



ANNUAL  
REPORT  
2019

# **STRONG**

STRENGTHENING BODY, MIND & SPIRIT


TOUCHING LIVES, LIFTING SPIRITS, NURTURING COMMUNITY CHAMPIONS


YMCA OF SINGAPORE ANNUAL REPORT 2019


## YMCA OF SINGAPORE

新加坡基督教青年会

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 YMCA.SINGAPORE

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 YMCA OF SINGAPORE

CHRIS TAN, VISUALLY-IMPAIRED CLIMBER,  
WITH DENISE TAN, VOLUNTEER,  
AT THE YMCA INCLUSIVE CLIMB TO MT FUJI.





# 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 Institute of Public Character by the Commissioner of Charities.

YMCA of Singapore is a member of the following organisations:

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

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# President's Message

Dear YMCA Members and Friends,

In 2019, YMCA continued our mission to serve communities, as it has done for the last 117 years. Highlights of our achievements include YMCA being awarded the Charity Council's Charity Transparency Award and SG Enable's Enabling Employers Award, and having organised the first-ever YMCA Special Needs Expedition to Mount Fuji. YMCA's Board continued to improve board effectiveness and strengthened corporate governance. In 2019, YMCA Advisory Council was re-appointed, with Mr Lim Boon Heng, Chairman of Temasek Holdings, as the newly appointed Chairman. We would like to thank Mr S Dhanabalan for his outstanding contributions as the "founding chair" of the YMCA Advisory since 2011.

As a Christian service organisation, YMCA continually strives to "serve more, serve better", and be a channel of God's blessing. Allow me to share more of 2019's highlights with you.

**Financial Stewardship:** The efforts of our members, volunteers, board and staff to be good stewards of God's resources have led to a fruitful financial performance in 2019. Thanks to various fundraising activities and the generosity of our donors, we ended the year with a surplus of some \$839,000. Efforts included the launch of the YMCA Community Services Fund at the YMCA Giving Gala 2019. We are pleased to share that over \$350,000 has been raised for the fund through securing 32 Charter Donors who donated \$10,000 or more.

**Serving God, Serving Communities:** In 2019, we mobilised some 6,000 volunteers to serve more than 23,500 beneficiaries through over 15 community service programmes. These included Y Camp Challenge which engages persons with severe disabilities in outdoor activities, and YMCA Project Bridge which reaches out to youth-at-risk. They also included YMCA Proms 2019, a carnival that celebrated inclusivity and served as a volunteering platform for 10 corporations, and YMCA Silver Fiesta 2019, a two-day event that promoted active lifestyles and digital literacy with a turnout of over 1,200 seniors and 575 volunteers.

**Serving Youth, Developing Social Capital:** As a youth organisation, we expose our youth to social service and set them on the path of lifelong community service. Through the YMCA-Lim Kim San Volunteers Programme, we recruited and provided training to volunteers, empowering 38 corporations and 18 institutions to join us in serving others. 2019 also marked the 17<sup>th</sup> year of the Citi-YMCA Youth For Causes Programme, which recruited 400 student-volunteers and provided them with mentorship and seed funding to conceptualise and execute projects to benefit Social Service Agencies (SSAs) of their choice. The youth raised \$640,000 and mobilised over 9,900 volunteers to benefit 45 SSAs. YMCA's university service club, Uni-Y also did us proud by developing socially conscious community leaders across



4 local universities. We mobilised 238 university volunteers to conduct over 10,500 hours of voluntary service.

**Serving Members, Enriching Lives:** We continue to engage YMCA Members through various platforms, including Fitness and Dance Programmes and Outdoor and Adventure Programmes. Through diverse activities, we hope to serve as a second home where members can pursue their passions and expand their horizons.

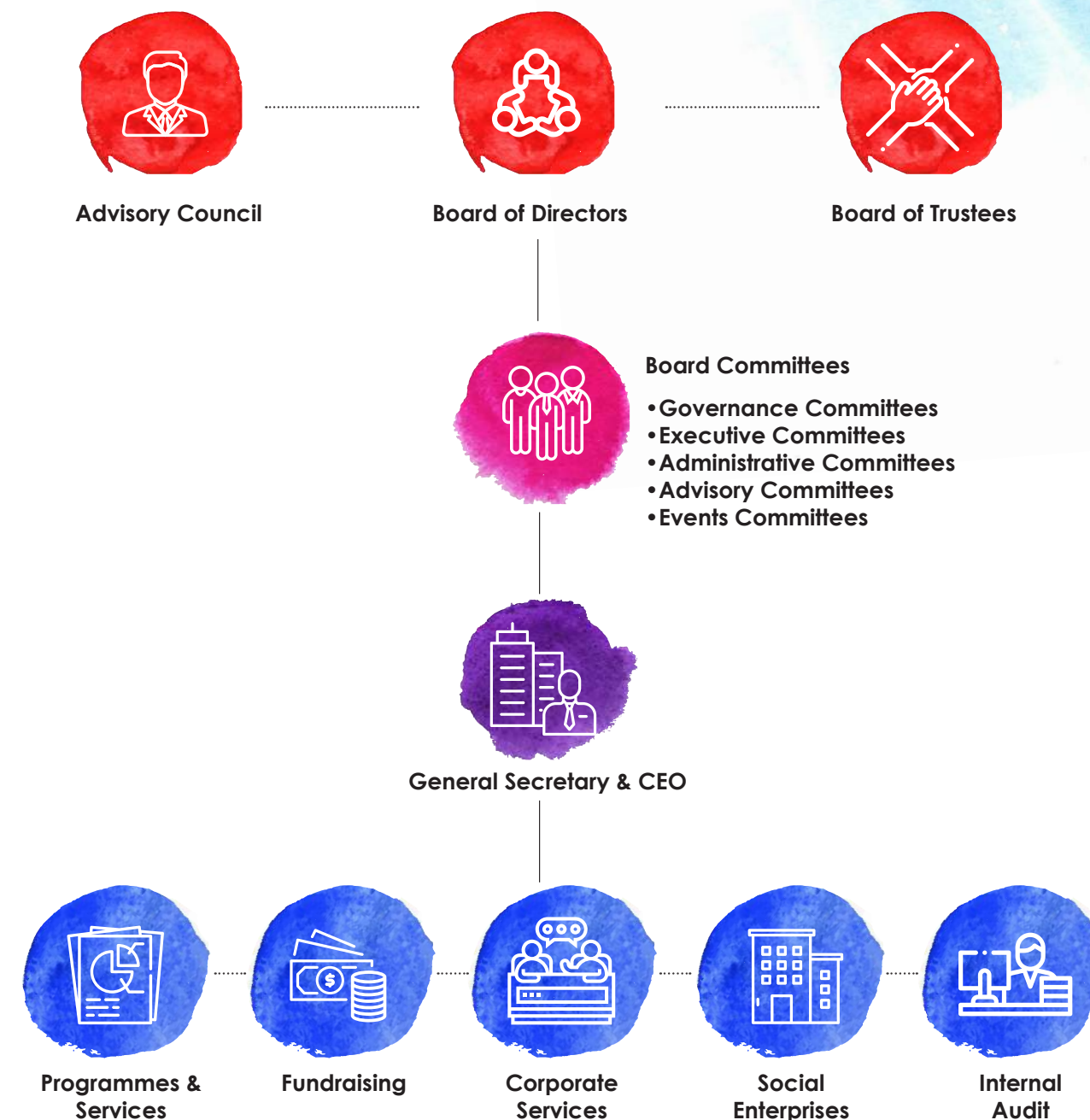
**Strengthening Social Enterprises:** YMCA Child Development Centres (CDCs) are an important platform for us to nurture our young in conducive environments according to our Christian values. I am pleased to announce that we will start operating one more YMCA CDC in June 2020. YMCA has also applied to join the ECDA Partner Operator Scheme, which will enable us to keep fees affordable, build capabilities to raise quality, and improve career prospects for Early Childhood professionals. We thank God for the opportunity to serve and seek everyone's prayers for the authority's favour in our application, to serve more children.

**Word of Thanks:** We thank God for His favour and blessings that He has showered upon the YMCA of Singapore over the years. Together with the Board of Directors, I would like to thank our Patron-in-Chief and President of Singapore Mdm Halimah Jacob, YMCA Advisory Council, members, volunteers, donors, partners and staff for their invaluable contributions. Finally, I would also like to thank the past and present Board of Directors, members, volunteers and staff members, who have dedicated themselves in service to and through the YMCA. With their selfless dedication and steadfast commitment, the YMCA has made significant contributions to the community.

Let us continue to seek God for His guidance and wisdom in all that we do. To God be the glory!

