teng Heng Chew**  
*President*

**Mr Leslie Wong Kin Wah**  
*Vice President*

**Mr Ooi Boon Hoe**  
*Vice President*

**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*

**Dr Tan Sze Wee**  
*Honorary Treasurer*

**Ms Koh Shaw Luan**  
*Member*

**Mr Tam Chee Chong**  
*Member*

## BOARD OF TRUSTEES

**Mr Lee Liat Cheng**

**Dr Robert Loh Choo Kiat** (*deceased Jan 2017*)

**Mr Cecil V R Wong**

**Mr David Wong Cheong Fook**

## HONORARY LIFE MEMBERS

**Mr Shaw Vee Meng**

**Mr Harold Shaw**

**Dr Robert Loh Choo Kiat** (*deceased Jan 2017*)

**Mr Cecil V R Wong**

**Mr S R Nathan** (*deceased Aug 2016*)

## HONORARY CHAPLAINS

**Rev Dr Kow Shih Ming**  
*Pastor-in-Charge, Wesley Methodist Church (till Nov 2016)*

**Rev Stanley Chua**  
*Pastor-in-Charge, Wesley Methodist Church (from Nov 2016)*

**Rev Dr Peter Poon**  
*Acting Senior Minister & Christian Education Director,  
Orchard Road Presbyterian Church*

## HONORARY LEGAL COUNSELS

**Mr Peter Sim Swee Yam**

**Mr Laurence John Wee**

## BANKERS

**Citibank**

**DBS**

**HSBC**

## AUDITOR

**Kreston David Yeung PAC**



**Mr Eric Teng Heng Chew**  
**BBM**  
*President*



**Mr Leslie Wong Kin Wah**  
*Vice President*



**Dr Tan Sze Wee**  
*Honorary Treasurer*



**Mr Samuel Chan Wei Mun**



**Mr Ho Chee Hon**



**Ms Koh Shaw Luan**



**Mr Tan Eng Beng**



**Mr Peter Tay Yew Beng**

## Advisory Council



**Mr Ooi Boon Hoe**  
*Vice President*



**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*



**Mr S Dhanabalan**  
*Chairman*



**Mr Andrew Ang**  
**PBM**



**Mr Albert Ching**  
**Liang Heng**



**Dr Thomas Choong**  
**Ying Chuan**



**Mr Khoo Boon Hui**  
**PPA, PBS, PJG**



**Mr Jonathan Larsen**



**Mrs Magdalene Sik**  
**Swee Hiang**



**Mr Tam Chee Chong**



**Mr Lee Liat Cheng**  
**BBM**



**Mr Tan Gee Paw**  
**PPA, PJG**



**Mr Teo Eng Cheong**



**Mr Teo Zi-Ming**



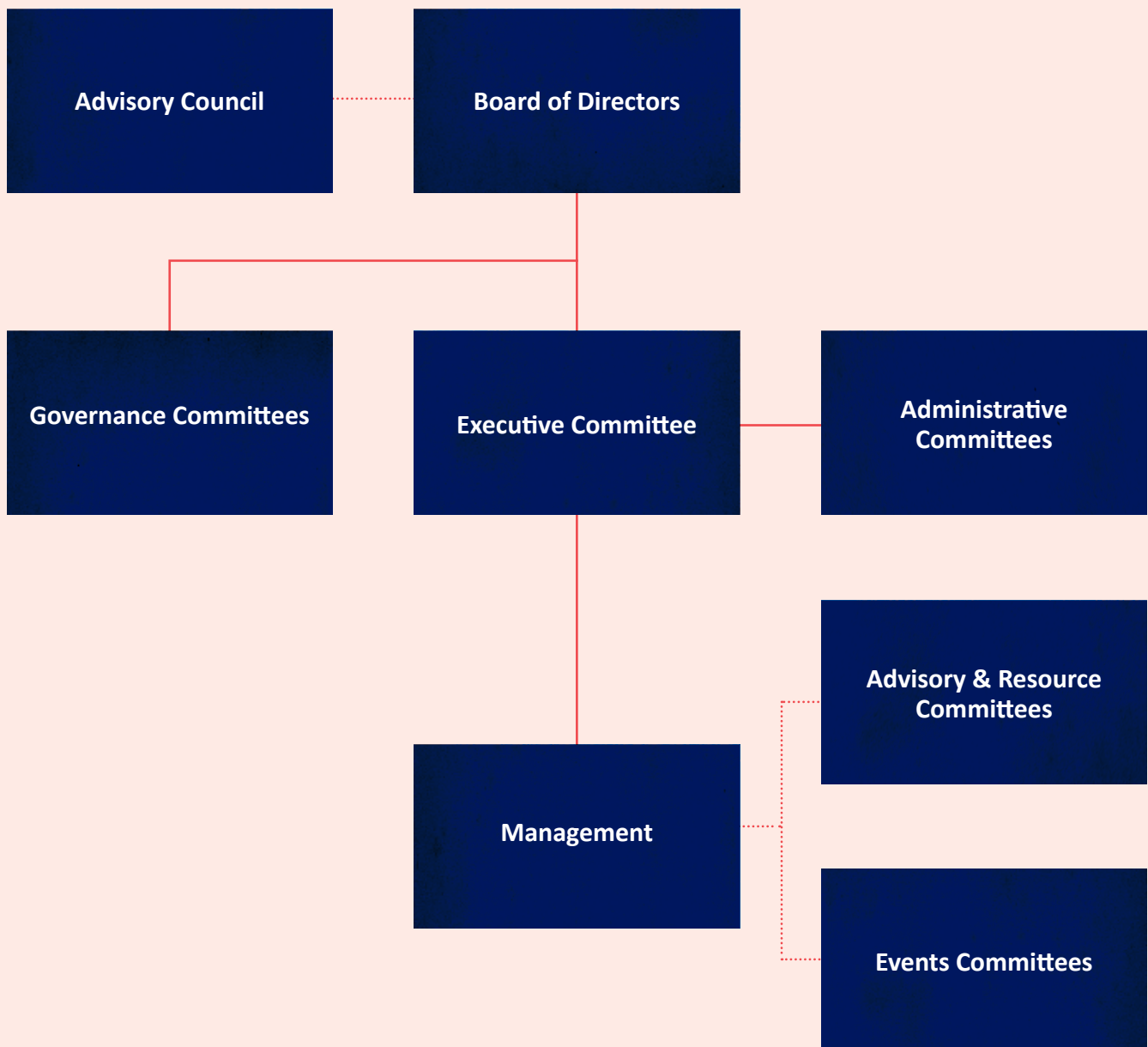
**Mrs Mildred Tan**  
**BBM**



**Mr Tay Puan Siong**  
**JP, PBM**

# Organisational STRUCTURE

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# Management TEAM

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## SENIOR MANAGEMENT

**Mr Lo Chee Wen**

General Secretary

**Ms Lynette Yeo**

Assistant General Secretary, Social Enterprises

**Mr Francis Chong**

General Manager, Corporate Services

**Mr Joseph Chow**

General Manager, International House

**Ms Yap Lai Ping** *(joined 6 March 2017)*

General Manager, Human Resources & Admin

**Ms Karen Wee** *(joined 3 April 2017)*

General Manager, Programmes

## SOCIAL ENTERPRISES

**Mrs Helen Tan**

Superintendent, YMCA School &  
Principal, YMCA Learning Centre

**Mr William Tan**

Principal, YMCA School

**Mr Joe Heng**

Head, Higher Education & Business Development

**Ms Guo Weimin**

Head, Student Care Centres

**Ms Mabel Chia**

Cluster Principal, Child Development Centres

**Ms Tok Mei Ji**

Cluster Supervisor, Student Care Centres

**Ms Elsie Kwow**

Senior Manager, International House

## PROGRAMMES

**Mr Andrew Leo**

Assistant General Manager, Programmes

**Mr Victor Poh**

Senior Manager, Domestic Programmes

**Mr Evan Sim**

Senior Manager, Volunteers Programme &  
Youth Development Programmes

**Mr Shanon Lim**

Assistant Manager, Project Bridge

## CORPORATE SERVICES

**Mr Tan Heng Khuan** *(joined 1 March 2017)*

Assistant General Manager, Finance

**Mr Samuel Ng**

Manager, Corporate Affairs

# Committees

## AUDIT COMMITTEE

Mr Tam Chee Chong (*Chairman*)  
Mr Peter Tay  
Mr David Wong  
Mr Samuel Chan  
Dr Tan Sze Wee (*Ex-Officio*)  
Mr David Goh (*Secretariat*)

## NOMINATIONS COMMITTEE

Mr Peter Tay Yew Beng (*Chairman*)  
Mr Tay Puan Siong  
Mr Lee Liat Cheng  
Mr David Wong  
Dr Robert Loh (*deceased Jan 2017*)  
Mr Leslie Wong  
Mr Lo Chee Wen (*Secretariat*)

## STAFF COMMITTEE

Ms Koh Shaw Luan (*Chairman*)  
Mr Stephen Loh  
Mr Leslie Wong  
Mrs Magdalene Sik  
Mr Lakshmi Narayanan  
Ms Karen Chou  
Ms Claris Oon (*Secretariat*)

## EDUCATION COMMITTEE

Mr Kenneth Tan (*Co-Chair*)  
Dr Thomas Choong (*Co-Chair*)  
Mrs Magdalene Sik (*Vice Chair*)  
Mrs Chan Jee Kun  
Mrs Susan Chan  
Mr Andrew Chew  
Ms Carolyn Lints  
Ms Pauline Tan  
Mrs Irene Tay-Koh Chye Choo  
Ms Lynette Yeo (*Secretariat*)

## YMCA INTERNATIONAL HOUSE COMMITTEE

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

## PUBLICITY COMMITTEE

Mr Ho Chee Hon (*Chairman*)  
Ms Leanne Sim  
Mr Thomas Pramotedham  
Mr Samuel Ng (*Secretariat*)

## YMCA PROJECT BRIDGE COMMITTEE

Mr Stephen Loh (*Chairman*)  
Mr Eric Teng  
Mr Teo Zi-Ming  
Mr Lee Liat Cheng  
Mr David Wong  
Mr Edward Ong  
Ms Packiam Williams  
Mr Shanon Lim (*Secretariat*)

## PROGRAMMES COMMITTEE

Mr Teo Zi-Ming (*Chairman*)  
Mr Samuel Chan  
Mr Daniel Ng  
Mr Teo Eng Cheong  
Ms Abigail Chan  
Mr Zhao Wen Wei  
Mr Wayne Tan  
Mr Victor Poh (*Secretariat*)

