



# ANNUAL REPORT 2021



## YMCA OF SINGAPORE 新加坡基督教青年会

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# We Champion, Challenge and Train Youth

# Mission

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

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### 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:

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



# President's Message



Dear YMCA Family,

In 2021, despite the ongoing challenges of the “once in a lifetime crisis” of the COVID-19 pandemic, the YMCA persevered and continued to serve the community as we have done for the past 119 years. As we adapted to the reality of the COVID-19 pandemic, the YMCA worked hard to continue our programmes and initiatives to serve the underprivileged and the broader community. This meant innovating new ways of running programmes while keeping everyone safe. We are grateful to the efforts by the board, staff and volunteers in coming together to make this year a successful one, despite the many challenges.

Highlights for 2021 include the completion of the Uplift Fund, a COVID-19 emergency relief fund seeded by the Park Hotel Group with a gift of \$500,000. Eventually we raised over \$849,000 for the fund, which supported over 1,090 recipients whose livelihoods were affected by the COVID-19 pandemic since 2020.

We continued an annual tradition with the YMCA 21<sup>st</sup> Charity Golf 2021, where over 130 esteemed guests raised over \$278,000 for the YMCA-Lim Kim San Volunteers Programme. Our empowerment and mobilisation of volunteers was also significant in the YMCA Youth For Causes Programme 2021, where 280 students raised over \$415,000 to benefit 39 Social Service Agencies.

In addition to nurturing youth volunteers, the YMCA has been focusing on providing long-term empowerment to our youth with special needs, through vocational training, employment and social support. YMCA was honoured to be awarded the Enabling Mark Silver Award from SG Enable. The award celebrates employers and individuals for their best practices, outcomes and commitment in disability-inclusive employment. We are particularly proud of our head of housekeeping, Kumari, who won the Enabling Champion Award 2021 for her outstanding efforts in training youth with special needs.

Our annual YMCA Giving Gala took the form of a “Home Dining Edition” this year, featuring Singapore Airlines delivering a unique culinary experience to donors in their homes. The event, which was launched online by the Patron-in-Chief of YMCA and President of Singapore, Madam Halimah Yacob, raised over \$80,000 for the YMCA Community Services Fund.

Together with the Board of Directors, I would like to thank our Patron-in-Chief and President of Singapore Madam Halimah Yacob, members, volunteers, donors, partners and staff for their invaluable contributions that made the past year possible. With their selfless dedication and steadfast commitment, the YMCA has continued to make significant contributions to the community.

We look forward to touching more lives and creating greater impact in the coming year.

In His Service,

**Tony Soh**  
President

# General Secretary & CEO's Message



Dear YMCA Family,

The COVID-19 pandemic may have put a considerable amount of pressure on the organisation both financially and operationally, but it also brought forth some unmistakable courage, perseverance and resilience from our staff, board members and volunteers.

All worked tirelessly in 2021 to meaningfully serve our youth-at-risk, youth with special needs and youth volunteers as well as some 3,500 children every day at our centres across Singapore.

We also celebrated YMCA Vocational and Soft Skills Programme's (VaSSP) 10<sup>th</sup> year anniversary through #YouthMadeIt, a campaign that shared stories and learnings from participants of the programme. Many of them had overcome significant challenges and it was a joy to provide them with a platform to inspire others.

Our youth volunteers at the University-YMCA (Uni-Y), YMCA's university service club, also ran the #ProjectYOU campaign. It was an impactful series of workshops and social media content focused on mental wellness, aiming to instil confidence in youth and equip them with tangible ways to better themselves, as they face concerns and fears towards an uncertain future. Currently, Uni-Y has chapters in the National University of Singapore, Nanyang Technological University, Singapore Management University, and Singapore University of Technology and Design.

Another heartening programme of 2021 was the YMCA Special Needs Inclusive Challenge. It was a continuation of the YMCA Inclusive Climb 2019, which saw ten persons with special needs undergo intensive physical training to challenge Japan's tallest mountain, Mt Fuji. Held virtually, it allowed members of the public to participate and raise funds for YMCA programmes. We also had the great honour of launching this event at the Istana, graced by our Patron-in-Chief and President of Singapore, Madam Halimah Yacob.

I would like to sincerely thank the board, members, staff, donors, sponsors, partners, volunteers and clients who made this year possible.

Most of all, I am most awed and grateful to the Lord, Jesus Christ, who has carried the YMCA through these difficult times. I pray the YMCA continues to be a light to our nation as we serve the community.

In His Service,

**Steve Loh**  
General Secretary & CEO

# Board of Directors

**Patron in Chief**  
 Her Excellency Mdm Halimah Yacob  
 President of the Republic of Singapore

**Office Bearers**  
 Mr Tony Soh Cheow Yeow  
 Mr Kenneth Tan Chih-Sien  
 Ms Loo Tze Lui  
 Mr Teo Zi-Ming  
 Mr Samuel Chan

**Board Trustees**  
 Mr Cecil V R Wong  
 Mr David Wong Cheong Fook  
 Mr Eric Teng Heng Chew  
 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 Dr Clive Chin  
 Senior Minister and Moderator  
 Orchard Road Presbyterian Church