In His Service,  
**Albert Ching**  
President

# Organisational Structure





# Board Of Directors

## PATRON IN CHIEF

Her Excellency Mdm Halimah Yacob  
President of the Republic of Singapore

## BOARD TRUSTEES

Mr Cecil V R Wong  
Mr David Wong Cheong Fook  
Mr Eric Teng Heng Chew  
Mr Lee Liat Cheng  
Mr Tay Puan Siong

## HONORARY LIFE MEMBERS

Mr Cecil V R Wong  
Mr Harold Shaw  
Mr Shaw Vee Meng  
Dr Tony Tan Keng Yam  
Mr E.W. Barker (deceased 2001)  
Mr Lim Kim San (deceased 2006)  
Mr Howe Yoon Chong (deceased 2007)  
Mr Sim Miah Kian (deceased 2014)  
Mr Lee Kuan Yew (deceased 2015)  
Mr S R Nathan (deceased 2016)  
Dr Robert C K Loh (deceased 2017)

## HONORARY CHAPLAINS

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

## HONORARY LEGAL COUNSELS

Mr Bryan Tan Suan Tiu  
Mr Laurence John Wee  
Mr Peter Sim Swee Yam

## BANKERS

Citibank  
DBS

## AUDITOR

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



Mr Albert Ching Liang Heng  
President



Mr Ooi Boon Hoe  
Vice President



Mr Kenneth Tan Chih-Sien  
Vice President



Mr Samuel Chan Wei Mun



Mr Steven Chia Oon Seet



Mr Vincent Ha Kwang  
Yuen



Mr Thomas Pramotedham



Mr Tam Chee Chong



Ms Cynthia Tan Guan  
Hiang



Mr Teo Eng Cheong



Mr Eric Teng Heng Chew



Mr Leon Ng Koh Wee  
(co-opted)



Mr Teo Zi-Ming  
Honorary Secretary



Mr Tony Soh Cheow Yeow  
Honorary Treasurer



Ms Koh Shaw Luan



Ms Loo Tze Lui



Mr Adrian Tay Juncheng



Mr Pek Hak Bin  
(co-opted)

# YMCA Advisory Council



Mr Lim Boon Heng  
Chairman



Mr Andrew Ang, PBM



Mr Khoo Boon Hui,  
PPA, PBS, PJG



Mr Jonathan Larsen



Mr Lee Liat Cheng, BBM



Mr Tan Gee Paw, PPA,  
PJG



Mrs Mildred Tan, BBM



Mr Tay Puan Siong JP,  
PBM



# Office Bearers & Executive Committee

Mr Albert Ching Liang Heng  
*President*

Mr Ooi Boon Hoe  
*Vice President*

Mr Kenneth Tan Chih-Sien  
*Vice President*

Mr Teo Zi-Ming  
*Honorary Secretary*

Mr Tony Soh Cheow Yeow  
*Honorary Treasurer*

## Management Team

Mr Steve Loh  
*General Secretary & CEO*

### Social Enterprises

Ms Lynette Yeo  
*Assistant General Secretary,  
Social Enterprises*

### International House

Mr Joseph Chow  
*General Manager,  
International House*

Ms Elsie Kwow  
*Senior Manager, Marketing & Events*

### Education

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

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

### Programmes

Ms Elaine Tan  
*General Manager, Programmes*

Mr Andrew Leo  
*Assistant General Manager,  
Programmes*

Ms Joyce Yu  
*Manager, International Service  
Programmes*

Ms Gracie Ngoi  
*Manager, Outdoor & Adventure  
Programmes*

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

Ms Serlina Huang  
*Assistant Manager, Community  
Service Programmes*

### Corporate Services

Mr Tan Heng Khuan  
*General Manager, Finance*

Mr Kok Toong Keong  
*Senior Manager, Finance*

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

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

Mr Leong Peng Mun  
*Senior Manager, IT & Building Services*

Ms Jean Chai  
*Assistant Manager, Members' Services*

## General Secretary & CEO's Message



Dear YMCA Members, Staff and Friends,

In 2019, we were committed to YMCA Strong objectives: To challenge, champion and train children, youth, volunteers and our other clients to stand up and be counted as independent and effective contributors to an inclusive society. YMCA Strong is a statement of our desired outcome for all we serve – to give them a hand up, not simply a handout, so that each one will be strengthened to reach new heights.

Strengthening youth with special needs, youth-at-risk, youth leaders, the elderly, our members and volunteers remain the core thrust of our YMCA programmes.

Amongst all the incredible work the board, staff and volunteers have put in, one particular programme captured the essence of the YMCA Strong spirit: The inaugural YMCA Special Needs Expedition to Mount Fuji.

It saw a team of 10 individuals with special needs achieve something seemingly impossible as they attempted to summit the tallest mountain in Japan. Our team consisted of individuals with cerebral palsy, visual impairments, autism and a bone cancer survivor. Witnessing their positivity, dedication and perseverance, sparked a similar strength within the accompanying volunteers. Together, we reached 3,200 metres, before being forced to descend due to harsh weather conditions. Despite the disappointment, the climb

was an extraordinary journey that highlighted that every individual has special abilities, not just special needs.

In October, we were also pleased to launch the YMCA Special Needs Hospitality Training Programme. Each intern was paired with our staff mentors who themselves have disabilities as both are strengthened to be gainfully employed and increasingly independent.

These two programmes are literally just a sampling of the wide-ranging programmes and social enterprises that the YMCA runs, but they do well to embody the YMCA Strong spirit to strengthen and empower.

On that note, I would like to especially thank board, members, staff, donors, sponsors, partners, volunteers and clients who have so generously given of themselves to strengthen the YMCA and I look forward to another year together on this YMCA Strong spirit.

**"A generous person will prosper; whoever refreshes others will be refreshed." – Proverbs 11:25**

In His Service,

**Steve Loh**

General Secretary & CEO

# Committees

## GOVERNANCE COMMITTEES

### Audit & Risk Committee

Mr Teo Eng Cheong (Chairman)  
Mr David Wong  
Mr Vincent Ha  
Mr Joshua Lee  
Mr Tan Heng Khuan (Secretariat)

### Human Resource Committee

Ms Koh Shaw Luan (Chairman)  
Mr Kenneth Tan  
Mr Eric Teng  
Mr Stephen Loh  
Mrs Magdalene Sik  
Ms Karen Chou  
Ms Yap Lai Ping (Secretariat)

### Nominations Committee

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

### Constitutional Review Taskforce

Mr Teo Zi-Ming (Chairman)  
Mr Bryan Tan (Co-Chair)  
Mr Steven Chia  
Mr Samuel Chan  
Mr Tay Puan Siong  
Mr Tan Heng Khuan (Secretariat)

## ADMINISTRATIVE COMMITTEES

### YMCA Education Centre Academic Board

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

### YMCA Education Centre Examination Board

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

### YMCA FACES Committee

Mr Steven Chia (Chairman)  
Ms Loo Tze Lui  
Ms Tan Sze Wee  
Ms Low Suk Ling  
Mr Quek Kwang Yong  
Ms Eunice Tan  
Dr Chong Kian Tai  
Ms Melissa Khoo  
Ms Lucia Deng (Secretariat)

### Investment Committee

Ms Loo Tze Lui (Chairman)  
Mr Colin Chen  
Mr Mark Syn  
Mr Tam Chee Chong  
Mr Pek Hak Bin  
Mr Tan Heng Khuan (Secretariat)

### Tender Committee

Mr Kenneth Tan (Chairman)  
Mr Chew Kwee San  
Mr Han Meng Siew  
Mr Samuel Chan  
Mr Tan Heng Khuan (Secretariat)

## ADVISORY & RESOURCE COMMITTEES

### Education Committee

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

### International House Committee

Mr Ooi Boon Hoe (Chairman)  
Mr Tony Soh (Co-Chair)  
Mr Tan Eng Beng  
Mr Choe Peng Sum  
Mr Derrick Kuek  
Mr Howie Tan  
Ms Cinn Tan  
Mr Joseph Chow (Secretariat)

### IT Committee

Mr Leon Ng (Chairman)  
Mr Thomas Choong  
Dr Ting See Ho  
Mr Victor Yeo  
Mr Thomas Pramotedham  
Mr Leong Peng Mun (Secretariat)

### YMCA Project Bridge Committee

Mr Adrian Tay (Chairman)  
Mr Stephen Loh  
Mr Eric Teng  
Mr Leon Ng  
Mr Han Meng Siew  
Mrs Marlene Koh  
Ms Cassandra Cheng  
Prof Alexander Lee Earn Yung  
Ms Sharon Chan (Secretariat)

### Programmes Committee

Mr Thomas Pramotedham (Chairman)  
Ms Cynthia Tan  
Mr Jasper Tan  
Ms Gracelyn Ho  
Mr Vincent Ha  
Mr Calvin Cher  
Ms Chia Ee Han  
Ms Elaine Tan (Secretariat)

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

Mr Eric Teng (Chairman)  
Prof Yeo Wee Yong (NUS Business School)  
Mr Peter Tay  
Mr Edward Lee  
Dr Anne-Marie Gutierrez  
Ms Gracelyn Ho  
Mr Chua Hung Meng  
Mr Steven Yeo  
Prof Ruth Tan  
Mr Andrew Leo (Secretariat)

## EVENT COMMITTEES

### 20<sup>th</sup> YMCA Charity Golf Committee

Mr Ee Kuo-Ren (Chairman)  
Mr Thomas Pramotedham  
Mr Chew Kwee San  
Mr Ooi Boon Hoe  
Mr Teo Eng Cheong  
Mr Eric Teng  
Ms Pamela Hoo (Secretariat)

### YMCA Giving Gala 2019 Committee

Mr Jimmie Tay (Chairman)  
Ms Cynthia Tan  
Mr Stephen Loh  
Mr Eric Teng  
Mr Han Wei Chou (Secretariat)

### YMCA Charity Movie Night Committee

Mr Kenneth Tan (Chairman)  
Ms Loo Tze Lui  
Mr Vincent Ha  
Mr Steven Chia  
Mr Adrian Tay  
Ms Brenda Teng (Secretariat)