## YMCA EDUCATION CENTRE ACADEMIC & EXAMINATION BOARDS

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

## YMCA FACES COMMITTEE

Mr Bryan Tan (*Chairman*)  
Mr Steven Chia  
Dr Chong Kian Tai  
Mr Quek Kwang Yong  
Ms Loo Tze Lui  
Ms Ronda Ng Doswell  
Ms Eunice Tan  
Ms Tan Sze Wee  
Ms Melissa Khoo  
Ms Kimberly Lee (*Secretariat*)

## YMCA-NUS BUSINESS SCHOOL VOLUNTEER SERVICE MANAGEMENT PROGRAMME COMMITTEE

Mr Albert Ching (*Chairman*)  
Mr Peter Tay  
Prof Albert Teo  
Mr Edward Lee  
Dr Anne Marie Guitierrez  
Ms Gracelyn Ho  
Mr Chua Hung Meng  
Mr Henry Tie (*Secretariat till Jan 2017*)  
Ms Samantha Seah (*Secretariat till Apr 2017*)  
Ms Cheong Li Chye (*Secretariat*)

## INVESTMENT COMMITTEE

Mr Samuel Chan (*Chairman*)  
Dr Tan Sze Wee  
Dr Thomas Choong  
Mr Chew Kwee San  
Mr Colin Chen  
Mr Kok Toong Keong (*Secretariat*)

## TENDER COMMITTEE

Mr Tan Eng Beng (*Chairman*)  
Dr Tan Sze Wee  
Mr Samuel Chan  
Mr Francis Chong (*Secretariat*)

## IT COMMITTEE

Mr Leslie Wong (*Chairman*)  
Mr Jason Chin  
Mr William Hioe  
Mr Victor Yeo  
Dr Thomas Choong  
Mr Evan Sim (*Secretariat*)  
Mr Kisahwan Tan (*Secretariat*)

## 17<sup>TH</sup> YMCA CHARITY GOLF 2016 COMMITTEE

Mr Ee Kuo-Ren (*Chairman*)  
Dr Thomas Choong  
Mr Jimmy Goh  
Mr Peter Tay  
Mr Peter Sim  
Ms Jean Chan  
Ms Annie Lin  
Ms Karen Chan  
Mr David Lim  
Mr Linus Lin  
Ms Samantha Seah (*Secretariat*)  
Mr Henry Tie (*Secretariat*)  
Ms Yvonne Teo (*Secretariat*)  
Ms Sheila Ratnam  
(*Secretariat till Apr 2016*)

## YMCA GIVING GALA 2016 COMMITTEE

Mr Peter Tay (*Chairman*)  
Mr Ooi Boon Hoe  
Mr Peter Sim  
Mr Eric Teng  
Mr Ivan Koh  
Dr Thomas Choong  
Ms Gracelyn Ho  
Ms Samantha Seah (*Secretariat*)  
Mr Francis Chong (*Secretariat*)  
Ms Jean Chai (*Secretariat*)  
Mr Randall Chng (*Secretariat*)  
Ms Joni Chen (*Secretariat*)

### 10<sup>TH</sup> YMCA MANDARIN SPEAKING AWARDS COMMITTEE

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

### 30<sup>TH</sup> YMCA PLAIN ENGLISH SPEAKING AWARDS COMMITTEE

Mr Bryan Tan (*Chairman*)  
Mr Simon Charles Reynolds  
Mr John Tan  
Ms Bozena Rupnik  
Mrs Vimala Alexander  
Ms Lim Geok Leng  
Ms Jennifer Yin  
Ms Yeo Si Hwee  
Ms Jean Chai (*Secretariat*)

### CITI-YMCA YOUTH FOR CAUSES 2016 COMMITTEE

Mr Ho Chee Hon (*Chairman*)  
Mr Leslie Wong  
Mr Steven Chia  
Mr Ooi Boon Hoe  
Mr Thomas Pramotedham  
Mr Adam Rahman  
Ms Jacquelyn Tan  
Dr Ting See Ho  
Ms Samantha Seah (*Secretariat*)  
Mr Andrew Leo (*Secretariat*)  
Mr David Lee (*Secretariat*)  
Ms Shirllyn Tan (*Secretariat*)  
Ms Cheryl Chen (*Secretariat*)

### CITI-YMCA YOUTH FOR CAUSES 2016 SELECTION & AWARDS COMMITTEE

Mr Thomas Pramotedham (*Chairman*)  
Dr Benjamin Tan  
Mr Steven Chia  
Mr Owen Hawkes  
Mr Ho Chee Hon  
Mr Leslie Wong  
Ms Caroline Loke  
Ms Ng Hau Yee  
Ms Ong Ee Ing  
Ms Jacquelyn Tan  
Ms Samantha Seah (*Secretariat*)  
Mr Andrew Leo (*Secretariat*)  
Mr David Lee (*Secretariat*)  
Ms Shirllyn Tan (*Secretariat*)  
Ms Cheryl Chen (*Secretariat*)

### UNI-Y NANYANG TECHNOLOGICAL UNIVERSITY EXECUTIVE COMMITTEE

Mr Wong Yun Hong (*President*)  
Mr Kwek Wei Han David  
(*Vice-President*)  
Ms Cheryl Yeo Xin Hui (*Vice-President*)  
Ms Tay Hui Yu  
Mr Amos Kuek Qi Xiang  
Ms Ong Lay Peng Annabelle  
Ms Lim Li Ying  
Mr Patrick Yao Jiyi  
Ms Eileen Lin  
Ms Han Jing Wei  
Mr Tan Wen Kai  
Ms Valerie Yeo Kai Yan

### UNI-Y NATIONAL UNIVERSITY OF SINGAPORE EXECUTIVE COMMITTEE

Mr Tan Jing Qun (*President*)  
Ms Li Dongyu (*Vice-President*)  
Mr Tan Jian Hui Scott (*Vice-President*)  
Ms Chng Hui Shan Chloe  
(*Vice-President*)  
Ms Charlotte Yu Wenyan  
Ms Tan Shi Bei  
Ms Shanisse Goh Xin Xuan  
Ms Annora Choong Sii Munn  
Ms Seah Yi Qin  
Mr Ho Xiang Le (*Gladwin*)  
Mr Ng Yi Jun  
Ms Boey Wai Leng  
Ms Chelsi Teo Qizi  
Mr Ian Tan Yangda  
Ms Li Xinyi

### UNI-Y SINGAPORE MANAGEMENT UNIVERSITY EXECUTIVE COMMITTEE

Ms Clara Chong (*President*)  
Ms Lim Jia En (*Vice-President*)  
Ms Tan Yi, Rachel (*Vice-President*)  
Ms Lynette Chang Yu Bin (*Vice-President*)  
Mr Lam Geng Wei  
Ms Goh Hui Ting  
Ms Joey Lee  
Mr Ang Kah Eng Emmanuel  
Ms Aw Jie Shi  
Mr Jason Leung Jia Jian  
Mr Cher Wee Siang Calvin  
Ms Chang Xiao Lin Tania  
Ms Kathy Boey Siu Ching  
Ms Vivian Hu Huimin  
Ms Lim Yuet Mei Yanin  
Ms Suherman Kartika Sari

### Y COMMUNITY SERVICE CLUB SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN EXECUTIVE COMMITTEE

Mr Chua Rui De (*President*)  
Mr Ng Wei Quan (*Vice President*)  
Ms Lim Sui Xin  
Mr Siteo Wing Yan Samuel  
Ms Lim Shi Ying Candice

### INTERNATIONAL Y'S MEN'S CLUB OF SINGAPORE (ALPHA CHAPTER)

Mr Ivan Koh (*President*)  
Mr Daniel Ng (*Vice-President*)  
Mr Peter Tay (*Immediate Past President*)  
Ms Patricia Lim (*Hon. Secretary*)  
Mr David Lua (*Hon. Treasurer/Inventory*)  
Rev Dr P J John (*Christian Emphasis*)  
Mr Daniel Ng (*Community Service*)  
Mr Lee Liat Cheng (*Fellowship*)  
Mr Edward Ong  
(*Leadership Training & Development*)  
Mr James Tan (*Membership*)  
Ms Chan Soon Sim (*Programme*)  
Mr Peter Tay (*Projects*)  
Ms John Yap (*Publicity/Media*)  
Mr Freddie Lee (*Sports & Recreation*)  
Mr Jason Lee (*Youth*)  
Ms Doris Moh (*World Outlook*)

### YMCA ENGLISH TOASTMASTERS CLUB

Mr Arun Sharma (*President*)  
Ms Suzanne Loh (*Vice-President*)  
Mr Iwan Yang (*Vice-President*)  
Mr Macgyver Ng (*Vice-President*)  
Mr Shamila Perera (*Vice-President*)  
Ms Prathiba Mittal (*Secretary*)  
Ms Supriya Shamila (*Secretary*)  
Ms Chee Lian Di (*Treasurer*)  
Mr Ho Wen Tsern (*Treasurer*)  
Mr Kiran Kumar Rai (*Sergeant-at-Arms*)  
Mr Pankaj Kumar Roy (*Sergeant-at-Arms*)  
Mr Arun Sharma (*Immediate Past President*)  
Mr Ernest Chen (*Club Adviser*)  
Mr Chew Ban Seng (*Club Adviser*)

### SINGAPORE MANDARIN (YMCA) TOASTMASTERS CLUB

Ms Ling Zhang (*President*)  
Ms Barbara Kang (*Vice-President*)  
Ms Jin Chen (*Vice-President*)  
Ms Le Peng (*Vice-President*)  
Mr Chek Meng Bok (*Secretary*)  
Ms Latt Latt Soe Htay (*Treasurer*)  
Ms Jen Leann Liao (*Sergeant-at-Arms*)

### 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 Ros Cheong (*Membership Secretary*)  
Ms Amy Lee  
Ms Grace Lee

*As stipulated in the YMCA Constitution, President and General Secretary of YMCA of Singapore are ex-officios in all YMCA Committees. The above committees are appointed for the period of 2016/2017.*

A group of children in school uniforms are seated at a table, focused on their work. The children are wearing light blue and white striped shirts. The background is slightly blurred, showing more children and a red wall. The overall atmosphere is one of concentration and learning.

# *Impacting* LIVES

YMCA of Singapore strives to be a channel of blessing to impact the lives of all members of the community regardless of race, language or religion, through its various programmes, services and enterprises.



“ Yan Tong looks forward to the photography sessions, especially those held outdoors, as he gets the opportunity to socialise with his peers and the volunteers.”