Rev Raymond Fong  
 Pastor-in-Charge  
 Wesley Methodist Church

**Honorary Legal Counsels**  
 Mr Bryan Tan Suan Tiu  
 Mr Laurence John Wee  
 Mr Peter Sim Swee Yam, BBM

**Bankers**  
 DBS

**Auditor**  
 RSM Chio Lim LLP | External Auditor  
 BDO LLP | Internal Auditor



Mr Tony Soh Cheow Yeow  
*President*



Mr Kenneth Tan Chih-Sien  
*Vice President*



Ms Loo Tze Lui  
*Vice President*



Mr Steven Chia Oon Seet



Mr Albert Ching Liang Heng



Mr Vincent Ha Kwang Yuen



Ms Cynthia Tan Guan Hiang



Mr Adrian Tay Jun Cheng



Mr Eric Teng Heng Chew  
*PBM, BBM*



Mr Eugene Wong  
*PBM*



Mr Joshua Lee Zhao En  
*(Co-opted Director)*



Ms Tan Sze Wee  
*(Co-opted Director)*



Mr Teo Zi-Ming  
*Honorary Secretary*



Mr Samuel Chan  
*Honorary Treasurer*



Mr Leon Ng Koh Wee



Mr Pek Hak Bin



Mr Teo Eng Cheong  
*PPA*



Mr Ho Chee Hon

# Advisory Council



Mr Lim Boon Heng  
*Chairman*



Mr Andrew Ang  
*PBM*



Mr Khoo Boon Hui  
*PPA, PBS, PJG*



Mr Jonathan Larsen



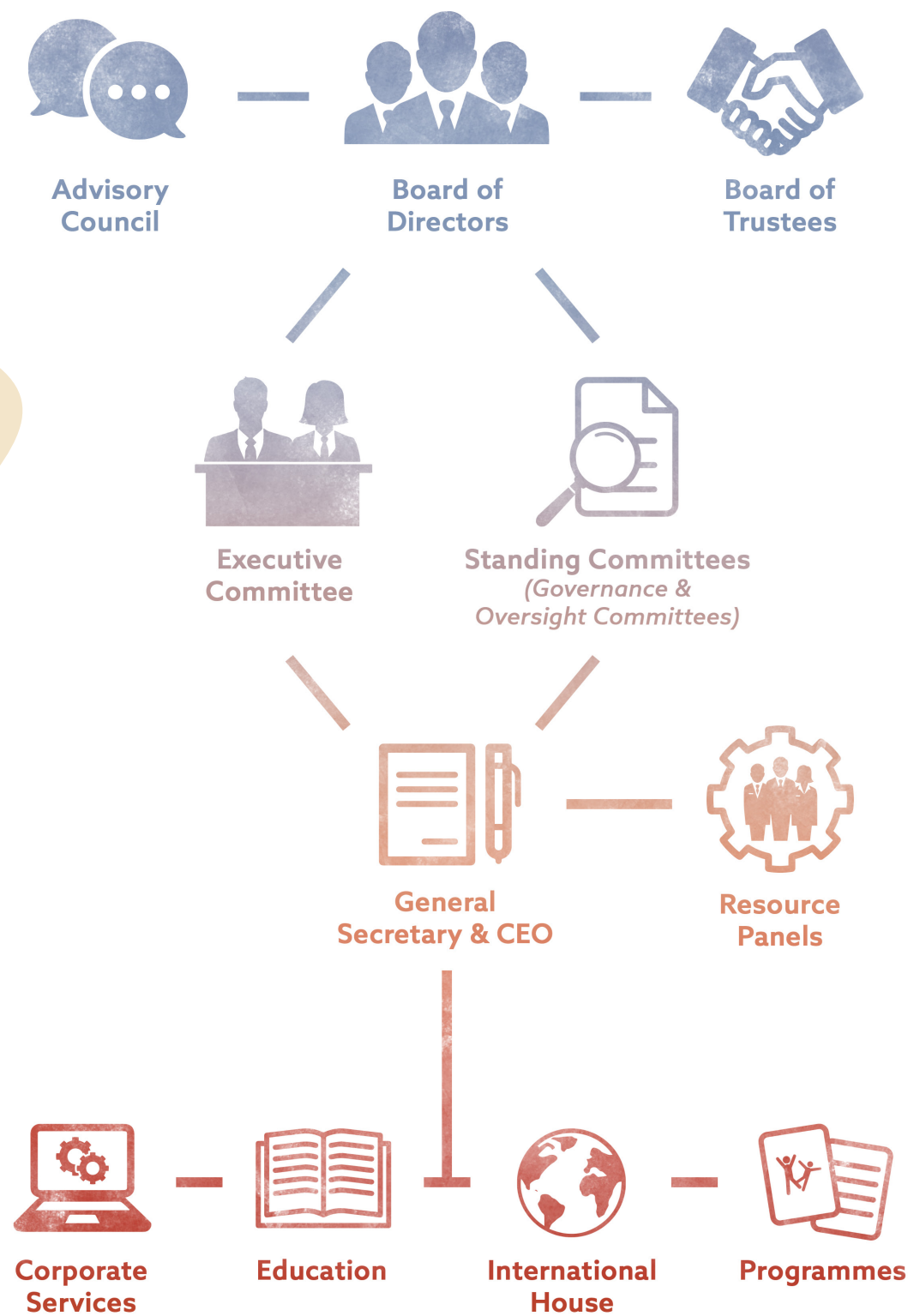
Mr Tan Gee Paw  
*PPA, DUBC*



Mr Tay Puan Siong  
*JP, PBM*



# Organisational Structure



# Management Team



Steve Loh  
General Secretary & CEO



Lynette Yeo  
Assistant General Secretary  
(Social Enterprises)



Joseph Chow  
Division Head  
(International House)



Martin Ho  
Division Head  
(Corporate Services)



Sharon Chan  
Division Head  
(Programmes)

# Heads of Department

Social Enterprises	Programmes	Corporate Services
<b>International House</b>  Elsie Kwow Marketing & Events	Sharon Chan Community Engagement & Partnerships Project Bridge  Ansellia Teo Community Services Programmes	Kok Toong Keong Finance  Leong Peng Mun IT & Building Services
<b>Education</b>  Guo Weimin Student Care   Kindergarten Care  Helen Tan Child Development Centre	Joyce Yu Youth Development Programmes	Martin Ho Human Resources  Sherilyn Lim Organisation Development

# Committees

## GOVERNANCE COMMITTEES

### Audit & Risk Committee

Mr Eric Teng (Chairman)  
Mr Peter Tay  
Mr David Wong  
Mr Vincent Ha  
Mr Joshua Lee  
Mr Ho Chee Hon  
Mr Martin Ho (Secretariat)

### Human Resource Committee

Ms Cynthia Tan (Chairman)  
Mr Kenneth Tan  
Mr Vincent Ha  
Mr Ho Chee Hon  
Mr Martin Ho (Secretariat)

### Investment Committee

Mr Samuel Chan (Chairman)  
Mr Pek Hak Bin  
Mr Leon Ng  
Mr Mark Syn  
Mr Martin Ho (Secretariat)

### Nominations Committee

Mr Steven Chia (Chairman)  
Ms Cynthia Tan  
Mr Eric Teng  
Mr Ooi Boon Hoe  
Mr Bryan Tan  
Mr Steve Loh (Secretariat)

## OVERSIGHT COMMITTEES

### Education Committee

Mr Tony Soh (Chairman)  
Mr Leon Ng  
Mr Ho Chee Hon  
Ms Tan Sze Wee  
Mr Eugene Wong  
Mrs Magdalene Sik  
Mr Andrew Chew  
Mrs Irene Tay-Koh Chye Choo  
Ms Chan Yoke Kate, Susan  
Ms Patricia Koh  
Mr Tony Lai  
Ms Lynette Yeo (Secretariat)  
Mrs Helen Tan (Secretariat)

### International House Committee

Mr Pek Hak Bin (Chairman)  
Ms Loo Tze Lui  
Mr Vincent Ha  
Mr Eugene Wong  
Mr Choe Peng Sum  
Mr Danny Yeo  
Ms Tsng Boon Kiat  
Mr Joseph Chow (Secretariat)

### Programmes Committee

Mr Kenneth Tan (Chairman)  
Mr Vincent Ha  
Ms Cynthia Tan  
Mr Leon Ng  
Ms Gracelyn Ho  
Ms Marlene Koh  
Ms Sharon Chan (Secretariat)

## RESOURCE PANELS

### YMCA Charity Golf

Mr Ee Kuo-Ren (Lead Panel Member)  
Ms Pamela Hoo (Secretariat)

### YMCA Education Centre – Academic & Examination Board

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

### YMCA FACES – Financial Assistance & Capability for Employment Scheme

Mr Steven Chia (Lead Panel Member)  
Ms Loo Tze Lui  
Ms Tan Sze Wee  
Ms Melissa Khoo  
Ms Low Suk Ling  
Ms Eunice Tan  
Mr Quek Kwang Yong  
Dr Chong Kian-Tai  
Ms Pamela Hoo (Secretariat)

### YMCA Giving Gala Dinner

Mr Joshua Lee (Lead Panel Member)  
Mr Eric Teng  
Ms Cynthia Tan  
Mr Eugene Wong  
Ms Sharon Chan (Secretariat)

### YMCA IT

Mr Leon Ng (Lead Panel Member)  
Mr Victor Yeo  
Dr Ting See Ho  
Mr Thomas Pramotedham  
Mr Leong Peng Mun (Secretariat)

### YMCA Mandarin Speaking Awards

Mr Kenneth Tan (Lead Panel Member)  
Mr Toh Teck Wang (Ministry of Education)  
Ms Rita Goh (Speak Mandarin Campaign)  
Ms Jane Wee  
Ms Wong Lee Jeng  
Mr Ma Poh How  
Ms Jean Chai (Secretariat)

### YMCA Plain English Speaking Awards

Mr Steven Chia (Lead Panel Member)  
Ms Chew Siang Jiun (Ministry of Education)  
Ms Rita Goh (Speak Good English Movement)  
Ms Keisha Anwar  
Mr Stanley Leong  
Ms Jean Chai (Secretariat)

### YMCA Project Bridge

Mr Adrian Tay (Lead Panel Member)  
Mr Stephen Loh  
Mr Eric Teng  
Mr Leon Ng  
Dr Peace Wong  
Ms Sharon Chan (Secretariat)

### YMCA Youth For Causes

Mr Vincent Ha (Lead Panel Member)  
Mr Samuel Chan  
Mr Ho Chee Hon  
Ms Sharon Chan (Secretariat)

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

Mr Eric Teng (Lead Panel Member)  
Professor Yeo Wee Yong (NUS Business School)  
Professor Ruth Tan  
Dr Anne-Marie Gutierrez  
Mr Edward Lee  
Ms Gracelyn Ho  
Mr Chua Hung Meng  
Mr Steven Yeo  
Ms Sharon Chan (Secretariat)