### YMCA Flag Day Committee

Mr Teo Zi-Ming (Chairman)  
Mr Tony Soh  
Mr Leon Ng  
Ms Koh Shaw Luan  
Mr Samuel Chan  
Mr Tan Heng Khuan (Secretariat)

### YMCA Mandarin Speaking Awards Committee

Mr Kenneth Tan (Chairman)  
Ms Trudy Loh  
Ms Jennifer Yin  
Ms Jane Wee  
Ms Lim Geok Leng  
Ms Wong Lee Jeng  
Mr Mah Poh How  
Mr Yeo Kuerk Heng  
Ms Jean Chai (Secretariat)

### 33<sup>rd</sup> YMCA Plain English Speaking Awards Committee

Mr Steven Chia (Chairman)  
Ms Loo Tze Lui  
Ms Patsy Mah  
Ms Trudy Loh  
Ms Jennifer Yin

Ms Ng Hui Hong  
Ms Lim Geok Leng  
Ms Bozena Rupnik  
Ms Chan Soon Sim  
Mrs Vimala Alexander  
Ms Jean Chai (Secretariat)

### Citi-YMCA Youth For Causes 2019 Committee

Mr Vincent Ha (Chairman)  
Mr Adam Rahman  
Ms Jacquelyn Tan  
Mr Thomas Pramotedham  
Dr Benjamin Tan  
Mr Owen Hawkes  
Ms Ong Ee Ing  
Mr Andrew Leo (Secretariat)

### Citi-YMCA Youth For Causes 2019 Selection & Awards Committee

Mr Samuel Chan (Chairman)  
Ms Caroline Loke  
Ms Ng Hau Yee  
Dr Ting See Ho  
Mr Andrew Leo (Secretariat)

## UNI-Y

### Uni-Y Nanyang Technological University Executive Committee

Leong Baoru (President)

Lim Jia En  
(Vice-President, Holistic Enrichment)  
Tan Yi Ying Claire  
(Vice-President, Social Impact)

Seak Jing Rong  
(Vice-President, Internal Affairs)

Tan Jun Long  
(Director, Alumni Relations)

Soh Xuan Ying Zaviera  
(Director, Finance & Sponsorship)

Tang En Lin  
(Director, Personal Development)

Andrew Amadeus Susilo  
(Director, Marketing & Publicity)

Falicia Tui  
(Director, Volunteer Management)

Chang En En  
(Director, Community Service Programmes)

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

Tang Ning Ling (President)

Barnabas Teong Kai Yang  
(Vice-President, Holistic Enrichment)

Koh Hui Ting Melissa  
(Vice-President, Social Impact)

Ong Kai Jie  
(Vice-President, Internal Affairs)

Poh Xin Yi, Zann  
(Director, Alumni Relations)

Lim Shen Yi Dominic  
(Director, Personal Development)

Baey Zhi Qian Jonathan  
(Director, Volunteer Management)

Ng Siew Ling  
(Director, Community Service Programmes)

Lionel Eng Kai Xuan  
(Director, Community Service Programmes)

### Uni-Y Singapore Management University Executive Committee

Ryan Wong Poh Fai (President)

Cheong Pei Wen, Abigail  
(Vice-President, Holistic Enrichment)

Ivy Sim Ying Wei  
(Vice-President, Social Impact)

Amos Yeo Chin Siang  
(Vice-President, Internal Affairs)

Aw Rui Ling  
(Director, Volunteer Management)

Eugenia Poo Si Ying  
(Director, Marketing & Publicity)

Goh Jia Sheng  
(Director, Community Service Programmes)

Lee Heng Wan Anne  
(Director, Community Service Programmes)

Boey Xin Yi  
(Director, Community Service Programmes)

Heng Jun Jie  
(Director, International Service Programmes)

### Uni-Y Singapore University of Technology and Design Executive Committee

André Ang Jing Yuen (President)

Ong Yi Xi  
(Vice-President, Internal Affairs)

Koh Xian Ming  
(Director, Marketing & Publicity)

Yee Wang Sui  
(Director, Volunteer Management)

Tiong Shan Kai  
(Director, Personal Development)

Tan Zai Xuan  
(Director, Community Service Programmes)

Yu Wen Ling  
(Director, International Service Programmes)

## YMCA CLUBS

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

Mr Daniel Ng (President)

Mr Ivan Koh (Immediate Past President)

Mr Gerald Tay (Vice President)

Ms Patricia Lim (Hon. Secretary)

Mr Stephen Loh (Hon. Treasurer)

Ms Susan Low (Hon. Auditor)

Mr Eric Teng (Hon. Auditor)

Mr Jasper Tan (Community Service)

Mr Ma Poh How (Community Service)

Mr Peter Tay (Project/Fundraising)

Mr Lee Liat Cheng (Fellowship)

Mr David Lua (Membership)

Mr Ivan Koh (Programme)

Ms Chan Soo Sim (Programme)

Dr Rev PJ John (Christian Emphasis)

Mr Edward Ong  
(Leadership Training and Organisation Development)

Mr Freddie Lee (Golf/Recreation)

Mr John Yap (Publicity)

Ms Doris Moh (World Outlook)

Mr Peter Tay (Extension)

Mr James Tan (Inventory)

Ms Jean Chai (YMCA Liaison)

### Singapore Mandarin (YMCA) Toastmasters Club

Chen SiKai (President)

Ding Yi (Vice-President Education)

Wen Zheng Ping  
(Vice-President Membership)

Latt Latt Soe Htay  
(Vice-President Public Relations)

Wu Mei Yun (Secretary)

Sabrina Chua (Treasurer)

Yang Yong Shun (Sergeant-At-Arms)

### YMCA English Toastmasters Club

Emma Wang Yi (President)

Chan Wei Xiang  
(Vice President Education)

Grace Wang Yu Hong  
(Vice President Membership)

Bell Nathamon Praditchai  
(Vice President Public Relations)

Stephanie Song Bing (Secretary)

Suzanne Loh (Treasurer)

Wing Chang Yong Xin  
(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 Grace Lee

Ms Amy Lee

Ms Ros Cheong



# 2019 In Review

## Community Services



23,554

Local and international clients



5,955

Volunteers



89,974

Hours of voluntary service



4,627

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



\$37,563

Disbursed to clients through YFACES



111

Youths reached through YMCA Project Bridge

## Youth Leadership & Development



\$645,187

Raised for charities youths are passionate about



18

Educational institutions engaged to serve the community



238

Uni-Y volunteers mobilised



3,624

Hours of volunteer training conducted



10,612

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



89

ELEVATE members



38

Corporations engaged to serve the community



10,594

Hours of voluntary service by university volunteers



7,098

Hours of voluntary service by the ELEVATE Programme

## Care Programmes



175

Children attended YMCA Child Development Centres



2,872

Students nurtured through YMCA Student Care & Kindergarten Care Centres



23

Student Care Centres



3

Kindergarten Care Centres



3

Child Development Centres

## Education



12

Students enrolled in tuition and enrichment classes



1,023

Overseas students participated in study tour programmes



52

Students enrolled in YMCA School



128

Students enrolled in YMCA Higher Education MBA Programme

## Membership



5,551

YMCA members



1,464

Participants in outdoor and adventure programmes



689

Subscriptions in fitness and dance

## Hospitality



69,334

Guests stayed at YMCA International House



89%

Occupancy rate





# Highlights of the Year

## February

### Special Needs Clients' First-Ever Spartan Race

In the first-ever collaboration with Spartan Race in Singapore, YMCA brought special needs clients to challenge the world-renowned obstacle course under the Y Camp Challenge. The clients enjoyed the experience immensely and had their confidence boosted. Its success led to a subsequent run of the event.



## May

### Clients with Severe Disabilities Experienced Sun, Sand and Sea @ Y Day Camp Challenge

14 children with Multiple Severe Disabilities from AWWA School took part in Y Day Camp Challenge, experiencing the sun, sand and even the sea on floating beach wheelchairs. They pushed limits and overcame challenges, building their confidence, self-esteem and independence. This camp was made possible by the generous support of the Chua Foundation.



## July

### All Gathered to Build an Inclusive Singapore @ YMCA Proms

Special needs staff and clients showcased their unique talents and abilities at YMCA Proms 2019. They volunteered in all elements of the event's operations, including the first-ever Makers' Market which featured arts and crafts made by the clients of 10 Social Service Agencies (SSAs). The event was graced by President Halimah Yacob and was attended by over 500 clients and 700 volunteers.

## July

### SG Enable Enabling Employers Award

At the 5<sup>th</sup> Enabling Employers Awards 2019 organised by SG Enable, YMCA of Singapore was awarded the Enabling Employers Award. YMCA special needs staff Michael Ang was also awarded the Exemplary Employee Award for his dedication, perseverance and contributions to the organisation through his hard work.



## August

### Community Chest Heartstrings Walk – YMCA Vertical Climb

YMCA of Singapore took part in the Community Chest Heartstrings Walk, an event which saw over 8,000 participants raising over \$2.57 million for more than 80 charities, alongside Ministers Heng Swee Keat, Tan Chuan-Jin and Desmond Lee. YMCA Inclusive Climb participants also challenged the "Race to the Sky" Vertical Marathon at Marina Bay Sands SkyPark.