Tay Chor Yong, Yan Tong's mother



As an individual with special needs, Yan Tong enjoys the photography sessions conducted by Y Photo Club which empowers him to tap into his natural artistic ability, allowing him to express his creativity, build self-esteem and confidence. The programme has provided him with a holistic opportunity to learn a new skill and at the same time pick up a new hobby, while opening lines of communication between him, his peers and the volunteers. His photographic ability has won him various awards, boosting his self-confidence greatly.

# YMCA–Tan Chin Tuan Community Service Programmes



As part of the 2016 President's Challenge Volunteer Drive (PCVD), YMCA of Singapore held the annual YMCA Proms @ the Park concert and carnival on 16 July 2016 to encourage more people – both at the corporate and individual level – to volunteer their time, and contribute ideas and skills to make Singapore a more caring and compassionate society. President Tony Tan Keng Yam, Patron-in-Chief of the YMCA of Singapore, graced the event.



Organised over two days from 29 to 30 September 2016 at Toa Payoh HDB Hub, YMCA Silver Fiesta 2016 took on an active, healthy ageing approach by encouraging the elderly to participate in exercise workouts, sports and dance to experience a greater sense of well-being.



Themed 'Setting Sail', the December run of Y Camp Challenge took place from 2 to 4 December 2016, with participation from 61 beneficiaries who went through a series of camp activities such as Amazing Race, station games and more which focused on team building to promote social integration between the beneficiaries and volunteers. These activities also challenged the preconceived limits and boundaries of the beneficiaries so as to increase their confidence and resilience.

## *Social Outcome in Numbers*



3,156  
beneficiaries



3,537  
volunteers



16  
structured programmes



51,653  
hours of voluntary  
service

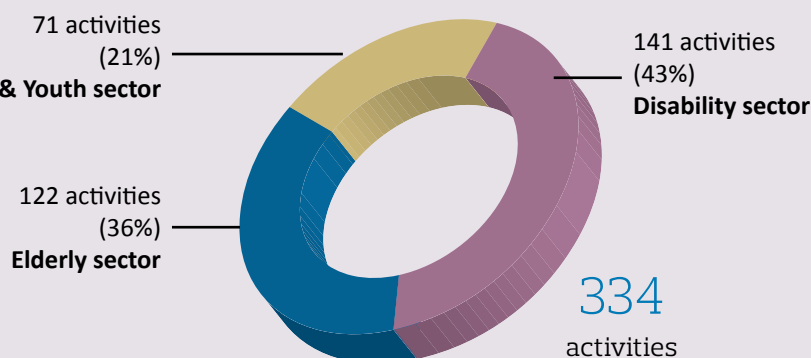


42  
partnering voluntary  
welfare organisations

71 activities  
(21%)  
**Children & Youth sector**


122 activities  
(36%)  
**Elderly sector**

141 activities  
(43%)  
**Disability sector**



“I'm becoming more hardworking, because if I stayed at home, I would be very lazy and wouldn't go anywhere to look for a job. I feel quite calm when I'm with the horses and I think I'm very lucky to be able to work with these big animals.”

Nilla Islawatie Yussni

A photograph of a young woman, Nilla Islawatie Yussni, standing next to a dark horse with a white blaze on its face. She is wearing a green polo shirt with a logo that includes the letters 'RDA'. She is smiling and looking towards the camera. The background shows a stable area with a fence and some trees.

Struggling to cope with her studies and feeling dejected with her poor grades, Nilla began skipping school and eventually dropped out in Secondary 3. To help her start afresh, a social worker encouraged Nilla to join the YMCA Project Bridge Vocational and Soft Skills Programme (VaSSP). She jumped at the opportunity to pursue horse stable management because of her love of animals. Nilla's efforts have paid off; she completed a job placement at the Riding for the Disabled Association of Singapore and is now employed as a stable hand at the Association. The programme has imbued her with a sense of responsibility and the determination to chase her dreams.

## YMCA Project Bridge



In celebration of Youth Day, YMCA Project Bridge held an International Youth Day event on 12 August 2016. Attended by 20 youths, 8 UniSIM volunteers and 12 volunteer performers, the event aimed to inspire and also showcase the talents of the youths. Guest performers included Ted Jorden, Empire Dock and PLAY. The youth performances consisted of a Kendama performance and the rest of the music were played by The Black Serenade and GT band.



The YMCA Project Bridge VaSSP graduation ceremony took place on 25 November 2016 and was attended by over 100 guests who gathered to celebrate the achievements of 73 graduates who received their certificates for completing the programme.



A 2 day 1 night camp was conducted from 14 to 15 December 2016 for 18 youths at YMCA Project Bridge Youth Centre and Camp Challenge Sembawang. The camp aimed to build character, confidence and foster lasting friendships in the youths through a series of outdoor activities. With the help of four volunteers, the youths took part in amazing race, water rafting, camp fire and a session of gift exchange between parent and child.

## *Social Impact in Numbers*



577

youths reached



5,717

hours in counselling/  
intervention & engagement




90

volunteers



1,120

hours of voluntary  
service

A woman with dark hair tied in a ponytail with a pink scrunchie, wearing a bright yellow t-shirt and dark shorts, stands with her back to the camera on a paved sidewalk. She is looking down a road that has white lane markings and black-and-white striped curbs. To her right is a metal railing and some tall, thin, reddish-brown plants. The background shows a grassy area and some trees under a bright sky.

“ It was a relief to get support through the transport and grocery vouchers. Not having to spend money on food means I can pay the electricity and other bills. ”

Patricia Sim

Patricia and her family faced a crisis when she lost her job due to the sudden closure of her company. A change in circumstances left the sole breadwinner isolated and scared when her finances plummeted. With three children under one roof and having to care for her ailing mother, Patricia picked up all kinds of odd jobs to make ends meet while seeking full-time employment, but it wasn't enough to support her family of five. She was then referred to the YMCA Financial Assistance and Capability for Employment Scheme (FACES) and was given transport and grocery vouchers which provided relief to her financial burdens.

## YMCA FACES



On 14 January 2016, YMCA hosted over 20 representatives from 18 partnering organisations at the YMCA FACES Partners' Appreciation Dinner to celebrate another year of successful and fruitful partnership in extending short-term emergency financial aid to needy families who fall through the gaps.

### *Social Outcome in Numbers*



36

families helped



\$28,669

disbursed

“After joining BBLC, I have changed a lot in terms of my behavior. I stopped arguing with my family and began to work hard. I can now read, write and converse in English with the volunteers from Singapore. With a strong foundation in English language, I will be able to secure a good job in the future.”

Chamreun Boun

Chamreun was in and out of trouble for most of his young life, and headed down the wrong path. He then entered the Boys' Brigade Learning Centre (BBLC) in Cambodia and spent four years picking up English courses, art and life skills which were taught by volunteer teams from YMCA. That helped turn his life around. Through hard work and perseverance, with support from his family and friends, Chamreun graduated from BBLC with a diploma, which enabled him to continue his studies in the university, where he majors in Agriculture. He is now a volunteer with USAID in Cambodia, helping to improve the lives of other Cambodians in vulnerable communities through a range of programmes.

# YMCA International Service Programmes



Some 200 corporate volunteers from Woh Hup (Private) Limited raised over \$56,000 and built a community facility named “Love and Care Centre” for the elderly and youth in the Sankhampeang District of Chiang Mai, Thailand over the course of eight months from August 2015 to March 2016.



YMCA of Singapore celebrated the 10th anniversary of partnership with the Boys’ Brigade Learning Centre in Siem Reap, Cambodia on 24 May 2016. The decade long partnership has enabled a steady stream of volunteer teams to be engaged and mobilised to impart Language skills to the youths via the YMCA English Language Programme.



YMCA of Singapore collaborated with Etch Empathy and National Youth Council to offer volunteer development programmes, providing interactive sessions and talks designed to allow participants to build an understanding on important aspects of volunteering that need to be considered before embarking on an overseas community service trip. This is part of the three volunteer training and sharing sessions that were organised, reaching out to 220 participants.

## Social Outcome in Numbers



15,626  
beneficiaries



1,361  
volunteers



87,816  
hours of voluntary service



61  
trips



10  
countries



3  
volunteer training  
and sharing sessions

| Country     | Number of beneficiaries | Number of trips | Number of volunteers |
|-------------|-------------------------|-----------------|----------------------|
| Cambodia    | 4,345                   | 17              | 323                  |
| China       | 1,350                   | 4               | 78                   |
| Indonesia   | 2,040                   | 7               | 153                  |
| Laos        | 950                     | 4               | 85                   |
| Myanmar     | 220                     | 3               | 53                   |
| Nepal       | 1,020                   | 3               | 48                   |
| Philippines | 800                     | 4               | 78                   |
| Sri Lanka   | 404                     | 1               | 13                   |
| Thailand    | 710                     | 8               | 273                  |
| Vietnam     | 3,787                   | 10              | 257                  |

“My target is to actively pursue fencing and constantly push myself beyond my limits. With faith in God and belief in myself, anything is possible.”

Maxine Wong



Maxine Wong started fencing when she was seven years old. She has been a YMCA associate youth member since 2008. Over the years, she gradually became more serious about the sport and began to fence competitively. Now 16, Maxine is a national fencer in the National Cadet and Junior Team for Women's Foil. Since 2008, she has been training at YMCA under our Russian coach. Fencing enabled Maxine to challenge herself both physically and mentally, and taught her to be positive, resilient and fearless. Through the competitions, she has also learned to be courageous, to never give up, to overcome her own weakness and to be composed under pressure.