### University-YMCA Singapore

Tang Ning Ling  
(Tri Uni-Y President)  
Nathaniel Ho Jia Jun  
(Uni-Y SMU President)  
Ong Kah Yuan, Joel  
(Tri Uni-Y Vice President, Social Impact)  
Henna Tan Wen Xin  
(Uni-Y SMU Vice President, Social Impact)  
Michio Apollos Tan Abigail  
(Tri Uni-Y Vice President, Internal Affairs)  
Crissie Tan Kai Ning  
(Uni-Y SMU Vice President, Internal Affairs)  
Barnabas Teong Kai Yang  
(Tri Uni-Y Vice President, Holistic Enrichment)  
Teh Yu Ling Anna  
(Uni-Y SMU Vice President, Holistic Enrichment)  
Chavi Mangla  
(Tri Uni-Y Director, Community Service Programmes)  
Stephanie Seow Xi Hui  
(Tri Uni-Y Director, Community Service Programmes)  
Khin Myat Noe Zaw  
(Tri Uni-Y Director, International Service Programmes)  
Vikhe Sanjana Pramod  
(Uni-Y SMU Director, Community Service Programmes)  
Lee Zi Qi  
(Uni-Y SMU Director, Community Service Programmes)  
Wong Jian Han Javier  
(Uni-Y SMU Director, Community Service Programmes)  
Qu Chuxi  
(Tri Uni-Y Director, Volunteer Management & Finance and Sponsorship)  
Chia Yuan Yu Alicia  
(Uni-Y SMU Director, Volunteer Management & Finance and Sponsorship)  
Ong Kai Jie  
(Tri Uni-Y Director, Recruitment)  
Kee Jia Min  
(Uni-Y SMU Director, Recruitment)  
Fatima Co Pepito  
(Tri Uni-Y Director, Marketing & Publicity)

Ng Cherilyn  
(Uni-Y SMU Director, Marketing & Publicity)  
Ho Zhi Yan, Alycia  
(Uni-Y SMU Director, Marketing & Publicity)  
Poh Xin Ping Shanice  
(Tri Uni-Y Director, Personal Development)  
Eunice Chua  
(Tri Uni-Y Director, Personal Development)  
Daniel Oh Wei En  
(Uni-Y SMU Director, Personal Development)  
Soh Mei Yin Joalin  
(Uni-Y SMU Director, Personal Development)

## YMCA Clubs

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

Stephen Loh (President)  
Gerald Tay (Vice President / Youth Director)  
Daniel Ng (IPP / Fellowship Director)  
Peter Tay (Honorary Treasurer)  
Patricia Lim (Honorary Secretary)  
Rev Dr PJ John (Christian Emphasis)  
James Tan (Membership / Inventory Director)  
Edward Ong (LTOD Director)  
David Lua (Project / Extension Director)  
Chan Soon Sim (Program Director)  
Doris Moh (World Outlook Director)  
Freddie Lee (Sports / Recreation Director)  
Jasper Tan (Community Service Director)  
Chris Yap (Publicity / Fund Raising Director)  
Ma Poh How (Honorary Auditor)  
Eric Teng (Honorary Auditor)  
Jean Chai (YMCA Liaison)

### Singapore Mandarin Toastmasters Club

Chen Jin (President)  
Tan MengChuan (VP for Education)  
Yong Weng Soon (VP for Membership)  
Yang Wenqiang (VP for Public Relations)  
Lee WeiLing (Secretary)  
Cham Sabrina Barbara Chua (Treasurer)  
Chen Sikai (Sergeant at Arms)  
Ernest Chen (Adviser and Founder)

### YMCA Toastmasters Club

Ching Kwock Wing (President)  
Tan May Yan (Vice President for Education)  
Denise Loong Rucian  
(Vice President for Membership)  
Keloth Justyn Dylan  
(Vice President for Public Relations)  
Nur Farah Atiqah Bte Husaini  
(Vice President for Public Relations)  
Cindy Ong (Secretary)  
Arun Sharma (Treasurer)  
Loh Sue Wei Suzanne (Assistant Treasurer)  
Wong Keng Seng (Sergeant at Arms)



## Community Services

 **1,647**  
Local and international clients

 **1,515**  
Volunteers

 **6,844**  
Hours of voluntary service

## Youth Leadership & Development

 **332**  
Young community champions engaged under YMCA Youth for Causes

 **\$417,308**  
Raised for charities youth are passionate about

## Care Programmes

 **4**  
Child Development Centres

 **27**  
Student Care Centres

 **6**  
Kindergarten Care Centres


## Membership

 **7,081**  
YMCA Members

 **445**  
Subscriptions in fitness and dance

## Our Year in Review


 **1,324**  
Hours in counselling/intervention and engagement for youth-at-risk

 **\$25,703.79**  
Disbursed to clients through YMCA Financial Assistance and Capability for Employment Scheme (FACES)

 **461**  
Hours of volunteer training conducted

 **9804.5**  
Hours of voluntary service by youth volunteers

 **582**  
Youth volunteers mobilised

 **4,057**  
Students nurtured through YMCA Student Care & Kindergarten Care Centres

 **220**  
Children attended YMCA Child Development Centres

## Education

 **7**  
Singapore Workforce Skills Qualifications (WSQ) Courses

 **117**  
Trainees

 **116**  
WSQ Statement of Attainment

## Hospitality

 **68,670**  
Guests stayed at YMCA International House

 **90%**  
Occupancy Rate

# Highlights of the Year

MAY



## New Partnership Enhances Youth Intervention Programmes

We are pleased to announce a partnership with Tri-Sector Associates to innovate and refine the YMCA Vocational and Soft Skills Programme (VaSSP), which reaches out to youth-at-risk and out-of-school youth. Under the Social Impact Guarantee Model, the youth intervention programme aims to achieve a 75% success rate in supporting these youth to secure employment or further education upon graduation, allowing it to serve over 50 youths more effectively.

MAY AND OCTOBER

## University-YMCA Singapore Champions Mental Wellness with #ProjectYOU

University-YMCA Singapore (Uni-Y), YMCA's community service club, launched #ProjectYOU to champion youth mental wellness. Having identified common stressors among youth, they conducted courses and activities that addressed these issues, such as adult responsibilities, relationships, career and financial planning. The campaign hoped to equip youth with tools to navigate their life stressors and to advocate for mental wellness.



AUGUST

## YMCA Receives Enabling Mark Silver Award

We are proud to announce that the YMCA of Singapore received the Enabling Mark Silver Award at the inaugural Enabling Mark Awards Ceremony by SG Enable. The award celebrates employers and individuals for their best practices, outcomes and commitment in disability-inclusive employment. The event, held at the Istana, was graced by the President of Singapore, Mdm Halimah Yacob.

Kumari, the Head of Housekeeping at YMCA @ One Orchard, also received the Enabling Champion Award for her outstanding efforts in empowering youth with special needs through vocational training.



Ms S K Rajakumari  
YMCA of Singapore



SEPTEMBER

## Uplift Fund Supports Over 1,000 Recipients During COVID-19

In July 2020, YMCA launched the Uplift Fund, an emergency financial relief fund to benefit those who suffered a loss of livelihood due to COVID-19. Kickstarted by a philanthropic gift of \$500,000 by the Park Hotel Group, it sought to raise funds and provide financial assistance to those who lost at least 30% of their income. It prioritised those from the hospitality and tourism industries, which were hit the hardest by the economic effects of the pandemic, as well as those with family members with special needs. It also offered a one-time renewal to beneficiaries who completed an upskilling course, in efforts to encourage upskilling for long-term impact. From 1 January to 31 August 2021, the fund raised \$201,760 and benefitted 586 recipients. Throughout the course of the fund, over \$849,000 was raised to help over 1,090 recipients through this challenging period.



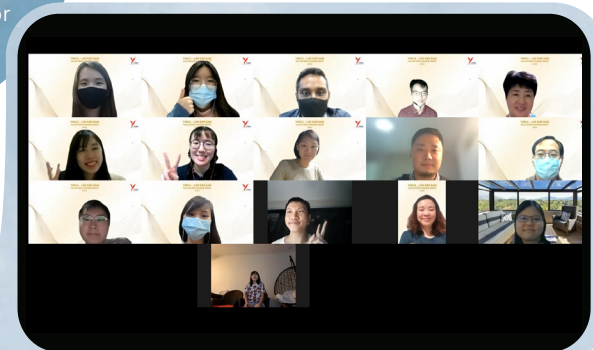
## Project Bridge x Community Services Programmes Baking Session

YMCA Project Bridge organised a baking workshop dedicated to youth-at-risk and youth with special needs. The event saw ten participants coming together to make pastries such as red bean doughnuts, hot dog breads and pizzas. Our participants enjoyed themselves and picked up some baking techniques along the way.

NOVEMBER

## YMCA-Lim Kim San Volunteer Awards 2021

The annual YMCA-Lim Kim San Volunteer Awards celebrates the achievements and contributions of dedicated volunteers, to give recognition and appreciation for their service and time. It also encourages a long-lasting journey of volunteerism. This year, notable award-winners included former staff that continued volunteering their time for YMCA programmes, among others. The night saw the volunteers form meaningful connections through bonding activities and featured performances by artists with special needs. The event was graced by Minister of State for Social and Family Development & Education Ms Sun Xueling.