### YMCA Inclusive Climb

The first-ever YMCA Special Needs Expedition to Mount Fuji saw a team of 10 clients, consisting of individuals with cerebral palsy, visual impairments, autism and a bone cancer survivor, challenge Japan's tallest mountain. The climb advocates for the potential of persons with special needs, while also building the participants' confidence, self-esteem and independence through an extraordinary experience.







## September

### Uni-Y Opened Conversations on Mental Health

Over 70 youths and mental health professionals gathered at the YMCA Conversation Series 2019 to conduct open dialogue about ways to be a better support to their loved ones journeying through tough seasons. This year, the topic was on mental health and included a human library segment for the first time.



## October

### Baroness Goldie's Visit to YMCA of Singapore

YMCA of Singapore had the honour of hosting Baroness Goldie, Minister of State from the United Kingdom, a graduate and Fellow of the University of Strathclyde. She made time to meet and had meaningful conversations with the YMCA management and Strathclyde alumni in Singapore.



## November

### 400 Youths Raised over \$640,000 for 45 Social Service Agencies through Citi-YMCA Youth For Causes

The Citi-YMCA Youth For Causes (YFC) programme provides mentoring, seed funding and a fundraising license to 400 youths to execute projects to benefit Social Service Agencies (SSAs) of their choice every year. This year, their exemplary performance raised over \$640,000 for 45 SSAs through innovative projects that raised funds and awareness for their various causes.



### 575 Volunteers Served Seniors @ YMCA Silver Fiesta 2019

575 volunteers served over 1,200 seniors at YMCA Silver Fiesta. Seniors enjoyed a variety of performances, games and activities that focused on mental wellness and digital literacy. The event was graced by Assoc Prof Dr Muhammad Faishal Ibrahim, Senior Parliamentary Secretary, Ministry of Social and Family Development & Ministry of Education.

## December

### YMCA Giving Gala 2019 and Launch of YMCA Community Services Fund

The YMCA Giving Gala is an annual fundraising dinner held to support persons with special needs. It advocates for inclusivity by showcasing their potentials and serves as a platform for corporations and guests to interact with the special needs community personally. This year's event also saw the launch of YMCA Community Services Fund, seeking to raise \$3 million for YMCA's service programmes.



### YMCA Awarded Charity Transparency Award 2019

The YMCA of Singapore was awarded the Charity Transparency Award 2019 in the Large Charities category. The Charity Transparency Awards, organised by the Charity Council, recognises charities of good disclosure practices that the Charity Transparency Framework (CTF) recommends.



### YMCA Student Care Centres Christmas Light-Up 2019

YMCA's annual Christmas Gift Project caters to children from low-income families who require financial assistance to make ends meet. With the support from generous donors, the Christmas wish lists of some 150 children from YMCA Student Care Centres (SCCs) were fulfilled and a special Christmas Party was organised for them.





# Fundraising Events



## YMCA Flag Day 2019 9 March 2019

More than 750 YMCA staff, clients and volunteers came together and raised over \$79,000 to benefit five YMCA Community Service Programmes that strengthen the elderly – Y Food of Love, YMCA Silver Fiesta, Y Visit, YMCA Spring Clean and Y Makan Fellowship.



## YMCA Giving Gala 2019 2 December 2019

The YMCA Giving Gala 2019 saw the launch of the YMCA Community Services Fund. It seeks to raise \$3 million through 200 charter donors and other fundraising efforts to sustain YMCA-Tan Chin Tuan Community Service Programmes, YMCA Project Bridge and the YMCA Financial Assistance and Capability for Employment Scheme (FACES). The event also featured a silent auction of the works of Vince Tan, an artist with autism who was part of the YMCA Inclusive Climb 2019 team.



*"It was an unforgettable experience. I learned the value of teamwork, unity and resilience. The climb proved to others and myself that we can achieve beyond what we can imagine,"*

*James Wong,  
YMCA Inclusive Climber  
and Bone Cancer Survivor*

01

# Community Service Programmes

The YMCA of Singapore mobilises the youth to engage various clients through its community programmes that strengthen body, mind and spirit. Through the YMCA Strong campaign, we are committed to supporting these clients in rising above their circumstances and reaching new heights.

The first-ever YMCA Inclusive Climb saw 10 special needs individuals attempt to summit Japan's tallest mountain – Mount Fuji. The team, including individuals with visual impairments, cerebral palsy, autism and a bone cancer survivor, underwent intensive physical training before the climb. They formed meaningful friendships and developed their confidence, self-esteem and resilience through achieving something they had not thought was possible.





# YMCA-Tan Chin Tuan Community Service Programmes

The YMCA-Tan Chin Tuan Community Service Programmes are structured and sustained programmes that bridge clients and volunteers. They uplift the lives of clients including the intellectually and physically challenged, under-privileged and abused children, the hearing-impaired, elderly and the poor. They also provide meaningful volunteering opportunities that help volunteers learn more about special needs and people from diverse backgrounds.

## AT A GLANCE



**7,328**  
Clients



**13**  
Structured  
programmes



**5,074**  
Volunteers



**233**  
Activities



**26,918**  
Hours of voluntary  
service



# Highlights of Community Service Programmes



## Y Arts Challenge

Y Arts Challenge engages persons with special needs through performing and visual arts. It gives them a platform for creative self-expression, develops their talents and showcases them through avenues such as art exhibitions and performances at events. Through this, their confidence and self-esteem are strengthened.



## Y Camp Challenge

Y Camp Challenge is an outdoor adventure camp for clients with special needs, creating opportunities for social integration with their volunteers. By overcoming their perceived limitations in various activities such as high rope elements and camp craft, YMCA aims to grow their confidence, resilience and social skills.



## YMCA Inclusive Climb 2019

The first-ever YMCA Special Needs Expedition to Mount Fuji in August saw a total of 10 special needs climbers scaling Mount Fuji. This is part of the Y Camp Challenge Initiative that empowers special needs clients through outdoor activities to grow their confidence and resilience.



## Y Food of Love

Volunteers are equipped with baking skills at Y Food of Love. Their baked delicacies are then distributed to clients at their homes or activity centres. These visits often include befriending and interacting with clients through games and activities that bring them joy.

## Y Outing

Through a range of indoor and outdoor activities and excursions, Y Outing engages clients with special needs to build confidence and acquire life skills such as personal safety, socially acceptable behaviour and responsibility. This programme also boosts their interpersonal and communication skills with one another and allows them to form friendships with volunteers.



## Y Makan Fellowship

Held monthly, the elderly are treated to a sumptuous meal at Y Makan Fellowship. They also interact with volunteers who entertain them with songs, games and activities. This programme promotes bonding and improves communication skills between different generations.



## Y Spring Clean

Volunteers visit elderly members, who may have physical or sensory disabilities, to create a clean and safe living environment.

Many of these seniors also live alone and appreciate the companionship and friendships formed through these sessions.







## International Service Programmes

YMCA International Service Programmes (ISPs) are always looking for sustainable ways to help. Dedicated to empowering communities and strengthening volunteers, YMCA ISPs reach out to less-privileged communities outside of Singapore, expanding YMCA's reach and exposing volunteers to other cultures.

To create a lasting impact, YMCA ISPs' community development projects focus on healthcare, education, infrastructural development, sustainability, climate change and capacity building. Some major projects in 2019 include involving 280 volunteers in building a school in Nepal, and bringing Singapore Polytechnic Optometry students to conduct eye screenings for the rural communities in Vietnam.

### AT A GLANCE



**16,115**  
Clients



**45**  
Trips



**831**  
Volunteers



**9**  
Countries



**62,584**  
Hours of voluntary service



## YMCA FACES

The YMCA Financial Assistance and Capability for Employment Scheme (FACES) serves two major functions. Firstly, it provides emergency financial aid to families in need. These funds help them in affording daily necessities like groceries, health supplements and food.

Secondly, YMCA FACES also sustains meaningful work training opportunities for persons with special needs. It funds the YMCA Special Needs Hospitality Training Programme, which recruits interns with special needs and trains them in hospitality-related vocational skills. Through nurturing them in a real-life working environment, they develop confidence and social skills, increasing their employability and strengthening them in independent living.

### AT A GLANCE



**\$37,563**  
Disbursed





## Project Bridge

YMCA Project Bridge reintegrates out-of-school youth and youth-at-risk through programmes that strengthen their skill sets, employability and character development. It is implemented through the Vocational and Soft Skills Programme (VaSSP), and Drop-In-Youth Programme.

VaSSP equips out-of-school youth with vocational skills including make-up, hairdressing, and culinary skills among others, as well as soft skills such as interviewing skills and writing resumes. The youth also receive emotional and social support from social workers in the process, supporting their reintegration into school or into the workforce.

### AT A GLANCE



**111**

Youths reached



**50**

Volunteers



**4,627**

Hours in counselling /  
intervention



**472**

Hours of voluntary  
service



**68%**

Pursued further education or  
gainfully employed



## 02 Youth Leadership & Development Programmes

Youth are the heart of the YMCA of Singapore. Through our Youth Development Programmes, we strive to nurture the future leaders of Singapore. By developing their creativity, compassion and various skill sets, these youth become experienced, knowledgeable individuals who can become potential social service staff and volunteers.

This year, four students made up Team QANEBrella under the Citi-YMCA Youth For Causes programme. The programme provides funding and mentorship to students to conceptualise and execute projects to benefit Social Service Agencies of their choice. The team from St Joseph's Institution International made the news with their innovative project.