## YMCA Membership

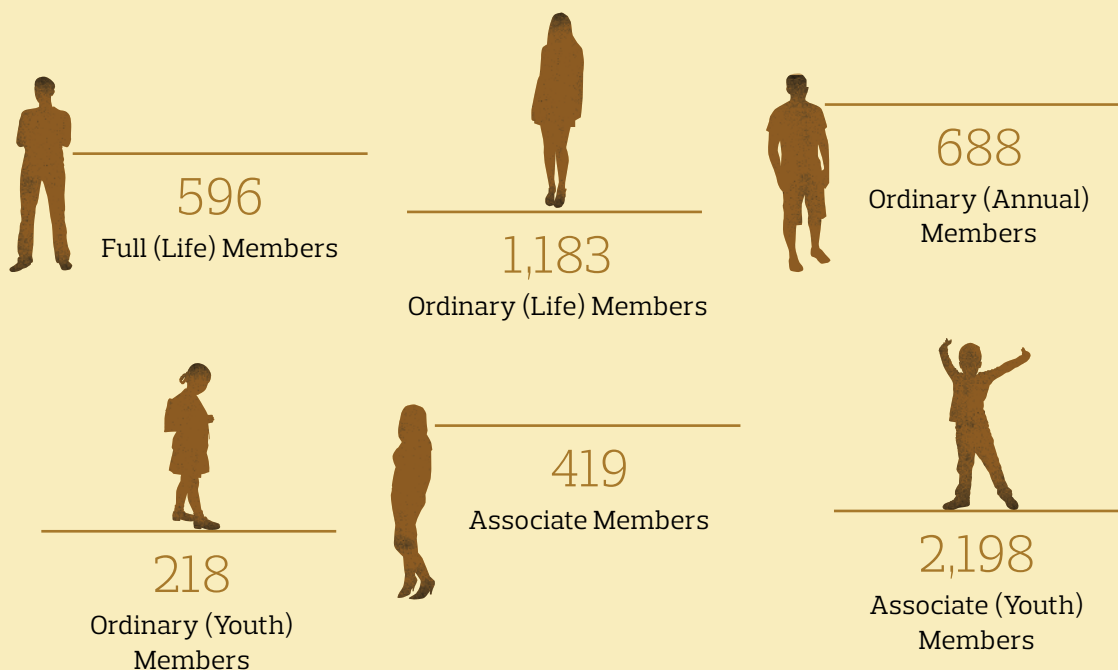


A Korean Language class was introduced, enabling members to read and write Hangeul vocabulary and grammar, while learning basic conversation skills.



To further enrich the lives of members, YMCA partnered with merchants of varying industries such as Believer Music, My Art Space and Raffles Medical Group to offer exclusive privileges to support our members on their journey towards achieving a healthier body, mind and spirit.

### *Summary in Numbers*



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“The best moments happen when a student can learn to swim without fear.”

Phillip Wong



A swimming instructor with YMCA for 25 years, Phillip has helped many in the community to overcome their fear of water and learn to swim successfully. His passion and commitment to imparting good swimming foundation and skills to both adults and children has earned him many clients because he gives them individual attention and corrects their swim strokes patiently. With his vast experience, Phillip is able to coach adults with chronic conditions such as arthritis and asthma, enabling them to overcome perceived limitations and gain the benefits of the low impact exercise which improves their health.

# YMCA Fitness and Dance Programmes



Partnering Country Line Dance Association (Singapore), YMCA of Singapore introduced line dancing as an addition to the fitness and dance programmes offered to members, providing them with the opportunity to learn basic foot patterns and get physical exercise while having fun with fellow line dancers.

## Summary in Numbers

### FITNESS SUBSCRIPTIONS



Swimming

149



Boogie Bounce

11



Aqua Pregnancy

5



Fencing

360



Gym

319



Gym Personal Training

25

### DANCE SUBSCRIPTIONS



Ballet

121



Zumba

135



Line Dance

102

“There are fleeting magical moments in life that are etched in our minds to be triggered and savoured by actions linked to those moments.”

Yap Chin Kong



Chin Kong was going through a stressful life event in 2015 when his prayers were answered by a tiny voice and a challenge: “go climb a mountain”. It was barely three weeks before the Y Trek in Xueshan and one last place was available. Thus began a journey out of his comfort zone into trekking. The breathtaking landscape, fresh crisp mountain air, the sensation of being above the clouds and right in God’s creation gave him a sense of optimism, adventure, camaraderie and an infectious positive energy with great company. Having really enjoyed his first trekking venture, Chin Kong soon found himself on more than 10 trekking trips to countries such as Hong Kong, Indonesia, Japan and Mongolia with YMCA Outdoor and Adventure Programmes in 2016 alone.

## YMCA Outdoor and Adventure Programmes



In partnership with Tozanso YMCA, YMCA of Singapore organised a trek to a new destination - Mount Fuji, Japan from 3 to 6 September 2016. The trip participants took a contemplative walk through Japanese forests to ascend up Japan's highest peak at 3,776m and was embraced by one of Asia's enamoured sunrises.



Located in the heart of the beautiful and protected wilderness of the Annapurna Sanctuary, the Annapurna Base Camp trek which is a new destination offered a panoramic view of the Annapurna Range as the trip participants trekked alongside terraced rice paddies, lush rhododendron forests and high altitude landscapes from 2 to 11 September 2016.



Mount Yushan, located within the vast, pristine and rugged environ of Yushan National Park in Taiwan is the third of Y Trek's new destinations in 2016. The sheer beauty of Yushan made scaling a memorable as well as rewarding experience for the trip participants from 5 to 9 November 2016. Along the trail, the participants passed through a great variety of ecosystems from subtropical rainforests, fir forests to bamboo groves with scenic lookout points of the surrounding canyons and valleys.

### Summary in Numbers



“ The karaoke sessions motivate and bring joy to the participants and allow us to meet people and know new friends. ”

Melvyn Chiang



A member of Parkinson Society Singapore, Melvyn joined the Karaoke support group organised by International Y's Men's Club of Singapore (Alpha Chapter) in 2013. The Karaoke sessions serve as a form of therapy for Melvyn and other members, helping to strengthen their vocal cord muscles and enabling them to speak louder and better. This helps to improve the physical, mental and emotional well-being of Melvyn as he meets new friends and bond with them over a common interest.

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



For the ninth year running, in partnership with Parkinson Society Singapore, the International Y's Men's Club of Singapore (Alpha Chapter) organised monthly karaoke sessions held at YMCA of Singapore for people with Parkinson. Karaoke has been found to be an effective therapy in arresting the entropy of the vocal cords, helping to improve the lives of the participants. These sessions are also a platform for music lovers to have fun and socialise through singing.



During the year, the Club supported YMCA by volunteering at YMCA Flag Day 2016, YMCA Proms @ the Park 2016 and adopting SARAH Seniors Activity Centre for Y Outing. Through Y Outing, the Club brought the wheelchair-bound elderly for monthly grocery shopping and meals. The Club also hosted lunch for 100 beneficiaries during the Mid-Autumn Festival and Christmas.



The Club also taught basic dialects to YMCA volunteers, enabling them to better engage and communicate with the elderly beneficiaries they serve.

### *Summary in Numbers*



25  
members

“ I have found joy in seeking my life goal as a toastmaster, that is the joy of inspiring others as I aspire to become a better speaker and leader. ”

Suzanne Loh



Suzanne could never be thankful enough for the day she decided to join the YMCA Toastmasters Club in October 2014, as it has transformed her world, and now she would never settle for anything less. It marked the start of a public speaking journey where she rediscovered her strength in training and communications. Over the past two years, she took on the role of Secretary and subsequently Vice President for Education, which greatly improved her leadership skills as she mentors and guides new members to be confident and authentic speakers. Suzanne had also carried her passion for public speaking to a deeper level through organising the YMCA SG50 Speech Marathon in December 2015 and World Speech Day Singapore in 2016.

# YMCA Toastmasters Club



On 15 March 2016, members from YMCA Toastmasters Club joined hands with other like-minded public speaking advocates to organise Singapore's first World Speech Day event at Lee Kong Chian Auditorium in YMCA. Themed 'A Better World', over 100 speakers comprising civic groups, individuals and advocates of various causes spoke on how society could do our part to help the less privileged.



As part of the toastmasters' tradition to build excellence in public speaking, YMCA Toastmasters Club organised the International Speech and Table Topics Contest in March 2016 and the Humorous Speech & Evaluation Contest in August 2016. The contests provided opportunities for the speakers to gain contest experience and learn from one another.



The Singapore Mandarin (YMCA) Toastmasters Club, an interest group of YMCA of Singapore serves the needs of the English speaking toastmasters who want to practise their Mandarin in front of an audience. The members come from China, France, Malaysia, Myanmar and Singapore, with 20% guests from overseas. In 2016, the club conducted various workshops and participated in area speech contests.

## Summary in Numbers



YMCA Toastmasters Club

62  
members



Singapore Mandarin (YMCA)  
Toastmasters Club

23  
members

“Folk dancing is fantastic for the body, mind and soul. It helps me to de-stress, both physically and mentally.”

Juliana Tay



Juliana found her passion in folk dance when she first attended a lesson with the YMCA Folk Dance Group. Over the years, she has embarked on a journey into the world of Folk Dance, which includes Armenian, Bulgarian, Israeli, Turkish and dances from the tribes in Taiwan and many other various dances. The group dances help Juliana and her friends feel togetherness and foster a sense of community while keeping healthy and fit.

## YMCA Folk Dance Group



YMCA Folk Dance Group hosted an Exchange Programme with participants from Taiwan, Hong Kong and Singapore from 3 to 8 June 2016. The visitors toured Singapore and spent three days in Rawa Island, Malaysia with the YMCA Folk Dance Group members where they participated in dance activities and water sports.



In 2016, YMCA Folk Dance Group conducted three basic 3-month dance courses and also organised four gatherings with an average of 50 participants per session.

### *Summary in Numbers*



58

life members

“YMCA has become a second home for me. I have never worked in such a warm environment, one in which every co-worker truly cares about the other.”

Sally Ow



Not long after she gave birth to her daughter, Sally lost her husband in a car accident and was left to support and raise her daughter alone. Through a friend's recommendation, she found employment at YMCA as a housekeeping attendant. The sincerity, friendliness and care of her co-workers brought relief to her as she went through some of the most painful moments in her life. Fast forward 30 years, her daughter has earned a degree and holds a stable job. The cheerful senior is still working at YMCA and faces each day with optimism and dedicates her life to her family and work.

# YMCA International House



YMCA International House presents a welcoming sanctuary away from the hustle and bustle of the city. As a social enterprise of the YMCA of Singapore, surpluses from YMCA International House are channelled to meet the corporate costs of YMCA and sustain various YMCA community service programmes.



With various reservations methods, YMCA International House is able to better reach guests.



With the inclusion of a welcome letter in every guest room, YMCA is able to engage with the guests through the sharing of YMCA's programmes and how their stay helps to benefit the community YMCA serves.