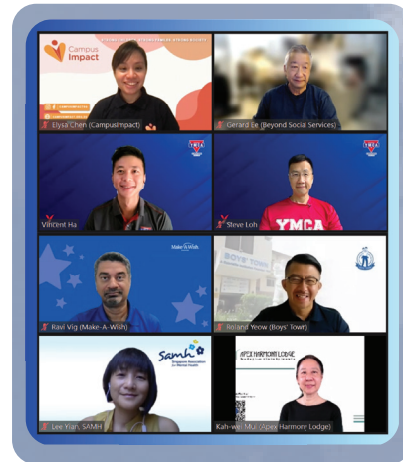


## DECEMBER

### Over \$415,000 Raised for 39 Social Service Agencies through YMCA Youth for Causes

YMCA Youth For Causes (YFC) is a programme that provides seed funding and mentorship to students who have a passion to give back to society. Over 6 months, the student groups utilise these resources to conceptualise and implement social service projects to benefit Social Service Agencies (SSAs) of their choice. As part of their training this year, the YMCA Conversation Series was held, where 7 social service leaders from various SSAs shared their experience and knowledge to the students over a Zoom event.

This year, 280 students from 37 schools raised over \$415,000 to benefit 39 SSAs. These students were encouraged to continue their social service journeys and to use their creativity and skills to contribute to a more inclusive society.



### 10 Years of Empowering Youth-at-Risk – YMCA Vocational and Soft Skills Programme

YMCA Project Bridge's Vocational and Soft Skills Programme (VaSSP) reaches out to youth-at-risk and out-of-school youth to equip them with skills that help them access further education or employment. These youth get to choose from various courses including hairdressing, culinary arts and early childhood enrichment, and are also provided with social support from social workers. This year, YMCA VaSSP celebrates its 10<sup>th</sup> year anniversary. Stories of alumni and students from this programme were shared on social media to commend them on their efforts and to inspire others to pursue their aspirations bravely.

A total of 48 youths graduated from YMCA VaSSP this year. The graduation ceremony was graced by Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, Mr Eric Chua.



### The Gift of Kindness – Bringing Christmas Joy to Less Privileged Children

Staff at the YMCA came together to celebrate Christmas with 110 students at two YMCA Student Care Centres through the Christmas Project 2021. The students at these centres enjoyed games and activities organised by our staff. Through kind contributions from partners and staff, we were also able to give Christmas presents to these children.



## Fundraising Events

### YMCA Special Needs Inclusive Challenge

27 February 2021 – The first-ever YMCA Inclusive Climb 2019 saw ten climbers with special needs challenge Mt Fuji after intensive physical training. In continuing this spirit during the COVID-19 pandemic, the YMCA Special Needs Inclusive Challenge was launched as a virtual campaign that invited the public to join eight YMCA Special Needs Ambassadors in a virtual climb up, or around Mt Fuji. The event, which sought to advocate for special needs inclusivity and raise funds for YMCA special needs programmes, was launched at the Istana and graced by YMCA Patron-in-Chief and President of Singapore, Mdm Halimah Yacob. This year, the national effort saw over 800 participants coming together to raise over \$268,000 to strengthen youth with special needs.



### YMCA 21<sup>st</sup> Charity Golf 2021

12 March 2021 – Some 130 esteemed guests golfed for good at the YMCA 21<sup>st</sup> Charity Golf 2021, raising over \$278,000 for the YMCA-Lim Kim San Volunteers Programme. The programme recruits volunteers and enhances their capabilities to carry out social service with excellence. Due to the COVID-19 pandemic, the golfers, who constituted a total of 32 flights, were split up and staggered to ensure social distancing measures were maintained. Despite these new measures that limited social interaction, the guests enjoyed the experience and worked together to raise funds in support of volunteerism. Our heartfelt appreciation goes to Mr Ee Kuo Ren, the Lead Panel Member of the YMCA Charity Golf 2021, for his contribution in leading the YMCA Charity Golf event for many years and for bringing in significant support through his efforts.



### YMCA Inclusive Cycling Challenge @ Shimano Cycling World

4 July 2021 – As an extension to the YMCA Special Needs Inclusive Challenge, Speaker of Parliament Mr Tan Chuan-Jin and his team cycled alongside YMCA Special Needs Ambassadors at the YMCA Inclusive Cycling Challenge. At the event, they cycled 125km for one and a half hours to show their support for special needs inclusivity. The distance travelled would have taken them around the perimeter of Mt Fuji in Japan.







## YMCA Ground-Up Initiatives

27 July - 30 October 2021 – Some YMCA volunteers, partners and members conceptualised and launched ground-up initiatives to raise funds for the YMCA Community Services Fund, which sustains YMCA Community Service Programmes and YMCA Project Bridge. These initiatives included bake sales by a South Korean family — Mr Woo Ah Ram, his wife Ms Hwang Seung Jeong and their children Woo Hyun Seo, Woo Ji Eon and Woo Seo Yeon, the selling of student care packs by Raffles Girls' School students and the sales of teddy bears crocheted by School of the Arts, among others. These initiatives raised over \$103,000 in total.



## YMCA Giving Gala 2021: Home Dining Edition

31 August 2021 — The YMCA Giving Gala is an annual fundraising event in support of YMCA programmes. Due to the pandemic, the event was conducted as a "Home Dining Edition" in 2021 and featured the Singapore Airlines (SIA). YMCA and SIA provided an exclusive dining experience donors could redeem at any time during the event period of two months. The event raised over \$80,000\* for the YMCA Community Services Fund.



## Launch of YMCA E-Flag Day: From Our HeARTs

1 December 2021 — Due to the COVID-19 pandemic, the YMCA replaced its annual Flag Day with a virtual campaign. This year, the campaign was entitled "From Our HeARTs" and featured various YMCA artists and employees with special needs. It raised awareness for the capabilities and talents of persons with special needs to encourage inclusivity. The virtual campaign ran until 24 February 2022 and raised over \$32,000\* through the support of volunteers, partners and institutions. The funds raised supported the YMCA Community Services Fund, which sustains arts, sports and vocational training programmes for youth with special needs, youth-at-risk and youth-in-need.



## Launch of YMCA Giving Hamper

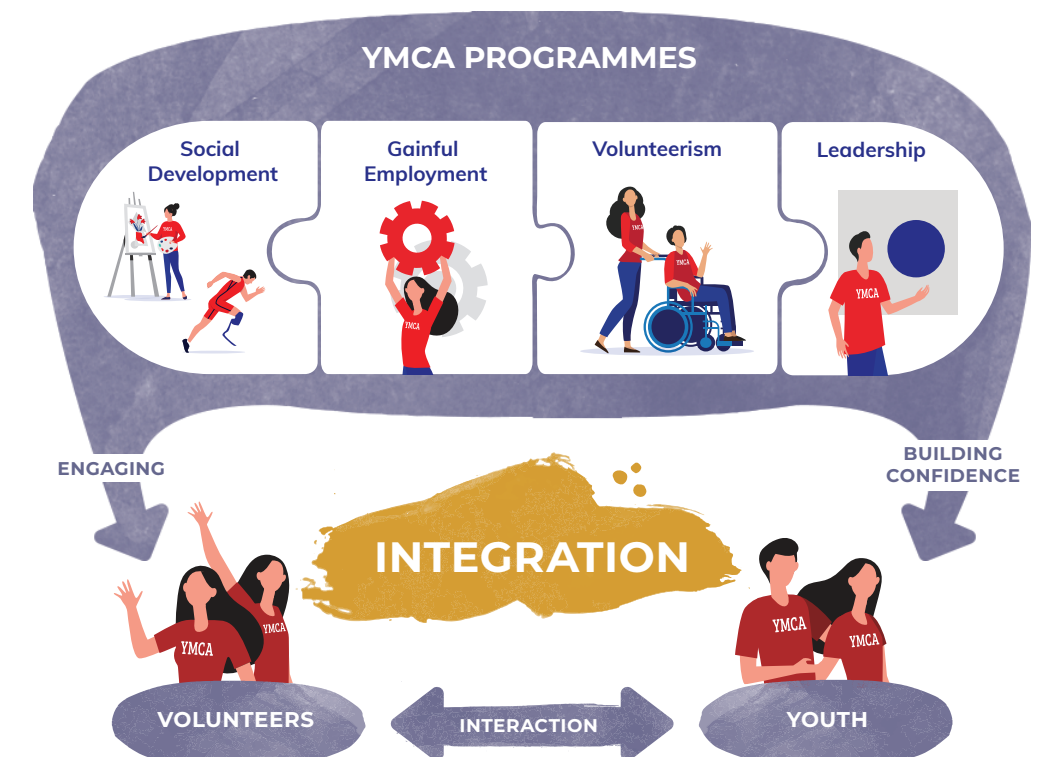
1 December 2021 — Launched during the Christmas season, YMCA Giving Hamper consists of the Premium and Luxe Hampers, thoughtfully curated with self-care essentials. For every \$500 in donations, donors received the Premium Hamper. For every \$1000 in donations, donors received the Luxe Hamper and YMCA dedicated a food hamper to a beneficiary in need. The initiative was held until 24 February 2022 and raised over \$24,000\* through the support of donors and corporate partners, which went towards the YMCA Community Services Fund.