They wanted to create a safer mobility aid after witnessing an elderly get injured when her walking stick gave way.

Through their creativity, they created a "portable mobility aid holder" named "QANEmate" that helped to secure mobility aids to any surface. These products were so well-received that about 1,000 QANEmates have been given to seniors in Singapore and to countries as faraway as Finland.

They went further and created the QANEBrella – a walking stick that also functioned as an umbrella. Their achievements show the impact and change youth can bring with guidance and support.





# Speaking Awards

The YMCA Speaking Awards, which comprises of the YMCA Plain English Speaking Awards and YMCA Mandarin Speaking Awards, are national-level speaking competitions designed to enhance critical thinking and speaking skills among youth. Apart from building confidence and enhancing communication skills, the competition encourages civic and social activities by involving participants in experiential learning. Through visits to Social Service Agencies and having them share their experiences from interacting with diverse clients, they are exposed to social service and are encouraged to become active citizens and future leaders of Singapore. The YMCA Mandarin Speaking Awards went on a hiatus in 2019.

## AT A GLANCE

33<sup>rd</sup> YMCA Plain English Speaking Awards (PESA) 2019



629

Students



181

Schools

The YMCA Mandarin Speaking Awards went on a hiatus in 2019.



# Citi-YMCA Youth For Causes

The Citi-YMCA Youth For Causes (YFC) encourages social entrepreneurship and community leadership development among Singapore's youths. Funded by Citi Foundation, it provides seed funding, mentorship and a fundraising license to 400 youths every year to conceptualise and execute projects to raise funds and awareness for social causes of their choice. From real-life experience championing a social cause to innovating creative campaign ideas, YFC participants strengthen their entrepreneurial spirit and social responsibility through active learning outside the classroom.

YFC participants also have the opportunity to equip themselves with further skills through the YMCA-NUS Business School Volunteer Service Management Programme, facilitated by lecturers from NUS Business School.

## AT A GLANCE

17<sup>th</sup> Citi-YMCA Youth For Causes 2019



121

Proposal submissions



36

Schools represented



9,983

Young community champions mobilised



45

Social Service Agencies supported



\$645,187

Raised





## Uni-Y Singapore

Uni-Y is the university service club of YMCA. It consists of chapters in the National University of Singapore, Nanyang Technological University, Singapore Management University and the Singapore University of Technology and Design. It gathers and mobilises youth to become servant leaders with a conviction to put others before the self. They are highly involved in organising and participating in local and international programmes to reach out to less-privileged communities.

Beyond local and international community service programmes, Uni-Y also develops volunteers through local and international conferences, and workshops such as the Leadership and Management Programme, IMP(ACT) Training and dialect speaking courses. Internships at local and international YMCA branches are also available.

### AT A GLANCE



4

Students chapters



238

University volunteers



10,594

Hours of voluntary service



40

Sessions of Youth Development programmes



## YMCA ELEVATE Programme

ELEVATE empowers youth to lead and execute community projects with skills they acquired in their course of study. With guidance and mentorship from social service professionals, volunteers and industrial partners, they conceptualise and execute projects to create a positive impact for their target group. Through having first-hand experience interacting with less-privileged communities, they learn more about people from diverse backgrounds and how they can help others by using their skills innovatively.

Projects include Kampung Senang – Mobility Aids Services and Training Centre (MASTC), where ELEVATE members service wheelchairs for individuals in need, and Cycling without Age (CWA), bringing the elderly around on e-motored trishaws while listening to their stories. Partners include National Council of Social Service, SPD Singapore and Kampung Senang. The students also partnered with One Loaf Learning in developing an app to support low-income students academically. Another partner was XioHoo, where ELEVATE students helped in teaching seniors about smartphone usage.

### AT A GLANCE



89

Members



7,098

Hours of voluntary service



# YMCA-Lim Kim San Volunteers Programme



## AT A GLANCE



55

VSMP graduates



38

Corporations engaged to serve the community



3,624

Hours of voluntary training conducted



18

Institutions engaged to serve the community

The annual YMCA Volunteers Awards Night also celebrates the achievements and contributions of dedicated volunteers and encourages a lasting journey of strengthening others.

Workshops organised as part of this programme include basic conversational dialect workshops to equip participants with communication skills for intergenerational bonding and capability skills such as fundraising, events management and budgeting.



03

## Care Programmes

Childhood is among the most important formative periods of a person's development. At YMCA of Singapore, we recognise the need to nurture and guide leaders from a young age. We offer Care Programmes and educational guidance through our Kindergarten and Student Care Centres, and Child Development Centres. We pride ourselves on developing not only their academic knowledge but imparting good moral values and encouraging character development through creative and engaging activities that will impact them for life.

YMCA Student Care Centre @ Gan Eng Seng Primary School is among those that have adopted Temasek Foundation's Learning is Fun and Exciting (LIFE) programme. It encourages a curriculum developed by Temasek Foundation in collaboration with four educational institutions including Julia Gabriel Education. It incorporates learning with interactive activities and play, empowering children in a memorable and enjoyable way, teaching them skills such as emotion management, and building respectful and positive relationships.





## Child Development Centres

YMCA Child Development Centres provide children with a holistic education that integrates all areas of learning into an experiential journey. Through fun and engaging classes like gardening and current affairs, children are equipped with useful skills like information technology, art and speaking. Learning takes place beyond the classroom as well, with exposure to social service events organised by the YMCA for the public, enhancing their communication skills and facilitating character development such as nurturing empathy, compassion and kindness.

### AT A GLANCE



3

Child Development Centres



175

Children attended



## YMCA Kindergarten & Student Care Centres

YMCA Kindergarten and Student Care Centres nurture children from as young as five years old. They get to experience learning through educational exploration in a conducive and safe environment. They are inculcated with values such as responsibility and respect through a diverse, engaging curriculum. Children are also involved in YMCA community service events where they build their communication skills, empathy and learn about the importance of reaching out to others.

### AT A GLANCE



3

Kindergarten Care Centres



23

Student Care Centres



2,872

Students nurtured





*"The school and staff are fantastic! YMCA ensures that we can have a conducive learning environment to study and work on our group projects. Being able to access research materials in Strathclyde's digital library also enabled us to expand our horizons easily."*

Lawrence Yek,  
Valedictorian of YMCA-Strathclyde  
MBA Programme 2019.

# 04 Education

Learning never stops at the YMCA of Singapore. Whether someone is going through their school days or well into their work life, we are ready to support their pursuit of knowledge. The YMCA Learning Centre and YMCA School provides academic courses with well-researched pedagogies that prepare its students for national-level examinations. YMCA Higher Education offers tertiary education for those who wish to upskill themselves and take their knowledge to a whole new level.

Having completed his university education in 2002, 41-year-old Lawrence Yek had embarked on his working journey. After a 15-year break from school, he decided to enrol into the YMCA-Strathclyde MBA Programme for new challenges that would help him grow further, despite now holding a full-time job and being committed to his spouse and children.

Lawrence found the course to be applicable in real-life work environments. He graduated as valedictorian of his cohort in 2019, finally fulfilling his long-time dream of pursuing an MBA.



## YMCA Learning Centre

YMCA Learning Centre provides an enriching learning experience using the latest learning methodologies and syllabus, delivered by a team of qualified professional trainers to enhance students' learning and understanding of academic subjects. The teachers at YMCA Learning Centre give their best efforts to motivate every student to reach their fullest potential. They support those who are struggling by identifying knowledge gaps and barriers and helping them to overcome their learning gaps, while encouraging those who are doing well to achieve new heights. The YMCA Learning Centre also conducts study tour programmes where local students get to host overseas students, fostering friendships and sharing inter-cultural knowledge with one another in the process. During the study tours, students from different nations visit YMCA School as well as MOE schools, acquiring knowledge through practical lessons, school immersions and learning journeys.

### AT A GLANCE



12

Students enrolled  
in tuition and  
enrichment classes



1,023

Overseas students  
participated  
in study tour  
programmes





# YMCA School

At YMCA School, students are provided with a holistic education focusing on academic excellence and character development. Apart from being passionate teachers who strive to make students feel at home, our dedicated teachers challenge students' thinking and creativity with up-to-date teaching strategies. Students are involved in YMCA community service events to expose them to volunteerism and gain a deeper understanding of less-privileged communities. Through these activities, they develop responsibility, empathy, humility and a giving attitude.

The YMCA School experience includes co-curricular activities for students to participate in as part of character education.

## AT A GLANCE



**37**

Students enrolled in Academic Course



**15**

Students enrolled in Preparatory Course



# Higher Education

It is never too late to pursue your dreams at the YMCA. YMCA Higher Education offers bachelor and master degree programmes in partnership with the University of Strathclyde to nurture stellar leaders in the workplace. The programmes offer flexibility and dedicated guidance from exemplary educators to empower students of all ages from diverse backgrounds. The University of Strathclyde has been named as the University of the Year by Times Higher Education in 2012 and again in 2019.

## AT A GLANCE



**128**

Students enrolled in the University of Strathclyde MBA programme



**17**

Students graduated with distinction



**54**

Students graduated



**96%**

Pass rate





"When I fence, I feel energised and alive. It has helped me to learn to handle stress better. I am beyond thankful to have been able to represent Singapore and even contribute a silver medal to its medal tally!"