## Summary in Numbers

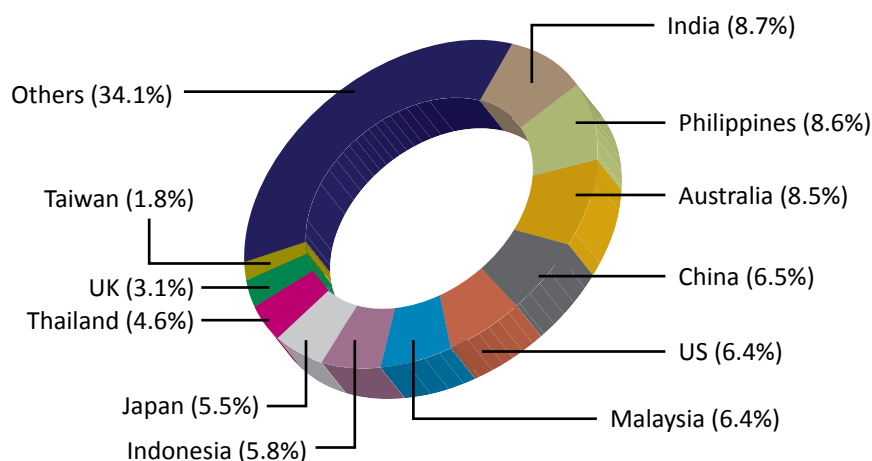


67,752  
guests stayed at  
YMCA International House



87%  
occupancy rate

## Nationalities of guests



“ I am thankful for the dedication, guidance and support of my tutor throughout the tuition programme. My grades have shot up and so has my confidence! ”

Ricky Zeng

When Ricky was in Secondary 3, he decided to attempt taking Elementary Mathematics and Additional Mathematics for the GCE 'O' Level Examinations. Soon after he signed up for the subjects, he realised that he couldn't handle them due to a lack of content knowledge. Ricky knew he had to seek help and enrolled himself into YMCA Learning Centre's tuition programme. His tutor helped assess his areas of weakness and eventually rebuilt Ricky's confidence in the subjects. Gradually, Ricky saw a sharp improvement in his grades and achieved a stellar performance in his exams.

## YMCA Learning Centre



A new Math programme, the Math Booster will be implemented in 2017. Specially designed for students from Kindergarten 1 to Primary 6, the programme is developed by ex-MOE teachers and PSLE markers. The distinctiveness of the Math Booster lies in its progressive and systematic approach of classifying complex math problem sums to facilitate effective and efficient learning, understanding, recall and revision.



YMCA Learning Centre kicked off the first MBA level study tour. MBA students from Nepal came to YMCA for a one-week International Business Experience Camp. The students were taught global marketing knowledge and its application in global business context.

### *Summary in Numbers*



71

students enrolled in tuition and enrichment classes



483

overseas students participated in the study tour programmes






# *Nurturing* COMMUNITY CHAMPIONS

YMCA of Singapore seeks to develop the 'heart-ware' for Singapore through its programme and service infrastructure, building a resilient and compassionate society through sustainable community engagement programmes and nurturing socially responsible community champions.

“ VSMP provided a new entrant like me with a comprehensive introduction to useful management concepts and skills. It was also a great pleasure connecting and collaborating with like-minded individuals from other VWOs during this learning journey. ”

Lim Wan Yin

A portrait of Lim Wan Yin, a woman with short dark hair and bangs, smiling warmly. She is wearing a white sleeveless top with a decorative lace collar. The background is a plain, light-colored wall.

As a Community Engagement Executive with Children's Aid Society, Wan Yin builds partnerships with community supporters who are keen to contribute to her organisation and residents through volunteerism and philanthropic means. Attending the YMCA-NUS Business School Volunteer Service Management Programme (VSMP) has equipped her with the skills and knowledge to implement controls and reduce risks for her organisation's fundraising campaigns. It also gave her an opportunity to connect and collaborate with like-minded individuals during the learning journey. Following the completion of the programme, Wan Yin used the planning, marketing and fundraising skills she acquired to develop a festive fundraising campaign where the proceeds were channelled towards defraying the costs of residential care operations at Melrose Home.

## YMCA-Lim Kim San Volunteers Programme



The June and September 2016 intakes of the YMCA-NUS Business School Volunteer Service Management Programme saw a total of 67 participants which included volunteers and staff of non-profit organisations. Over the course of three weeks, participants were equipped with skills and knowledge in areas including events management and safety management to implement service projects successfully.



More than 160 corporate volunteers, 500 beneficiaries from 20 voluntary welfare organisations (VWOs) came together at the YMCA Proms @ the Park 2016 which was held on 16 July 2016 at Empress Lawn. The event seeks to promote corporate social responsibility by matching organisations with VWOs, with the aim of bringing cheer to the beneficiaries through an afternoon of music and games in a carnival-like setting.



The YMCA-Lim Kim San Volunteer Awards Night 2017 was held on 20 January 2017 to honour individual and corporate volunteers who have made significant and outstanding contributions through the various YMCA programmes in 2016. Over 80 individuals, corporations and organisations received awards across five categories. Four volunteers received the Volunteer of the Year Award for their sterling efforts for not only volunteering, but also inspiring others to serve the community.

### *Social Outcome in Numbers*



**9,928**  
volunteers  
mobilised



**3,102**  
hours of volunteer  
training conducted



**21**  
corporations engaged to  
serve the community

“There’s so much each of us can do, in our own small ways. Never underestimate what you can achieve with a passionate heart and determination.”

Ivan Tang

Ivan started his journey in Citi-YMCA Youth For Causes when he was 15. Together with three other classmates, they raised funds and awareness for the Singapore Association of the Visually Handicapped. The inspiring experience gave him the opportunity to witness how mentally strong the beneficiaries were despite being visually-impaired. With a desire to share this experience and journey alongside new participating teams while continuing to serve the community, Ivan joined the YFC Alumni Committee as a member in 2015 and Chairman in 2016 and 2017. Since then, he has forged friendships with many passionate individuals and used his experience to support the programme through peer mentorship, publicity and event management.



## Citi-YMCA Youth For Causes



In its 14th edition, Citi-YMCA Youth For Causes (YFC) wrapped up its 2016 programme with a celebration of youths, organisations and stakeholders who have made outstanding contributions to the community on 15 November 2016 at the YMCA of Singapore. Minister for Education (Schools) & Second Minister for Transport Mr Ng Chee Meng graced the event as Guest-of-Honour. A community initiative started by Citi and YMCA of Singapore, YFC promotes social entrepreneurship and community development among Singapore youths through providing youths aged 15 to 25 with a platform which includes seed funding, training and volunteer mentorship for executing self-initiated projects to raise public awareness, funds and mobilise volunteers for Voluntary Welfare Organisations (VWOs) of their choice.

### *Social Outcome in Numbers*



158

proposal submissions



26

schools represented by

100

selected teams



9,549<sup>\*\*</sup>

volunteers mobilised



46

VWOs supported



2,201,551<sup>\*\*</sup>

public outreach



\$870,378

raised

<sup>\*\*</sup>Figures are extracted from the Participants' Final Reports

“It's always about serving others. Through love, through trust and through hope. It's a beautiful cycle of being inspired, and then inspiring others.”

Sharlene Wong

An encounter with the intellectually challenged beneficiaries changed Sharlene's outlook on life. A participant at Uni-Y Step Up 2012, Sharlene had an opportunity to interact with them as part of the camp's community service component. Witnessing first-hand how her little act of encouragement could help those with special needs overcome their preconceived limits through rock-climbing led to Sharlene's decision to join Uni-Y, where she rose through the ranks to eventually take on leadership roles and mentor new volunteers. Having acquired a passion for community work from her volunteering experiences, Sharlene continues to serve actively after graduating through Y Camp Challenge, where she is part of the organising committee, helping to plan the programme and logistics.



## University–YMCA Singapore



The 2016 Uni-Y Step Up Freshmen Orientation Camp saw a total of 143 campers from NTU, NUS and SMU engaged in activities to develop social awareness and challenged to see things from a different perspective at various venues. The participants also brought cheer to 303 beneficiaries from Comnet Family Service Centre @ Ang Mo Kio, Lakeside Family Services, Ren Ci Community Hospital and Thye Hua Kwan Seniors Activity Centre at Telok Blangah Crescent by interacting with them through songs and games.



Held at YMCA of Singapore and SMU on 10 and 11 September 2016, 31 participants attended the 2-day Uni-Y Leadership and Management Programme (LAMP) planned and executed by 10 members of the tri Uni-Y Holistic Enrichment Department. Through various leadership frameworks, lively group discussions and participation in creative experiential learning, the participants were equipped with leadership competencies. The participants also had the opportunity to know more about Uni-Y Singapore through an informal interaction session with the current ExCo members.



Partnering SMU Social Sciences Society (SMU SOSCIETY), Uni-Y organised a dialogue cum networking session as part of the YMCA Conversation Series on 8 October 2016. Led by Dr Tan Lai Yong, the event focused on discussion topics revolving around “The Heart of Service”, providing a platform for VWO personnel to share their experience and industry insight and bring across the idea that service starts at home.

## *Social Outcome in Numbers*



7,872  
hours of voluntary  
service



1,967  
volunteers in  
attendance



218  
new volunteers



87  
sessions of local  
voluntary service



7  
international  
service trips



11  
personal and leadership  
development programmes



2  
social enterprises

A young woman with dark hair and glasses, wearing a white shirt, a blue tie, and a dark blue vest, stands outdoors. She is smiling and looking towards the camera. The background is a blurred outdoor setting with greenery and a wooden fence.

“The elderly really needs our love and attention. It was meaningful to speak their story, so that others can get to know them as equal individuals, rather than nameless ‘elderlies’.”

Wu Weiying

Live with curiosity, love with sincerity. These are the words that best describe Weiying, a student at CHIJ St Nicholas Girls' School. Sharing a different narrative, she spoke for the underrepresented elderly through her encounter with an elderly man when she participated in an experiential learning trip to Singapore Christian Home. Her inspiring speech won her the title of the Upper Secondary Champion at the 10th YMCA Mandarin Speaking Awards, while opening her eyes and heart to see and feel her community with clarity and sincerity.

## YMCA Speaking Awards



2016 marked the 10th and 30th anniversary of the YMCA Mandarin Speaking Awards (MSA) and YMCA Plain English Speaking Awards (PESA), which aimed to develop students' abilities to think and communicate effectively, sharpen their English and Mandarin speaking skills and build their self-confidence. The YMCA English and Mandarin Speaking Awards Ceremony was held at the Centre for Performing Arts, Anglo-Chinese Junior College on 16 September 2016. Mr Ng Chee Meng, then Acting Minister for Education (Schools) and Senior Minister of State, Ministry of Transport graced the event as Guest-of-Honour.

### *Summary in Numbers*

#### **30<sup>th</sup> YMCA Plain English Speaking Awards 2016**

28 June – 30 August



414

participants from

169

schools

#### **10<sup>th</sup> YMCA Mandarin Speaking Awards 2016**

16 March – 26 April



231

participants from

62

schools

“ I really appreciate the teachers for showing so much love, concern and patience towards Chloe. She really enjoys going to school every day and I have witnessed her progress in all areas. ”

Yvonne Cheong, Chloe's mother



For children, change can be challenging, scary or unnerving – requiring time for adjustment. But this fear was totally unfounded when Yvonne sent her daughter Chloe to attend YMCA’s Child Development Centre (CDC) at Zhenghua when she was two and a half years old. Now a Kindergarten 2 student, Chloe loves going to school and has progressed in all areas through the nurturing environment, displaying values such as being caring towards her classmates when they are unwell and giving her mother a helping hand by reading her 9-month old sister stories when her mother is busy.