# The YMCA

WE CHAMPION, CHALLENGE AND TRAIN YOUTH



PATHWAYS TO IMPACT







*"I am more confident in myself and would like to thank everyone who supported me while I was hiking and jogging. I would take part in this again!"*

**- Gareth Chua**  
YMCA Special Needs Ambassador

## Community Services

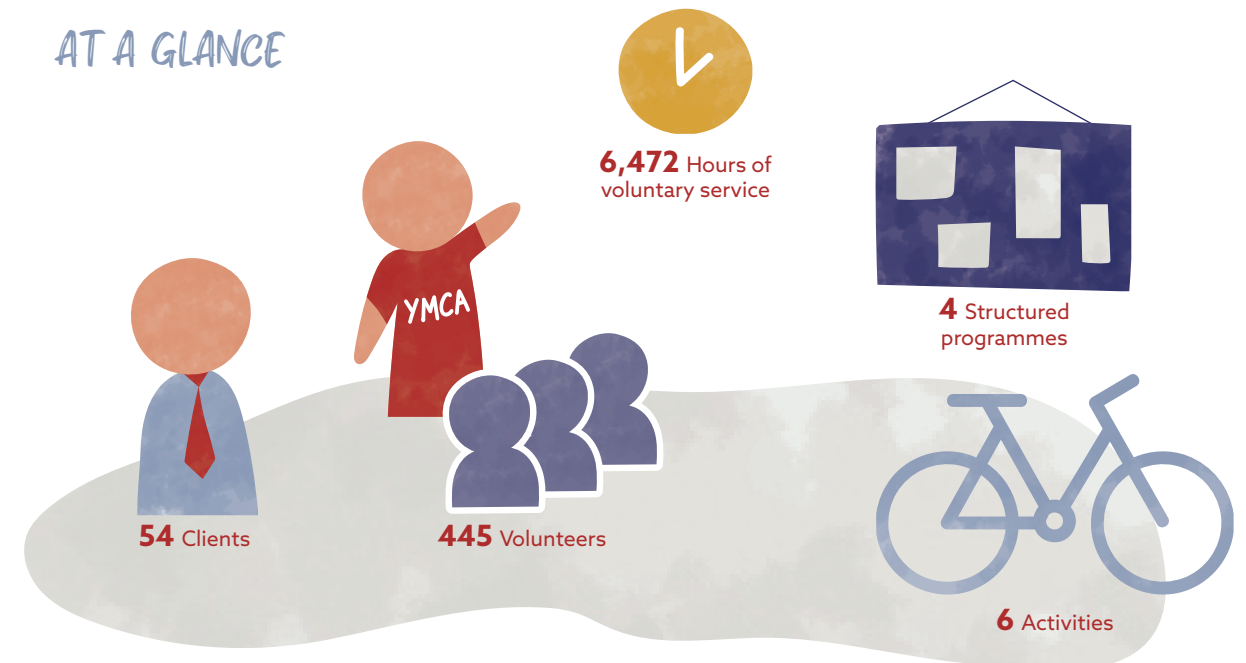
The YMCA of Singapore organises various community programmes to engage youth-at-risk, youth with special needs, and youth volunteers and leaders. These programmes aim to strengthen youth to rise above their circumstances and reach new heights through social development, gainful employment and volunteerism.

Among YMCA's signature programmes is the YMCA Special Needs Inclusive Challenge. It is a continuation of the first-ever YMCA Inclusive Climb 2019, which saw ten youths with special needs undergo intensive physical training and challenge Japan's tallest mountain, Mt Fuji. Due to the COVID-19 pandemic, the programme shifted to encourage public participation in a virtual challenge alongside YMCA Special Needs Ambassadors.

Gareth Chua, who has autism spectrum disorder, was among the YMCA Special Needs Ambassadors raising funds and awareness for persons with special needs through this programme. Through his admirable perseverance and dedication, he completed the challenge of accumulating 3,776m in elevation around Singapore ahead of over 800 participants. He then continued his activities and accumulated enough elevation to have summited Mt Fuji five times.

## YMCA Community Service Programmes

### AT A GLANCE



The YMCA Community Service Programmes are structured and sustained programmes that bridge clients and volunteers. They uplift the lives of clients such as youth with special needs. They also provide meaningful volunteering opportunities that help volunteers learn more about special needs and people from diverse backgrounds. While these clients are at our programmes, caregivers are also provided with some respite, allowing them to rest or to channel their time and energy to other tasks.

Some programmes include Y Dance, which engages youth with special needs through dance, and Y Nature Walk, where they join in hikes and treks. These are fun ways to stay physically active and fit, while providing platforms for creative self-expression, especially for non-verbal clients.

# YMCA International Service Programmes

## AT A GLANCE



*\*Number of volunteers and hours of voluntary service are reported under 'Youth Leadership & Development' on page 10, for the section '2021 in Review'.*



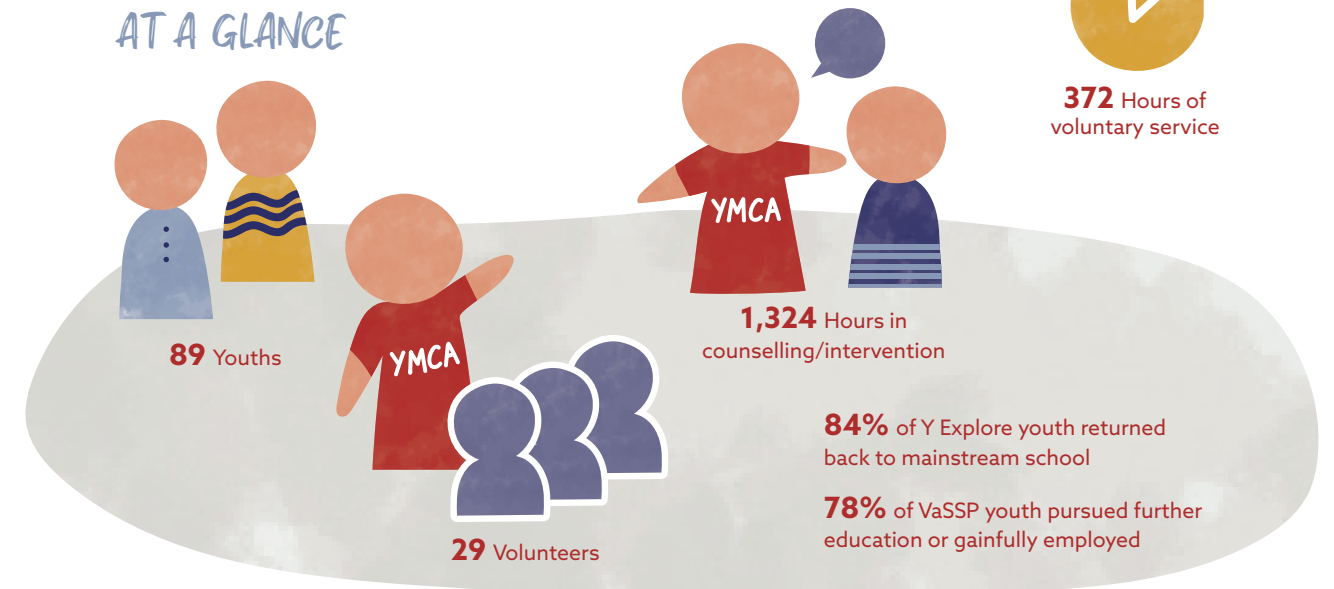
YMCA International Service Programmes (ISPs) are dedicated to developing youth leaders with a global mindset. YMCA ISPs serve communities outside of Singapore, strengthening both them and our volunteers.