Rebecca Ong  
(second from right), with the  
Singapore Women's Epee  
Team at the SEA Games 2019.

# 05 YMCA Membership

YMCA members come from all walks of life, but they all have a desire to strengthen their body, mind and spirit. At YMCA, they have access to various activities and programmes that expand their horizons and support them in reaching beyond themselves.

While studying hard for her 'A' levels, Rebecca was also practicing for the Southeast Asian Games (SEA Games). Just three days after her last paper, she represented Singapore at the SEA Games 2019, clinching silver and doing the country proud.

The 18-year-old started fencing at the YMCA when she was 10, discovering a passion that eventually brought her all over the world to places including Bulgaria and Jordan. For her, fencing challenges her body, mind and spirit through developing her physically, sharpening her mind to refine her strategies, and nurturing values such as discipline and perseverance. After her examinations, Rebecca has also been volunteering in her free time.



## AT A GLANCE



**622**

Full (Life)  
Members



**1,188**

Ordinary (Life)  
Members



**360**

Ordinary (Annual)  
Members



**191**

Ordinary (Youth)  
Members



**139**

Associate  
Members



**3,051**

Associate (Youth)  
Members

YMCA Members are like-minded individuals with the desire to become the best versions of themselves. They have fun-loving hearts that want to reach out to the community and give what they have to offer.

Through the year, they are engaged in various enriching activities such as classes and volunteering in support of the less-privileged at YMCA community service events. They also enjoy benefits and perks when patronising partnering organisations and have access to YMCA's various facilities, such as the gym, Members' Lounge and rooftop swimming pool.





## Fitness and Dance Programmes

At the YMCA of Singapore, we encourage healthy and active lifestyles among members through fun and engaging activities. Through participating in these programmes, members get the opportunity to meet and bond with one another while keeping themselves fit and learning new skills. By staying healthy, members are able to continually strengthen their bodies, minds and spirits to better serve the community when the opportunity arises.

### AT A GLANCE

Fitness and Dance Subscriptions



**36**

Folk Dance



**364**

Gym



**42**

KpopXFitness



**108**

Line Dance



**37**

Swimming



**13**

Personal Training



**89**

Zumba



## YMCA Outdoor and Adventure Programmes

YMCA Outdoor & Adventure Programmes include outdoor trips and activities that bring members beyond their comfort zones. From local hikes, treks and biking, to overseas farm visits and camping activities, members always have something exciting awaiting them. Apart from expanding their horizons, members also build their teamwork, perseverance and determination while exploring the great outdoors.

By expanding programmes beyond the geographical boundaries of Singapore, members also get to experience and learn about other cultures and diverse social situations that international communities face. With increasing knowledge, they are able to think about how they can reach out beyond their country to impact lives, taking a step closer to becoming global citizens.

### AT A GLANCE

Overall



**49**

Trips



**732**

Participants

Y Treks



**27**

Trips



**407**

Participants

Y Adventure



**19**

Trips



**314**

Participants

BikeYworks



**3**

Trips



**11**

Participants



# 06

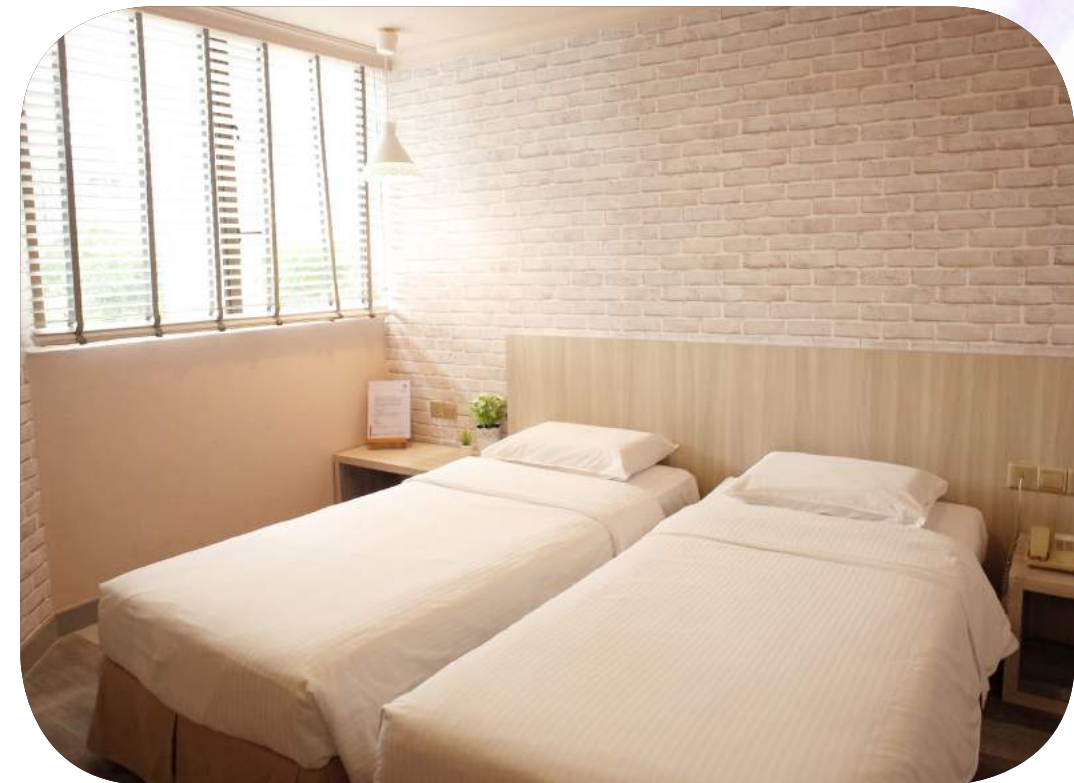
## Hospitality

The YMCA International House does not strive only to provide comfort to Singapore's visitors, but also to make Singapore a better place. It advocates for inclusivity for persons with special needs by employing them and integrating them as part of the YMCA family.

Zanariyah Binte Mohamed Abzul was among the pioneer batch of students from the YMCA Special Needs Hospitality Training Programme, and is now a full-time staff at YMCA @ One Orchard. She once struggled to find employment due to her mild intellectual disability, but now confidently carries out a myriad of duties as a housekeeper and even made close friends. She has also had various opportunities to participate in arts, crafts, performances and volunteer work, developing her independence, communication and social skills.

*"I like to work at YMCA. I like to make the guests happy! I made good friends. I do dancing, arts and crafts and volunteer work,"*

*Zanariyah Binte Mohamed Abzul  
YMCA Special Needs Staff*



## International House

The YMCA International House, known as YMCA @ One Orchard, is a social enterprise that gives travellers a home away from home at affordable rates. It also serves as a second home to our special needs staff, who take their first steps into independent living here. Not only does it provide comfort to guests, but it creates an opportunity for them to have meaningful interactions with these staff, learn more about persons with special needs and be inspired to join us in advocating inclusivity.

YMCA @ One Orchard is a training ground for clients under the YMCA Special Needs Hospitality Training Programme, who undergo 6 months of coaching before accessing full-time employment opportunities at YMCA @ One Orchard and the Y Café, among other hospitality-related organisations.

### AT A GLANCE



**89%**

Occupancy rate



**69,334**

Guests stayed at the YMCA International House





*"The camaraderie of our members remind us that doing good together is an experience to be treasured. The response from our clients warms our hearts and keeps us going!"*

*Daniel Ng Jin Kiat,  
President, International  
Y's Men's  
Club of Singapore  
(Alpha Chapter).*

# 07 YMCA Clubs

YMCA of Singapore reaches out to touch the lives of those in need, and also strives to nurture those within. YMCA Clubs are valuable platforms where members can pursue their passions while forming meaningful networks with like-minded individuals.

For the International Y's Men's Club of Singapore (Alpha Chapter), being together enables them to gather their efforts and impact others even more effectively. As the service club of the YMCA, they serve various clients through YMCA's community service activities, and through partnerships with Social Service Agencies such as SARAH Seniors Activity Centre (SAC).

In 2019, the club spread love and joy to the SAC's residents, celebrating major festivals with them including Chinese New Year, Mid-Autumn Festival and Christmas. They organised a hairdressing session before Chinese New Year for the seniors, offering grooming services in preparation for the festive season. They celebrated with the seniors through parties, treating them to food and entertainment. They also brought clients on monthly grocery trips and outings to places of interest.

Going beyond Singapore, the club assisted in setting up the Y Service Club in Cambodia and has supported their Feed the Street Kids Programme since 2016.



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

During the year, the Club supported YMCA by volunteering at YMCA Silver Fiesta 2019 and adopting SARAH Seniors Activity Centre through monthly Y Outings. The Club also held a Christmas party for the activity centre to bring cheer to them during the festive season.



## YMCA Folk Dance Group

The YMCA Folk Dance Group finds belonging, togetherness and solidarity through the recreational activity of folk dance classes. They also hold International Folk Dance appreciation events for members to expand their horizons and learn about diverse cultures. Through an activity that keeps them healthy and fit, these members enjoy the opportunity to forge meaningful friendships who share the same passion and to improve upon their performing art as a group.