## YMCA Child Development Centres



On 26 January 2016, 36 Kindergarten children from YMCA CDC @ Zhenghua visited Bo Tien Day Care Activity Centre for the Elderly and interacted with the elderly through sing-along sessions and craft activities.



On 5 February 2016, 32 Kindergarten children from YMCA CDC @ Woodlands presented a song and dance item which brought festive cheer to the seniors at Silver Circle (Marsiling) as they engaged them in a craft-making session. During the Christmas season, the children visited the elderly again on 21 December 2016, this time bringing Christmas carols and dances which brightened their day.



Decked in superheroes costume, 10 Kindergarten 2 children from YMCA CDC @ Bukit Batok flagged off the Race Against Cancer 2016 with Guest-of-Honour, Ms Grace Fu, Minister for Culture, Community and Youth on 3 July 2016 at East Coast Park. Organised by Singapore Cancer Society and SingTel, the event aimed to raise funds for cancer treatment subsidies, welfare assistance, cancer rehabilitation, hospice care and treatments.

### *Summary in Numbers*



217

children attended  
our centres

“ I enjoy making the piggy banks using the plastic bottles. I was a bit scared to sell the items but when people buy them, I am very happy. ”

Darrius Lim



Participation in the Junior Entrepreneurship Programme has ignited the entrepreneurial spirit of Darrius Lim, a student at YMCA Student Care Centre @ Springdale Primary School. Beyond fostering a love for business and culture of entrepreneurship, the experience enabled Darrius to step out of his comfort zone as he sold his crafts to the visitors at the Sengkang South Little Entrepreneurs Bazaar to help raise funds for students in need. The values of patience, hardwork and empathy will go a long way toward making Darrius more self-sufficient, responsible and independent, moulding him into becoming an enterprising young adult.

## YMCA Student Care Centres



In 2016, Sport Stacking was introduced across YMCA Student Care Centres as one of the enrichment programmes. Over 200 primary school students pitted their stacking skills at the Singapore Cup Stacking Championship 2016 on 11 June 2016 at YMCA of Singapore, displaying good sportsmanship and teamwork in the team events. The competition provided a platform for the students to build self-esteem and confidence, enhance team building and social skills with their peers and foster bonding with family members.



On 4 November 2016, Punggol Park CC YEC invited 100 less privileged students from YMCA Student Care Centres for a Sports Carnival held at Yio Chu Kang Primary School where the students had an opportunity to experience Bubble Soccer, Captain's Ball and learn basic first aid.



60 less privileged students from YMCA Student Care Centres participated in the "Wishing upon a Star 2016" project organised by Punggol Park CC YEC. The students were invited to a high tea session and each received a \$40 Popular Bookstore and \$10 NTUC FairPrice vouchers.

### *Summary in Numbers*



1,842

students nurtured  
through YMCA's  
Student Care Centres



41%

increase from 2015



22

Student Care Centres

“My participation in YMCA Silver Fiesta brought about a meaningful and enriching experience. I felt really happy that I was able to put a smile on the faces of the elderly.”

Huang Yuchun



Spending time with the elderly at YMCA Silver Fiesta and YMCA Proms @ the Park in 2016, YMCA School student Yuchun found that a simple smile could open many doors and that bridging the gap between age, generational and language differences was just literally a touch away. Assigned the role of a befriender, Yuchun accompanied the elderly and assisted them as they participated in the activities. The meaningful and enriching volunteering experience opened her eyes to the needs of the elderly and reminded her of the value of filial piety.

## YMCA School



The annual YMCA School Adventure Camp took place from 6 to 8 April 2016 at the Boys' Brigade Girls' Brigade (BBGB) Sembawang Campsite. 98 students participated in high-element activities, outdoor field cooking, canoeing and water rafting activities. These activities fostered teamwork amongst the students and made them more resilient in overcoming challenges.



On 24 August 2016, selected student representatives from YMCA School paid tribute to the late President S R Nathan, who passed away on 22 August at the age of 92. The students visited the tribute corner outside the Istana and presented the two tribute boards penned by YMCA School students, teachers and staff, and dropped off the condolence cards into the designated boxes.



In 2016, 30 students from YMCA School received the National Youth Achievement Award (NYAA) Bronze award for the very first time. The NYAA aims to develop personal qualities of self-reliance, perseverance and a sense of responsibility to oneself and to society in young people. Mr Lo Chee Wen, General Secretary, YMCA of Singapore presented the NYAA certificates to the recipients on 3 October 2016. The presentation ceremony culminated in a lunch reception.

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### *Summary in Numbers*


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160

students enrolled in  
YMCA School



**“I think the greatest happiness is to see how the students have become stronger and more matured. Their perseverance and leadership skills have left a lasting impression on me.”**

**Liang Xiuming**

In early 2016, Strathclyde MBA alumna Liang Xiuming signed up to be a volunteer mentor in Citi-YMCA Youth For Causes for a simple reason: an opportunity to work together with youths to do something meaningful and create a positive impact in the society. Her dedication and invaluable support to the team helped them raise a considerable amount of funds for the benefitting organisation. The team received three awards and Xiuming was awarded the Supportive Mentor Award. She believed in the capabilities of her students and was always there for them. Her greatest happiness was to be a part of their journey and witnessed how they had become stronger and more matured.

## YMCA Higher Education



A total of 32 students graduated from the University of Strathclyde MBA programme in 2016, six with distinctions. They received their scrolls from Professor Ian Wooton, Associate Principal & Vice Dean (International), Strathclyde Business School at the Strathclyde Business School MBA Graduation Presentation Ceremony 2016. The distinction holders were honoured with a YMCA Book Prize, which was presented to them by Mr Lo Chee Wen, General Secretary, YMCA of Singapore.

Mr Ang Jiancai was presented with the International MBA Class Prize for Analytical Support for Decision Making. The award is given to the two best performing students in each of the six core classes across eight centres worldwide.



In 2016, YMCA Higher Education partnered Strathclyde Business School Alumni Office to organise three networking events on 17 May, 22 June and 19 December. The May and December sessions were held at YMCA of Singapore while the June session was held at Intercontinental Hotel. Over 150 people attended the networking sessions, which were platforms for the alumni to establish a social network to reconnect members with the University and foster the spirit of volunteerism in social work, through alumni community engagement.



Strathclyde Business School has been named 'Business School of the Year' at the Times Higher Education Awards 2016 in November 2016 in London for its outstanding overall performance and its innovative and entrepreneurial outlook.

The Business School of the Year award was for the business school which demonstrated 'the most outstanding overall performance during the 2014-15 academic year'. Evidence had to be shown of performance against indicators such as innovation, teaching, research, student experience, alumni relations and development.

## Summary in Numbers



166

students enrolled in  
University of Strathclyde  
MBA programme



58

new students commenced  
enrolment in 2016



32

students graduated

6

with distinction



97%

pass rate

# INTERNATIONAL

## *Fellowship & Relations*

YMCA of Singapore establishes and maintains harmonious relations with fellow YMCA movements in the region. YMCA of Singapore is a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia-Pacific. YMCA of Singapore is also a part of a network of nine Twinning YMCAs in the region.

### *February 2016*

#### **4<sup>th</sup> National General Secretaries Meeting**



Mr Lo Chee Wen, General Secretary, YMCA of Singapore represented YMCA of Singapore to attend the 4<sup>th</sup> National General Secretaries Meeting on 15 February 2016. Held at YMCA Chiang Mai, the event was attended by 55 YMCA movements worldwide.

#### **Uni-Y Study Mission in Hong Kong**



A Uni-Y Singapore Study Mission was held from 19 to 22 February 2016 at the Chinese YMCA of Hong Kong, with participation from 12 students comprising Presidents, Vice-Presidents and selected directors from Uni-Y NTU, Uni-Y NUS, Uni-Y SMU and two YMCA Youth Development Programmes staff.

### *March 2016*

#### **Visit to YMCA George Williams College**

Mr Lo Chee Wen, General Secretary, YMCA of Singapore, visited YMCA George



Williams College in London on 3 March 2016. He met with Ms Maxine Green, Principal and Chief Executive Officer of the college where she shared with Mr Lo about the college and brought him for a tour around the building.



#### **Visit by YMCA India**

Mr Lo Chee Wen, General Secretary, and Ms Samantha Seah, Assistant General Secretary (Programmes), YMCA of Singapore hosted YMCA India on 14 March 2016 for dinner

and a tour of the building. Both organisations then gave a sharing on each other's activities and programmes.

#### **Osaka YMCA Study Mission in Singapore**

Uni-Y Singapore hosted their counterparts from Osaka YMCA from 23 to 26 March 2016 for a study mission. The local team brought the Osaka visitors around and exchanged ideas on the development of Uni-Y.



## May 2016

### 4th East Asia YMCA Urban Network



Hosted by Taichung YMCA from 12 to 14 May 2016, the annual 3-day conference was built around the theme “Transitioning from discussion to Action”. Conversations focused on putting into action the plans made from the previous EAYUN conference held in Shanghai last year.

### Uni-Y Internships

5 Uni-Y members embarked on internships with Chinese YMCA of Hong Kong, Tainan YMCA and Osaka YMCA from June to August 2016. The interns were involved in roles from administrative tasks to conference planning and participated in a cultural exchange programme.



### Osaka Global Youth Conference

Nicholas Lai from Uni-Y NUS participated in the Osaka Global Youth Conference, organised by Osaka YMCA which seeks to provide an opportunity for young people to get involved in tackling social and political issues and engaged in group workshops.

## September 2016

### Visit to National Council YMCAs of Sri Lanka



Mr Lo Chee Wen, General Secretary, YMCA of Singapore visited the National Council YMCAs of Sri Lanka where he was invited to present on Building Sustainability into Social Service Organisations.

### Visit by YMCA Hitotsubashi Dormitory



Four members from YMCA Hitotsubashi Dormitory visited YMCA of Singapore on 26 September 2016 to learn more about the youth development programmes at Uni-Y SMU.

## November 2016

### Visit by President of World Alliance of YMCAs



YMCA of Singapore was glad to host Mr Peter Posner, President, World Alliance of YMCAs on 16 November 2016. He visited the YMCA Project Bridge Youth Centre to learn more about YMCA of Singapore's work in interventional youth engagement.