The inability to travel poses no barrier for youth who want to continue learning and contributing to overseas communities, with YMCA x Youth Expedition Project Goes Online (YEP-GO) pivoting digitally to provide youth with such opportunities amid COVID-19. Our youth reached out to fellow youth overseas through various programmes such as language development, health education, financial literacy as well as interactive cultural exchanges and virtual tours in 2021.

Another notable programme is Raonatti, an international volunteering programme by Korea YMCA, that promotes mutual growth among youth in solving community problems in Asia. Collaborated efforts among the YMCAs is needed more than ever to combat social issues, due to the COVID-19 pandemic. 85 youth members were selected from 5 countries to implement social innovation projects in their respective local communities. From YMCA of Singapore, Team OMOW (Our Mind Our World) and Team SAGE (Sharing and Gaining Experience) were selected and awarded seed funding for their projects, which sought to raise awareness for youth-related issues and to make mentorship more accessible to youth, respectively.

# YMCA Project Bridge

## AT A GLANCE



**84%** of Y Explore youth returned back to mainstream school

**78%** of VaSSP youth pursued further education or gainfully employed



YMCA Project Bridge supports 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 Y Explore.

VaSSP equips youth with vocational skills including hairdressing and culinary skills among others, as well as soft skills such as communication, conflict management and job readiness skills. The youth also receive emotional and social support from social workers during the programme, to facilitate their return to further studies or entry into the workforce.

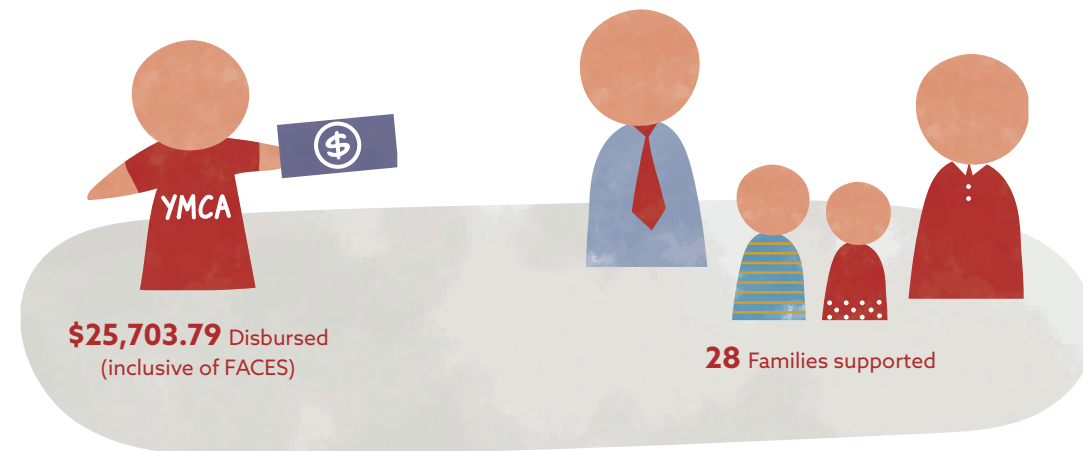
In 2021, YMCA VaSSP celebrated its 10<sup>th</sup> year anniversary. Stories of alumni and students from this programme were shared on social media to commend them on their efforts and to inspire others to pursue their aspirations bravely.

Y Explore uses experiential activities to build the academic knowledge, life skills and real-life experiences of out-of-school youth and youth-at-risk aged 13 to 14. This is so they can transit successfully back to mainstream education. Through various platforms including life skills training and work exposure, they learn about the world around them and strengthen their sense of self.



# YMCA FACES

## AT A GLANCE



From 2008 to 2021, the YMCA Financial Assistance and Capability for Employment Scheme (FACES) provided emergency financial aid to families in need, enabling them to afford daily necessities like groceries, health supplements and food. In addition, it sustained meaningful work training opportunities for persons with special needs, such as the YMCA Special Needs Hospitality Training Programme.

The YMCA Special Needs Hospitality Training Programme equips trainees with special needs with 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.

The Uplift Fund, an emergency relief fund kickstarted with a philanthropic gift from Park Hotel Group, was also a part of YMCA FACES. It supported individuals whose livelihoods were affected by the COVID-19 pandemic.

## Youth Leadership & Development

Youth are our future. Through our Youth Development Programmes, we strive to nurture future leaders of Singapore. By developing them into community champions and servant leaders, we build a caring, compassionate and skilled generation of changemakers. Our various programmes serve as platforms for them to touch lives and make a difference while growing their capabilities.

One outstanding youth is Jocelyn Yeo, who is passionate about serving the community. She began her volunteering journey through the YMCA Youth For Causes Programme, where students are given seed funding and mentorship to conceptualise and execute community service projects to benefit Social Service Agencies of their choice.

At the tender age of 18, she started serving as a volunteer mentor, supporting her juniors in their social service journeys. Through her creativity and skill sets, she has been involved in organising food donation drives, sales of merchandise, partnerships and events, among other initiatives. For her, volunteering is a valuable experience that builds empathy, awareness of social issues and encourages stepping out of your comfort zone. For her commitment and service, Jocelyn was awarded the YMCA Lim Kim San Long Service Award and the YMCA Supportive Mentor Award in 2021.

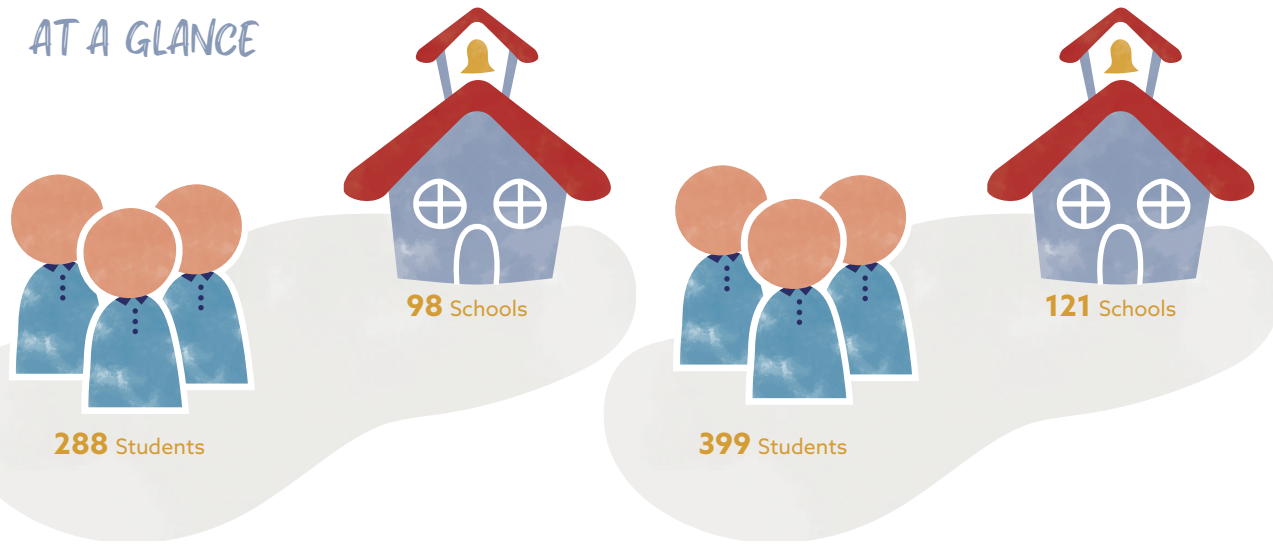
*"Volunteering has taught me to cherish everything around me. Don't be afraid to try – take the first step and you can learn a lot from it!"*