## YMCA Toastmasters Club

The YMCA Toastmasters Club is a place of empowerment – through developing communication and leadership skills that foster confidence in a supportive and conducive learning environment. Toastmasters experience personal growth and encourage each other on a journey that includes speech contests such as the International Speech and Table Topics Contest, and the Humorous Speech and Evaluations Contest. These events also serve as platforms to showcase their excellent speech delivery skills that they continue to refine and build on.

In 2019, YMCA Toastmasters Club continued touching lives and nurturing the community through welcoming members from diverse cultural backgrounds and developing their communication skills. They hosted bi-weekly meetings, educational talks, mentorship programmes, speech contests and festival celebrations.



## Singapore Mandarin (YMCA) Toastmasters Club

The Singapore Mandarin (YMCA) Toastmasters Club was chartered to serve the needs of English-speaking toastmasters to build their skills in Mandarin, and for Mandarin-speaking toastmasters to sharpen their craft of public speaking. It is among the only Mandarin toastmasters clubs in Singapore focusing on a young demographic and constantly innovates creative and engaging ways to keep their meetings refreshing and relevant.

# International Fellowship & Relations

## Ulsan YMCA Choir Musical Exchange

The YMCA of Singapore had the pleasure of hosting the Ulsan YMCA Choir during its visit to Singapore. The choir put up a breathtaking concert for over 115 children from YMCA Student Care Centres, exposing them to classical and Korean cultural pieces. At the end, the children put up their own performances of local favourites in a musical exchange with the choir.



## Asia and Pacific Alliance of YMCAs 20th General Assembly 2019

The YMCA of Singapore was honoured to be among some 400 YMCA leaders attending the 20th General Assembly organised by the Asia and Pacific Alliance of YMCAs. Themed "Living Together Within Nature on a Path to Peace", it featured speeches from prominent speakers and was a wonderful event of bonding between YMCAs.

## Uni-Y Internships and International Events

YMCA of Singapore hosted interns from Hong Kong and Tainan, while sending members of Uni-Y to serve as interns at YMCA Osaka. The members assisted in executing the Global Youth Conference (GYC) in August, that aimed to develop young global leaders and raise awareness on global issues and citizenship. Some Uni-Y members also went on a Study Mission to Tainan, where they participated in community service programmes with Tainan's Uni-Y community.





# YMCA Staff Dinner 2019



The YMCA Staff Dinner is organised in appreciation of the hard work and contributions given to make YMCA's work possible. The YMCA of Singapore would like to thank all staff for their dedication throughout the year.

# YMCA Community Services Fund (CSF)



YMCA is committed to raising \$3 million to sustain programmes that empower persons with special needs, out-of-school youth, youth-at-risk and families in need. These programmes include YMCA-Tan Chin Tuan Community Service Programmes, YMCA Project Bridge and YMCA FACES. 200 Charter Donors donating \$10,000 or more will be recognised.

These donors will also receive personalised copies of the Istana Book autographed by Mdm Halimah Yacob, President of the Republic of Singapore, and YMCA's Patron-in-Chief.

Scan to support our cause



## YMCA CSF Charter Donors

### Name

Adrian Tay  
Albert Ching  
Anonymous  
Anonymous  
AP Oil International Ltd  
Chew Gek Khim  
Chew Kwee San  
Choe Peng Sum  
Cynthia Tan  
DBS Bank Ltd  
Eric Teng  
Family of the Late Dr Robert Loh  
In memory of  
Teng Sin Heng & Pang Jooi Eng  
Khoo Boon Hui  
Leslie Tay Junshi  
Leslie Wong Kin Wah  
Lim Boon Heng  
Lim Siu Horng  
Loo Tze Lui  
Mitsubishi Electric Asia Pte Ltd  
Neo Boon Chye  
NTUC FairPrice Foundation Ltd  
Ooi Boon Hoe  
OUE Foundation  
Stephen Loh  
Steven Loh & Family  
Tan Kheng Lian  
Teo Eng Cheong  
Tony Soh  
Tote Board  
Wee Wei Ling  
Zed Teo Zi-Ming



# Thanksgiving

## CORPORATE & ORGANISATIONS

### \$200,000 and above

Citi Foundation

### \$100,000 and above

Barclays Bank PLC  
Tan Chin Tuan Foundation  
Tote Board

### \$50,000 and above

Chua Foundation

### \$30,000 and above

NTUC Fairprice Foundation Limited  
The Community Foundation of Singapore

### \$10,000 and above

AP Oil International Limited  
Heeton Holdings Limited  
JCCI Singapore Foundation Limited  
Mitsubishi Electric Asia Pte Ltd  
SymAsia Singapore Fund

### \$5,000 and above

Austin Energy (Asia) Pte Ltd  
Bank of Montreal Singapore Branch  
Bengawan Solo Pte Ltd  
DCG Capital Pte Ltd  
ESRI Singapore Pte Ltd  
Lucky Square Pte Ltd  
Meiban Group Pte Ltd  
Multiheight Scaffolding Pte Ltd  
Pei Hwa Foundation Limited  
Penguin International Limited

### \$3,000 and above

Cornerstone Warehousing and Logistics  
Daifuku Mechatronics (S) Pte Ltd  
DBS Bank Ltd  
F.T.M.S Pte Ltd  
Superior Multi-Packaging Limited  
The Purple Parade Ltd

### \$1,000 and above

Christ Methodist Church  
Crocs Singapore Pte Ltd  
IGT Asia Pte Ltd  
Int Y's Men's Club of Singapore (AC)  
Keppel Care Foundation  
Lingjack Engineering Works Pte Ltd  
Lye Heng Food Supplies Pte Ltd  
Moo Choo Enterprises Pte Ltd  
MSD International GMBH (Singapore Branch)  
PrimeStaff Management Services Pte Ltd  
Pure Fitness (AST) Pte Ltd  
Redwoods Advance P/L  
Workinterior Pte Ltd

### \$500 and above

Albemarle Singapore Pte Ltd  
Canon Singapore Pte Ltd  
DC Gourmet Pte Ltd  
Dryclean Express Services  
Orchid Laundry

### \$100 and above

AVM Engineering Pte Ltd  
Eagle Eye Security Management Services  
First Wave Pte Ltd  
Geber8 Eco Pte Ltd  
Jardine OneSolution (2001) Pte Ltd  
Progressheng Holdings Pte Ltd  
Starwood Customer Contact Centre (AP)  
Trinet Technologies Pte Ltd

## CORPORATIONS & ORGANISATIONS (IN-KIND)

Cold Stone Creamery  
Fragrance Foodstuff Pte Ltd  
Gold Kili Trading Enterprise (S) Pte Ltd  
Haw Par Healthcare Limited  
Innosparcs Pte Ltd  
Kao Singapore Pte Ltd  
Kim Choo Kueh Chang Pte Ltd  
Khong Guan Biscuit Factory (S) Pte Ltd  
Nanyang Inc Pte Ltd  
NTUC FairPrice Foundation  
Shaw Organisation  
Sunshine Bakery  
Ultimate Entertainment Group  
Uncle Ringo Trading Pte Ltd  
Win Win Food Singapore Pte Ltd  
YHS (Singapore) Pte Ltd

## INDIVIDUAL

### \$10,000 and above

Chan Lui Ming Ivan  
Ching Liang Heng Albert  
Choe Peng Sum  
Khoo Boon Hui  
Leslie Wong Kin Wah  
Neo Boon Chye  
Ooi Boon Hoe  
Steven Loh  
Tan Guan Hiang  
Teo Eng Cheong  
Teo Zi-Ming  
Tony Yeo Soo Mong

### \$5,000 and above

Gracelyn Ho Lay Peng  
Hang Ing Hua Mary  
Loh Sur Yong Stephen  
Ong Beng Hwee

### \$3,000 and above

Cheng Kok Hua Daniel  
Siew Man Kok  
Ting See Ho

### \$1,000 and above

Andrew Ang  
Anne Marie Gutierrez  
Astrid Wu  
Chee Swee Lian  
Clemente Anthony  
David Wong Cheong Fook  
Doreen Lee Chek Lian  
Jason Chin Chee Kong  
Joshua Lee  
Julia Loh  
Lee Jun Theodric  
Lee Liat Cheng  
Lua Soo Theng David  
Ng Eng Wan  
Ng Yew Tong  
Samuel Chan Wei Mun  
Seow Onn Choong  
Sharmila d/o Summuyah  
Sim Beng Meng Mildred  
Steven Chia  
Tam Yong Wen  
Thana Pramotedham  
Thomas Pramotedham  
Vanessa Martin  
Vincent Ha  
Wang Ee Jen Wilson  
Wilfred Wee Zhi Zhong  
Yap Lai Ping  
Yok Tian Chew

### \$500 and above

Aldric Tan Jee Wei  
Ang Mui Kim  
Basskaran Nair  
Chow York Lim  
Christine Foo  
Chua Ying Li Pamela  
Claire Ang Sze Teng  
Clement Howell Teas  
Goh Yah Huay  
Guo Wei Min  
Ho Shi Hui  
Ho Wai Han  
Jacqueline Teo  
Jamie Lim  
Julie Tan  
Karen Chou Kai-Luen  
Kenneth Chih Sien Tan  
Koh Guek Eng  
Koh Shaw Luan  
Kwok Chun Yue  
Loo Tze Lui  
Lui Tuck Choon  
Ng Wai Yin  
Ooi Ling Heong  
Patricia Gan Dai See  
Patricia Loh  
Paul Piong  
Pauline YY Cheong  
Phillip Tan Eng Seong  
Poh Wen Si  
Poh Wen Yi  
Rayner Chan  
Sandeep Mathur  
Sim Siew Ming Phoebe  
Tan Han Choo  
Tan Hwei Yee  
Tan Kim Leong  
Victor Poh  
Wong Ann Seng William