# Fundraising



## 17<sup>TH</sup> YMCA CHARITY GOLF @ SINGAPORE ISLAND COUNTRY CLUB

12 APRIL 2016

Over \$270,000 raised for YMCA-Lim Kim San Volunteers Programme

## YMCA FLAG DAY

15 JUNE 2016

Over \$60,000 raised by 450 volunteers for YMCA Community Service Programmes



## YMCA GIVING GALA @ CARLTON HOTEL

12 OCTOBER 2016

Over \$286,000 raised for YMCA Community Service Programmes

# Thanksgiving

## CORPORATIONS & ORGANISATIONS

### \$50,000 AND ABOVE

Lee Foundation  
NTUC FairPrice Foundation Limited  
Tote Board

### \$10,000 AND ABOVE

AP Oil Pte Ltd  
Credit Suisse AG  
Customer Capital Consulting Pte Ltd  
Mitsubishi Electric Asia Pte Ltd  
Pei Hwa Foundation Limited  
PricewaterhouseCoopers LLP  
PSY Marine Pte Ltd  
STT Communications Ltd  
SymAsia Singapore Fund  
TPS Nominee Services Pte Ltd

### \$5,000 AND ABOVE

Arrowcrest Technologies Pte Ltd  
Barclays Bank PLC  
Citibank N.A., Singapore  
Far East Organization Centre Pte. Ltd.  
Jjes Decor  
Knight Frank Pte Ltd  
Lingjack Engineering Works Pte Ltd  
Multiheight Scaffolding Pte Ltd  
The Shaw Foundation Pte  
V-Key Pte Ltd  
Wesley Methodist Church

### \$3,000 AND ABOVE

Deutsche Post AG - DHL Living  
Responsibility Fund  
MCL Land Ltd  
Porcelain Pte Ltd  
Singapore Press Holdings Limited  
Xi Yan Shaw Pte Ltd

### \$1,000 AND ABOVE

Airesearch Technology Pte Ltd  
D'Zage Pte. Ltd.  
Dr See Medical Aesthetics Pte Ltd  
Green Care Services Pte Ltd  
H Concept Asia Pte Ltd  
IM3 Asia Pte Ltd  
Megaworld Land (Singapore) Pte Ltd  
Orchard Road Presbyterian Church  
Panduit Singapore Pte Ltd  
Sanwah Construction Pte Ltd  
Softhome Pte Ltd  
Spectrum Press International Pte Ltd  
SSG Capital Management (S) Pte Ltd  
Tec Revox Engineering Pte Ltd

### \$500 AND ABOVE

Artnexus Design Pte Ltd  
Kreston David Yeung PAC  
Singapore Renovation Contractors and  
Material Suppliers Association

### \$100 AND ABOVE

Dryclean Express Services  
Esquire Marketing Services Pte Ltd  
Guava Amenities Pte Ltd  
Langdon & Seah Singapore Pte Ltd  
National Volunteer & Philanthropy Centre  
One Smart Engineering Pte Ltd  
Pestbusters Pte Ltd  
Skye Tech Pte Ltd  
Tey Glass & Aluminium Works

## INDIVIDUALS

### \$20,000 AND ABOVE

Chew Kwee San

### \$10,000 AND ABOVE

Chan Lui Ming Ivan  
Chew Gek Khim  
Foo Yoon Kin  
Goh Yew Lin  
Koh Shaw Luan  
Leslie Wong Kin Wah  
Lim Mah Tat  
Ooi Boon Hoe  
Teng Heng Chew Eric  
Wee Wei Ling

### \$5,000 AND ABOVE

Daniel Chan Choong Seng  
Gracelyn Ho  
Hee Moon Choo  
Koh Chee Hiang  
Kong Hwai Ming  
Leon Lee Chern Su  
Lim Ee Ming  
Lim Kiat Seng  
Michael Koh Ann Kheng  
Sim Beng Meng Mildred  
Wong Yu Wei  
Yue Yin Mei, Melva

### \$3,000 AND ABOVE

Lawrence Lua Gek Pong  
Peter Sim Swee Yam  
Stephen Loh Sur Yong  
Tay Puan Siong

### \$1,000 AND ABOVE

Bernard Sik K.T.  
Boey Siew Kin  
Casey Tan Khai Hee  
Chan Wei Mun Samuel  
Choong Ying Chuan  
Ed Ng Ee Peng  
Ee Kuo Ren  
Joanne Tay Soi Hoon  
Lee Jue Rong  
Lee Liat Cheng  
Lo Chee Wen  
Loh Choo Kiat Robert  
Ong Yu En  
Pang Nghee Liang Martin  
Pay Mei Peng  
Ronny Rajan  
Samantha Seah  
Sau Han Vivian Chan  
Sitoe Yew Kok  
Tay Yew Beng Peter  
Teo Zi-Ming  
Victor Poh  
Wong Kwan Seng  
Yeo Keng Joon  
Yeo Kin Lyn Lynette

### \$500 AND ABOVE

Cheng Ee Chew  
Cheng Ee Huang  
Chew Cheng Heng  
Chong Wen Quan  
Gerald Chung  
Hoo Moh Lin  
Joseph Chow York Lim  
Pang Wen Xiang  
Patrick Han  
Somali Paul  
Wilfred Wee Zhi Zhong  
Xie Xin Hui

### \$100 AND ABOVE

Adeline Koh  
Alexandre Louis Pascal Collin  
Amos Lee  
Ang Wei Qiang  
Bob Devasahayam Jawaharraj  
Cao Ji Qing  
Caroline Chok Qi Zhen  
Chan Wai Fook  
Chew Kheng Hwee  
Chiang Jia Yu Josephine  
Chong Low Mui

## Thanksgiving (continued)

Chong Nee Loong  
Christine Yuen  
Christopher Lim Geng Jin  
Cindy Siu Oi Ping  
Clement Chen  
Daniel Loo Kwong Chee  
Diana Lim Kim Luan  
Edmund Ip Hai Wah  
Er Weili Willie  
Francis Siaw  
Gan Kim Kek  
Goh Choo Kiat David  
Goh Wan Cheng  
Grace Chia Cheekiang  
Helen Tan Toh Keng  
Ho Chee Hon  
Janice Yin

Jason Chin Chee Kong  
Kathleen Kwan Kah Yin  
Lau Woon Chan  
Lee Yun Si, Joan  
Leow Le Hia  
Lim Teck Chai Danny  
Lim Xiao Rui  
Mary Tan Kim Wah  
Maung Tun Tauk Phyo  
Megajani Wahjudi  
Moses Tan  
Moy Ying Xue  
Mr & Mrs Yeo  
Ng Cheong Ann  
Ng Kai Li  
Ong Shi Hui  
Ong Yeow Chon  
Oon Siew Chen  
Own Seak Chin  
Pang Kiah Seon  
Pay Mei Leng  
Rachelle Mauricio  
Regina Aun  
Samantha Ng Mui Sam  
Senthilprakash Karthikeyan  
Shen Yueli  
Sherilyn Lim  
Sie Poh Lin  
Siew Whye Yen  
Sim Siang Hwa  
Sin Wee Leng  
Tan Chang Choon  
Tan Guan Ning  
Tan Kia Ting  
Tan Siew Vuay  
Tan Siew Yong

Tan Teck Hoe  
Tan Teck Yong  
Teng Thian Yiak  
Teo Stze Hwa Stephanie  
Tie Ching Yiew  
Tok Mei Ji  
Wang Xiaojia  
Wendy Ho  
Wilfred  
Wong Chin Kheng  
Wu Meishan  
Yap Chin Kong  
Yeo Ming Jie Eugene  
Zha Heng Jie  
Zhang Fang Fang  
Zhao Aizhou

### CORPORATIONS & ORGANISATIONS (IN-KIND)

Alliance Employment  
Azurea Trading Pte Ltd  
Buben & Zorweg Boutique Singapore  
Canon Singapore Pte Ltd  
Carlton Hotel Singapore  
Concepts Golf Management Pte Ltd  
Daimler South East Asia Pte Ltd  
Desk Right Pte Ltd  
D'Zage Pte. Ltd.  
Estee Lauder Cosmetics Pte Ltd  
Evar Air-Conditioning & Engineering Pte Ltd  
F&N Foods Singapore  
Far East Organization  
Global Payments  
Grand Hyatt Singapore  
Guava Asia  
H Concept Asia Pte Ltd  
Hisamitsu Pharmaceutical Co., Inc.  
(Singapore Branch)  
Housing & Development Board  
Interbev (Singapore) Ltd  
International Y's Men's Club of Singapore  
(Alpha Chapter)  
Kai Young Huat Eggs Pte Ltd  
Khong Guan  
Klenco (Singapore) Pte Ltd  
L.D. Waxson(s) Pte Ltd  
Laguna National Golf & Country Club  
Luxasia Pte Ltd  
Marinate Consultancy  
Megaworld Land Singapore  
Melchers Time Pte Ltd  
Mitsubishi Electric Asia Pte Ltd

Movenpick Hotels & Resorts  
Nanyang Optical  
National Parks Board  
NTUC FairPrice Co-operative Limited  
Orchid Laundry  
Papitto Gelato  
Polar Puff & Cakes Pte Ltd  
Sidefame (S) Pte Ltd  
Singapore Descente Pte Ltd  
Singapore Island Country Club  
Singapore Turf Club  
Tai Sun (Lim Kee) Food Industries Pte Ltd  
Tanglin Academy  
TaylorMade-adidas Golf Singapore  
& Exports  
Yum Cha

### INDIVIDUALS (IN-KIND)

Chan Chee Meng  
Chew Kwee San  
Ed Ng Ee Peng  
Edward Tian  
Ivan Koh  
Lo Chee Wen  
Marcus Wong  
Steven Chia  
Tan Ching Koon  
Yu Yue