**- Jocelyn Yeo**  
YMCA Youth Volunteer



# YMCA Speaking Awards

## AT A GLANCE



14<sup>th</sup> YMCA Mandarin Speaking Awards

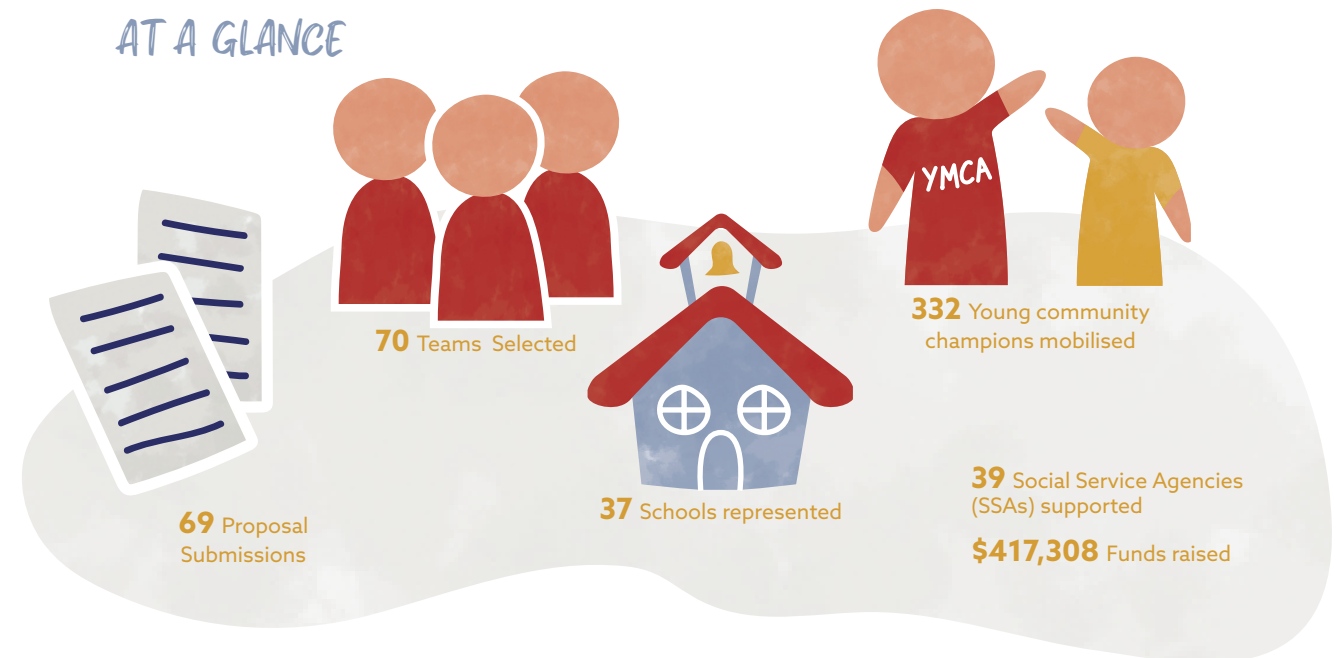
34<sup>th</sup> YMCA Plain English Speaking Awards



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 creativity, critical thinking and communication skills, as well as build confidence among youth.

# YMCA Youth For Causes

## AT A GLANCE



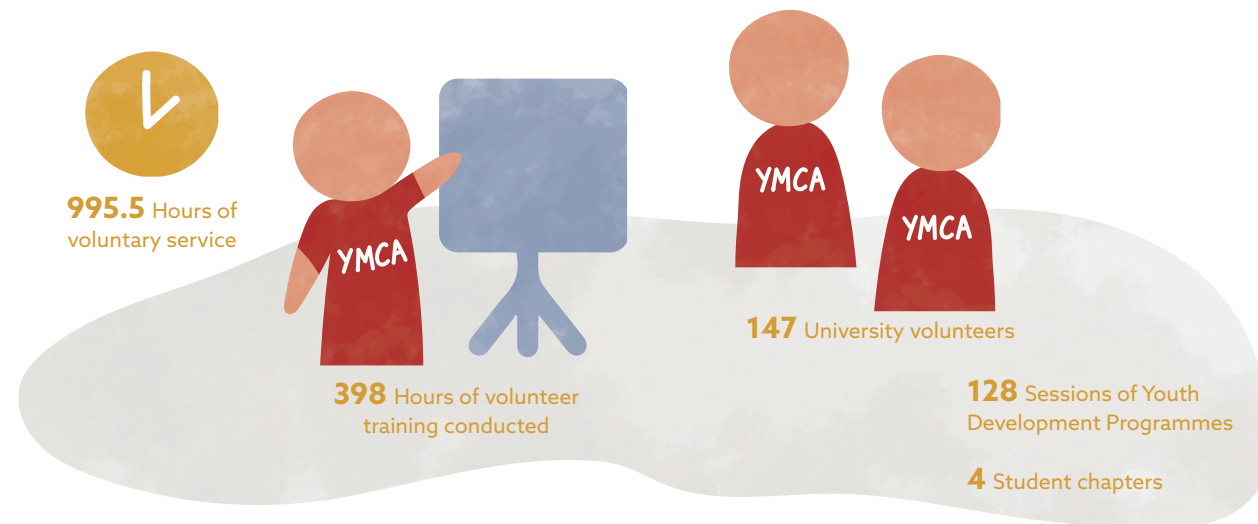
The YMCA Youth For Causes (YFC) encourages social entrepreneurship and community leadership development among Singaporean youth. The programme provides seed funding, mentorship and a fundraising license to up to 400 youths every year, supporting them in conceptualising and executing projects to raise funds and awareness for social causes of their choice. From real-life experience in 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 the NUS Business School and YMCA. In 2021, the YMCA Conversation Series was held, where 7 social service leaders from various SSAs shared their experience and knowledge to the students over a Zoom event.



# University-YMCA Singapore

## AT A GLANCE

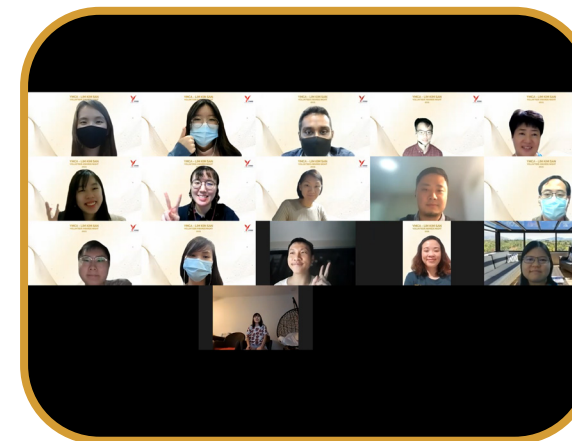


University-YMCA (Uni-Y) is the university service club of YMCA. It consists of chapters in the National University of Singapore, Nanyang Technological University, Singapore Management University, and the Singapore University of Technology and Design. It gathers and mobilises youth to become servant leaders 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.

The Uni-Y experience is holistically enriched through various volunteer programmes such as Y Craft It! and Y Tutor. Y Craft It! nurtures young lives through arts and crafts, and intentional mentoring. Y Tutor connects youth-at-risk or out-of-school youth with Uni-Y volunteers who will tutor and guide them in their academic subjects. In 2021, Uni-Y also launched #ProjectYOU to champion youth mental wellness.

# YMCA-Lim Kim San Volunteers Programme

## AT A GLANCE



The YMCA-Lim Kim San Volunteers Programme promotes volunteerism and enhances volunteer capabilities, so our helping hands become even stronger. In addition to providing volunteering opportunities to individuals and corporations and recruiting them, the programme also trains them through the YMCA-NUS Business School Volunteer Service Management Programme (VSMP). It equips volunteers with practical skills and knowledge so they can become a skilful and sustainable community of volunteers.

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

Workshops organised as part of this programme include imparting capability skills such as fundraising, events management and budgeting.



*"I look forward to working with the children daily. The children's growth is my motivation. Working with them also keeps me young at heart!"*

**- Ms Wen Hongming,**  
Assistant Principal at YMCA Child Development Centre @ Bukit Batok

## Education

YMCA Education encompasses various social enterprises focusing on nurturing children and youth. Through empowering them with knowledge and encouraging character development, YMCA of Singapore plays an essential part in supporting the growth of future generations.

Ms Wen, Assistant Principal at YMCA Child Development Centre @ Bukit Batok, has worked in YMCA Education for 15 years and received the Long Service Award this year. Over the years, she has worked with children as young as 18 months. She shares that it brings her much joy when graduates visit her and the centre, as she is able to witness their growth first-hand.

In addition to nurturing children, she also set up the Yes Support Group (YSG) alongside her principal, Ms Siti Jamaleyah, and fellow Assistant Principal, Ms Sumitha. The group hopes to promote mental wellness among employees at the Child Development Centre (CDC), by reaching out through WhatsApp to encourage one another. They also make themselves available for employees to speak to if they are facing any difficulties.