# Corporate Governance

S/N	Description	Code ID	Response
<b>BOARD GOVERNANCE</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff appointments?</b>		<b>No</b>
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.  <b>Explanation for Non-Compliance</b> The YMCA constitution states that Board Members are eligible for re-election subject to a maximum of 2 terms for 4 consecutive years, ie the maximum tenure for each director is 8 years. The Code of Governance allows for 10 years and requires that charities disclose reasons for retaining Board Members who have served on the Board for more than 10 consecutive years.	1.1.8	Not Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b>		<b>No</b>
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>CONFLICT OF INTEREST</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	Description	Code ID	Response
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity?</b>		<b>Yes</b>
16	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)?</b>		<b>Yes</b>
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
<b>FUNDRAISING PRACTICES</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year?</b>		<b>Yes</b>
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year?</b>		<b>Yes</b>
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board?</b>		<b>No</b>
	<b>Does the charity employ paid staff?</b>		<b>Yes</b>
28	No staff is involved in setting his own remuneration.	2.2	Complied



S/N	Description	Code ID	Response
<b>DISCLOSURE AND TRANSPARENCY</b>			
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
<b>PUBLIC IMAGE</b>			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

BOARD MEETING ATTENDANCE RECORD			
Name	Attendance	Name	Attendance
Mr Albert Ching Liang Heng <i>President</i>	6/7	Ms Koh Shaw Luan	7/7
Mr Ooi Boon Hoe <i>Vice President</i>	3/7	Ms Loo Tze Lui	6/7
Mr Kenneth Tan Chih-Sien <i>Vice President</i>	6/7	Mr Thomas Pramotedham	6/7
Mr Teo Zi-Ming <i>Honorary Secretary</i>	6/7	Mr Tam Chee Chong	0/7
Mr Tony Soh Cheow Yeow <i>Honorary Treasurer</i>	7/7	Ms Cynthia Tan Guan Hiang	5/7
Mr Samuel Chan Wei Mun	6/7	Mr Adrian Tay Juncheng	5/7
Mr Steven Chia Oon Seet	5/7	Mr Teo Eng Cheong	7/7
Mr Vincent Ha Kwang Yuen	6/7	Mr Eric Teng Heng Chew	7/7

# Policies

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

## BOARD GOVERNANCE

### Office Bearers

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

### Executive Committee

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

## HUMAN RESOURCE MANAGEMENT

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

### Whistle Blowing Policy

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

This policy covers issues where the following may be suspected:

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

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

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



# FINANCIAL MANAGEMENT AND CONTROLS

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

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

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

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

## Reserves Policy

YMCA targets for three years of operating reserves with a minimum of one year from donations and surpluses generated through our social enterprises. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy. As at the end of 2019, our ratio of reserves to annual operating expenditure stands at 0.6 years.

The restricted funds and their purposes are as follows:

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

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

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

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

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

VII. ITE Elevate Fund – to engage, equip and empower disadvantaged students from ITE towards completing their education and improving their prospects for employment or future education. This programme contributes to an increase in overall resilience to cope with stresses and reduction of risk behaviours for youth who are at risk.

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.

# DISCLOSURE AND TRANSPARENCY

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

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

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

# FUNDRAISING PRACTICES

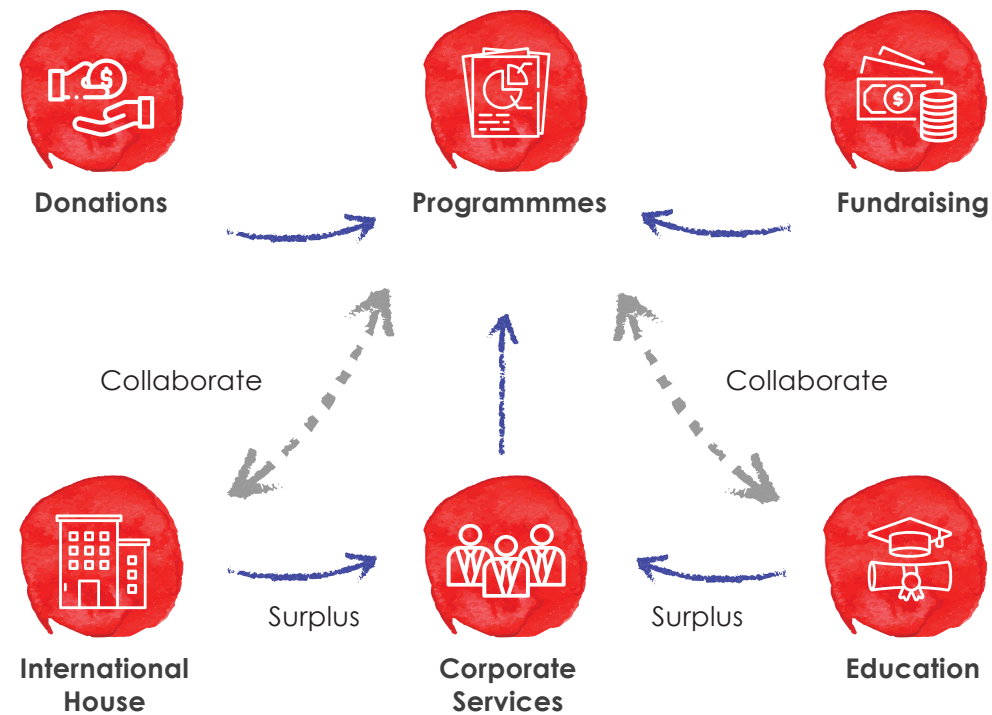
The Association has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service and the Charity Council.

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

The operating surpluses of social enterprises in YMCA International House and YMCA Education Services, as well as the support of regular donors and fund raising, has allowed YMCA to adopt a two-prong approach to achieving financial stability.



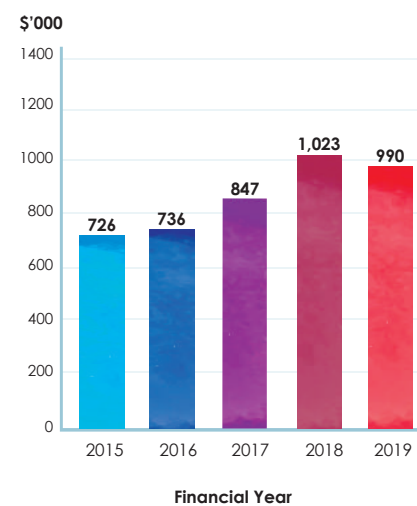
## FINANCIAL STRATEGY



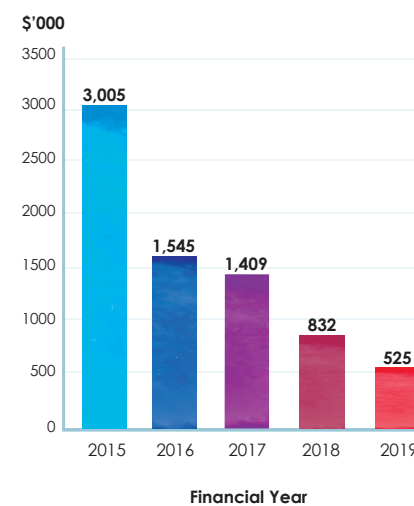
## FINANCIAL INFORMATION

For the year ended  
31 December 2019

### NET SURPLUSES OF DONATION AND FUNDRAISING



### NET SURPLUSES OF SOCIAL ENTERPRISES



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



FINANCIAL INFORMATION FOR YEAR ENDED 31 DECEMBER 2019

	2019	2018
STATEMENT OF FINANCIAL POSITION	S\$'000	S\$'000
Non-Current Assets	5,317	5,689
Current Assets	29,478	28,830
Total Assets	34,795	34,519
Total Liabilities	(5,166)	(5,614)
TOTAL FUNDS	29,629	28,905
STATEMENT OF COMPREHENSIVE INCOME		
Revenue:		
Education	13,840	12,696
International House	5,596	5,666
Membership and Corporate Activities	339	413
Community Services	376	540
Volunteer & Youth Development Programmes	571	541
International Service & Outdoor Programmes	1,740	2,174
Donations & Fund Raising Events	1,200	1,293
Investment Income	932	568
Other Income	691	615
	25,285	24,506
Costs:		
Education	12,400	11,001
International House	6,512	6,529
Membership and Corporate Activities	608	742
Community Services	1,310	1,721
Volunteer & Youth Development Programmes	943	995
International Service & Outdoor Programmes	1,765	2,210
Donations & Fund Raising Events	210	270
Other Operating Expenses	584	735
Investment Expenses / Loss	23	1,349
Non-Operating Expenses / Income	91	82
	24,446	25,634
TOTAL COMPREHENSIVE (LOSS)/INCOME	839	(1,128)
STATEMENT OF CASHFLOW		
Net cash effect of operating activities	94	701
Net cash effect of investing activities	12,824	(420)
Net change in cash and cash equivalents	12,918	281
Cash and cash equivalents as at 1 January	11,773	11,492
Cash and cash equivalents as at 31 December	24,691	11,773

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