# Corporate Governance

| S/No.                                    | Code Description  | Code ID | Compliance |
|--|---|---------|------------|
| <b>BOARD GOVERNANCE</b>                  |   |         |            |
| 1  | Are there Board members holding staff appointments? No  |         |            |
| 4  | There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).  | 1.1.6   | Complied   |
| 5  | The Board conducts regular self-evaluation to assess its performance and effectiveness.   | 1.1.10  | Complied   |
| 6  | There are Board committees (or designated Board members) with documented terms of reference.  | 1.2.1   | Complied   |
| 7  | The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).                               | 1.3.1   | Complied   |
| <b>CONFLICT OF INTEREST</b>              |   |         |            |
| 8  | There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.  | 2.1     | Complied   |
| 9  | 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>                |   |         |            |
| 10                                       | The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.   | 3.1.1   | Complied   |
| 11                                       | The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.  | 3.2.2   | Complied   |
| <b>HUMAN RESOURCE MANAGEMENT</b>         |   |         |            |
| 12                                       | The Board approves documented human resource policies for staff.  | 5.1     | Complied   |
| 13                                       | There are systems for regular supervision, appraisal and professional development of staff.   | 5.6     | Complied   |
| 14                                       | There is a system to address grievances and resolve conflicts.  | 5.11    | Complied   |
| <b>FINANCIAL MANAGEMENT AND CONTROLS</b> |   |         |            |
| 15                                       | The Board ensures internal control systems for financial matters are in place with documented procedures.   | 6.1.2   | Complied   |
| 16                                       | The Board ensures reviews on the charity's controls, processes, key programmes and events.  | 6.1.3   | Complied   |
| 17                                       | The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.   | 6.2.1   | Complied   |
| 18                                       | The charity discloses its reserves policy in the annual report.   | 6.4.1   | Complied   |
| 19                                       | Does the charity invest its reserves? Yes   |         |            |
| 20                                       | The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board. | 6.4.4   | Complied   |

## Corporate Governance (continued)

| S/No.                              | Code Description   | Code ID | Compliance |
|------------------------------------|--|---------|------------|
| <b>FUNDRAISING PRACTICES</b>       |  |         |            |
| 21                                 | Donations collected are properly recorded and promptly deposited by the charity.   | 7.2.2   | Complied   |
| <b>DISCLOSURE AND TRANSPARENCY</b> |  |         |            |
| 22                                 | The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.  | 8.1     | Complied   |
| 23                                 | Are Board members remunerated for their Board services? No   |         |            |
| 26                                 | Does the charity employ paid staff? Yes  |         |            |
| 27                                 | No staff is involved in setting his or her own remuneration.   | 2.2     | Complied   |
| 28                                 | The charity 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. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact. | 8.3     | Complied   |
| <b>PUBLIC IMAGE</b>                |  |         |            |
| 29                                 | The charity accurately portrays its image to its members, donors and the public.   | 9.1     | Complied   |

| <b>Board Meeting Attendance Record</b>         |             |                              |             |
|--|-------------|------------------------------|-------------|
| Name   | Attendance* | Name                         | Attendance* |
| Mr Eric Teng Heng Chew<br><i>President</i>     | 6/6         | Mr Ho Chee Hon               | 2/6         |
| Mr Leslie Wong<br><i>Vice President</i>        | 5/6         | Ms Koh Shaw Luan             | 4/6         |
| Mr Ooi Boon Hoe<br><i>Vice President</i>       | 3/6         | Mrs Magdalene Sik Swee Hiang | 2/6         |
| Mr Bryan Tan Suan Tiu<br><i>Hon. Secretary</i> | 5/6         | Mr Tam Chee Chong            | 2/6         |
| Dr Tan Sze Wee<br><i>Hon. Treasurer</i>        | 0/6         | Mr Tan Eng Beng              | 0/6         |
| Mr Samuel Chan Wei Mun                         | 5/6         | Mr Peter Tay Yew Beng        | 5/6         |
| Mr Albert Ching Liang Heng                     | 6/6         | Mr Teo Eng Cheong            | 0/6         |
| Dr Thomas Choong Ying Chuan                    | 1/6         | Mr Teo Zi-Ming               | 4/6         |

YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of a 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. 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 Singapore Financial Reporting Standards ("FRS").

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

### **RESERVES POLICY**

YMCA targets for at least three years of operating reserves 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 2016, our ratio of reserves to annual operating expenditure stands at 3.0 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.

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.

YMCA invests its reserves in equities, REITS, bonds, fixed deposits and cash, which are approved by the Executive Committee.

### 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 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.

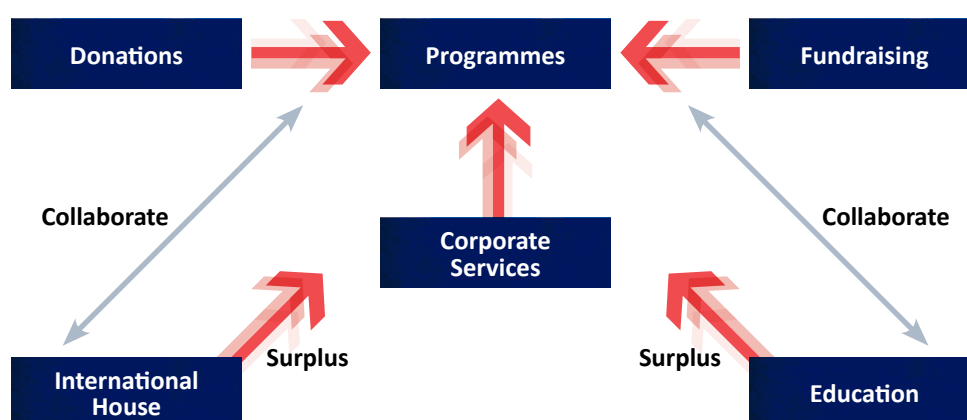
Our fundraising policy is to raise funds for specific community programmes and never for general purposes.

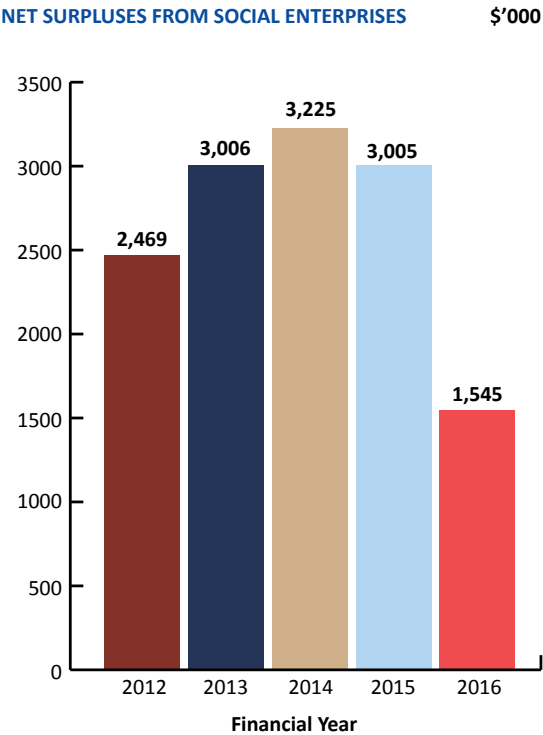
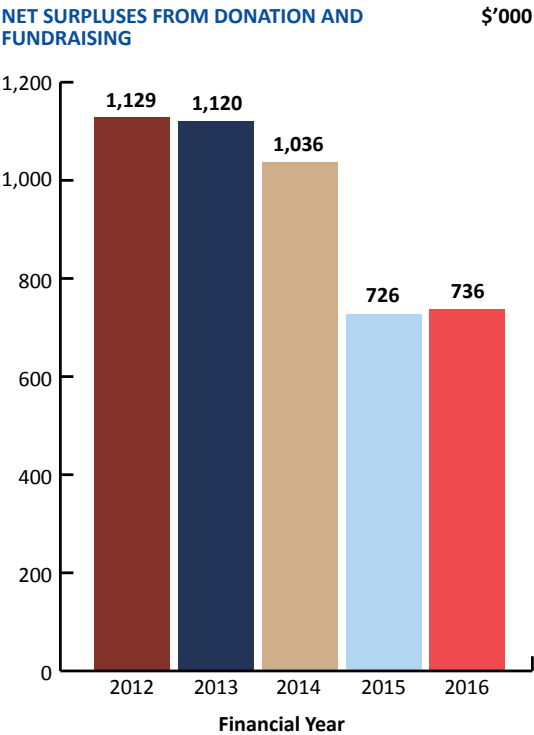
The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

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 adopt a two-prong approach to achieving financial stability.

YMCA of Singapore does not make donations to external parties.

### TWO-PRONG APPROACH FOR FINANCIAL STABILITY





# *Financial* INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2016

**FINANCIAL INFORMATION FOR YEAR ENDED  
31 DECEMBER 2016**

|  | 2016<br>S\$'000 | 2015<br>S\$'000 |
|--|-----------------|-----------------|
| <b>STATEMENT OF FINANCIAL POSITION</b> |                 |                 |
| Non-Current Assets                     | 12,393          | 13,860          |
| Current Assets                         | 21,599          | 20,280          |
| Total Assets                           | 33,991          | 34,140          |
| Total Liabilities                      | (4,129)         | (4,217)         |
| TOTAL FUNDS                            | 29,862          | 29,922          |

**STATEMENT OF COMPREHENSIVE INCOME**

|  |        |        |
|--|--------|--------|
| Revenue:                                   |        |        |
| Education                                  | 12,585 | 11,543 |
| International House                        | 5,894  | 6,481  |
| Membership and Corporate Activities        | 446    | 496    |
| Community Services                         | 552    | 941    |
| Volunteer & Youth Development Programmes   | 388    | 404    |
| International Service & Outdoor Programmes | 2,296  | 2,642  |
| Donations & Fund Raising Events            | 863    | 860    |
| Other Income                               | 1,002  | 1,124  |
|  | 24,026 | 24,491 |
| Costs                                      |        |        |
| Education                                  | 10,039 | 8,325  |
| International House                        | 6,894  | 6,694  |
| Membership and Corporate Activities        | 742    | 784    |
| Community Services                         | 1,876  | 1,771  |
| Volunteer & Youth Development Programmes   | 892    | 962    |
| International Service & Outdoor Programmes | 2,314  | 2,588  |
| Donations & Fund Raising Events            | 127    | 133    |
| Other Operating Expenses                   | 662    | 1,367  |
| Non-Operating Expenses/Income              | 315    | 127    |
|  | 23,861 | 22,753 |
| <b>TOTAL COMPREHENSIVE INCOME</b>          | 165    | 1,739  |

**STATEMENT OF CASHFLOW**

|   |        |        |
|---|--------|--------|
| Net cash effect of operating activities     | 481    | 3,310  |
| Net cash effect of investing activities     | 298    | (151)  |
| Net change in cash and cash equivalents     | 779    | 3,159  |
| Cash and cash equivalents as at 1 January   | 19,118 | 15,959 |
| Cash and cash equivalents as at 31 December | 19,898 | 19,118 |

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**YMCA OF SINGAPORE**  
新加坡基督教青年会

1 Orchard Road Singapore 238824  
Tel: 65-6336 6000 Fax: 65-6336 8003  
[www.ymca.org.sg](http://www.ymca.org.sg)



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