## YMCA Child Development Centre

### AT A GLANCE

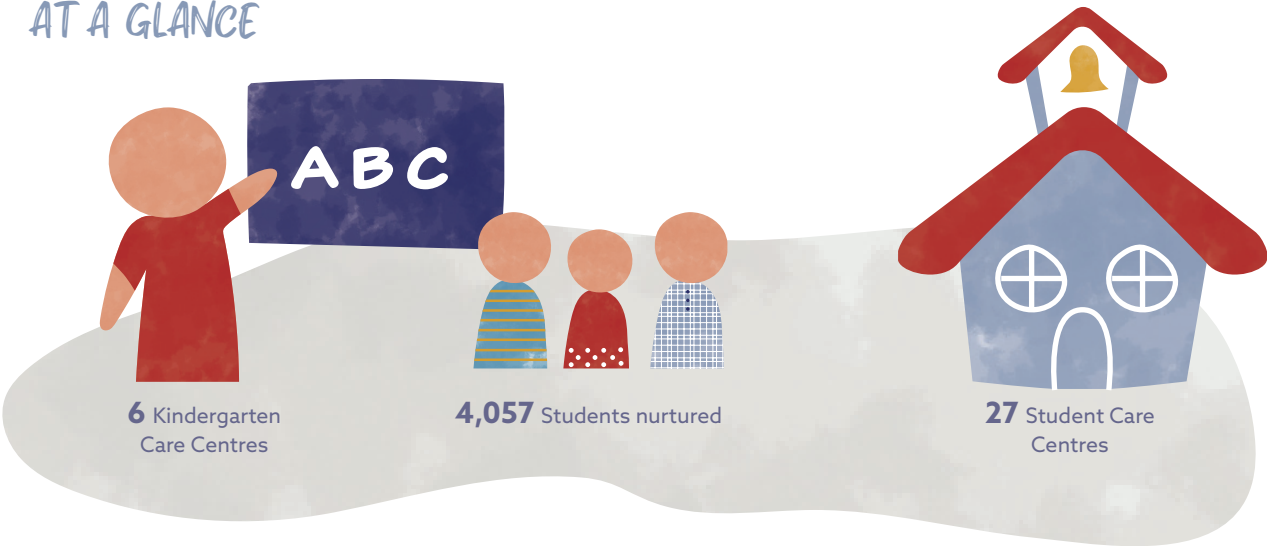


The YMCA Child Development Centre provides children with a holistic education that integrates all areas of learning into an experiential journey. Through fun and engaging classes like gardening and current affairs, children are equipped with useful skills like information technology, art, and speech and drama. Learning takes place beyond the classroom as well, through involvement in YMCA social service events that enhance their communication skills and facilitate character development such as empathy, compassion and kindness.



# YMCA Kindergarten Care and Student Care Centres

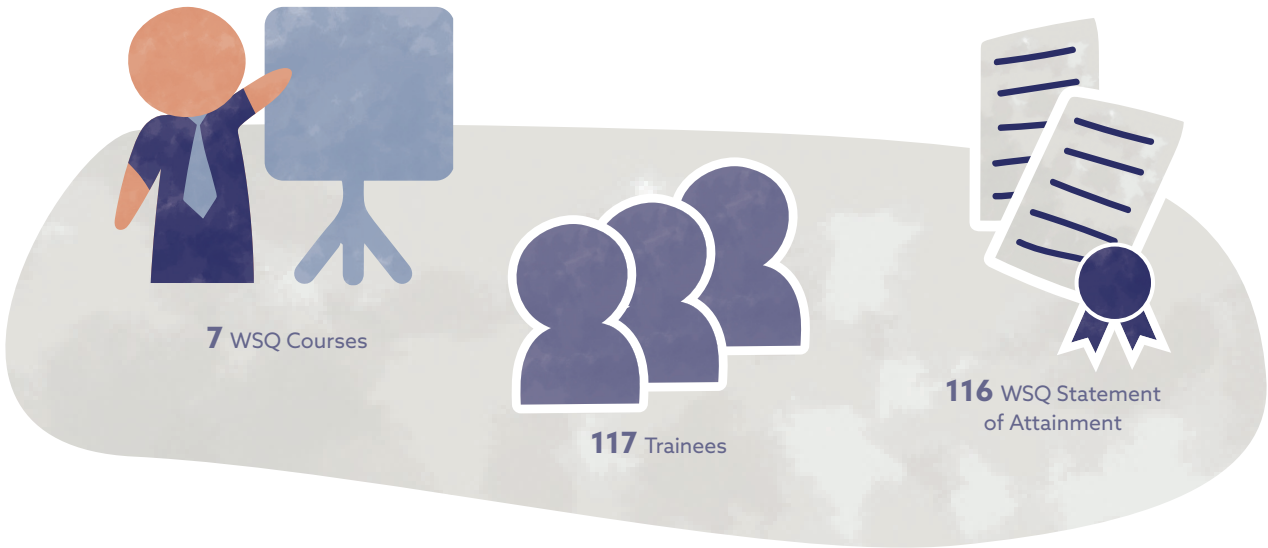
## AT A GLANCE



The 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.

# YMCA Education Centre

## AT A GLANCE



The YMCA Education Centre is a CPE registered Private Education Institution and Approved Training Organisation offering Singapore Workforce Skills Qualification (WSQ) courses accredited by SkillsFuture Singapore (SSG). One notable course is the Tony Buzan Leadership & Management Masterclass, which was conducted, virtually, for the first time in 2021.

# YMCA Learning Centre

The YMCA Learning Centre conducts Study Tour programmes catering to both international and local students with the objectives of cultural immersion, fostering friendship and sharing inter-cultural knowledge through exchanges. The YMCA Learning Centre is currently dormant due to travel restrictions since 2020.

# Membership & Clubs

YMCA Membership offers various programmes, activities and facilities that strengthen the body, mind and spirit. YMCA Members come from all walks of life and form meaningful friendships with those that share similar interests, supporting one another in their growth.

Siblings Elyse and Triston have been taking swimming lessons at YMCA @ One Orchard. Once afraid of even entering the pool, the siblings have shown tremendous improvement. Now, they have come to enjoy being in the water and have even gone snorkelling. While learning a valuable life skill, they have also built on their confidence so they are empowered to face other fears.

"I love swimming here. The pool is big, and Coach Phillip is kind and patient. I am happy to learn new skills and not to be afraid anymore," shared Triston.

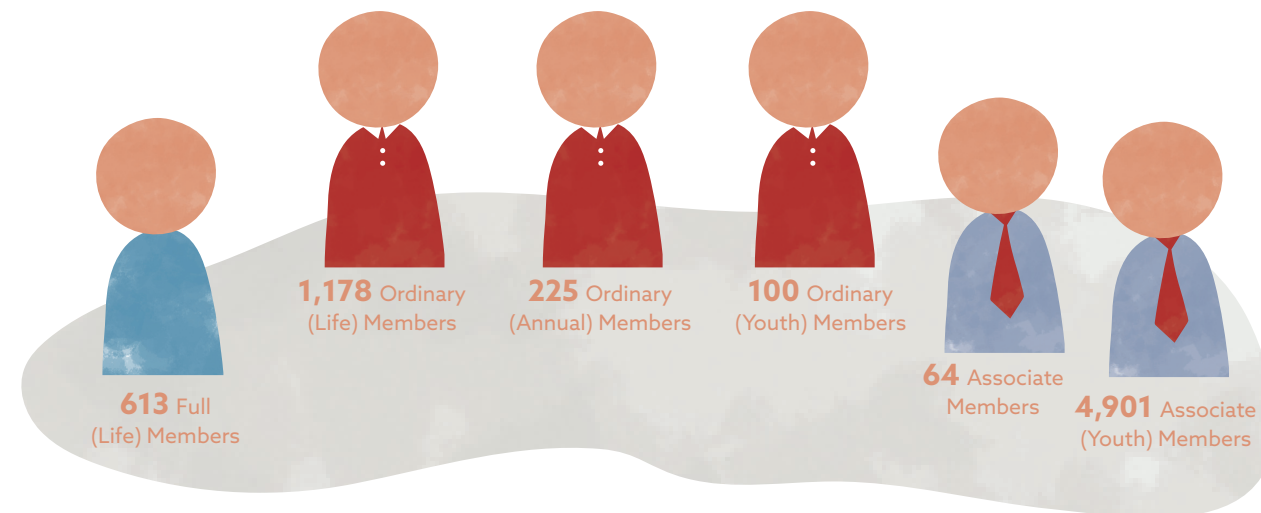
*"At first, we were scared to enter the water. The swimming lessons helped us to overcome our fear, while teaching us a survival skill. For us, every lesson was special!"*

**- Elyse & Triston Yeo**  
YMCA Members



# Membership

## AT A GLANCE

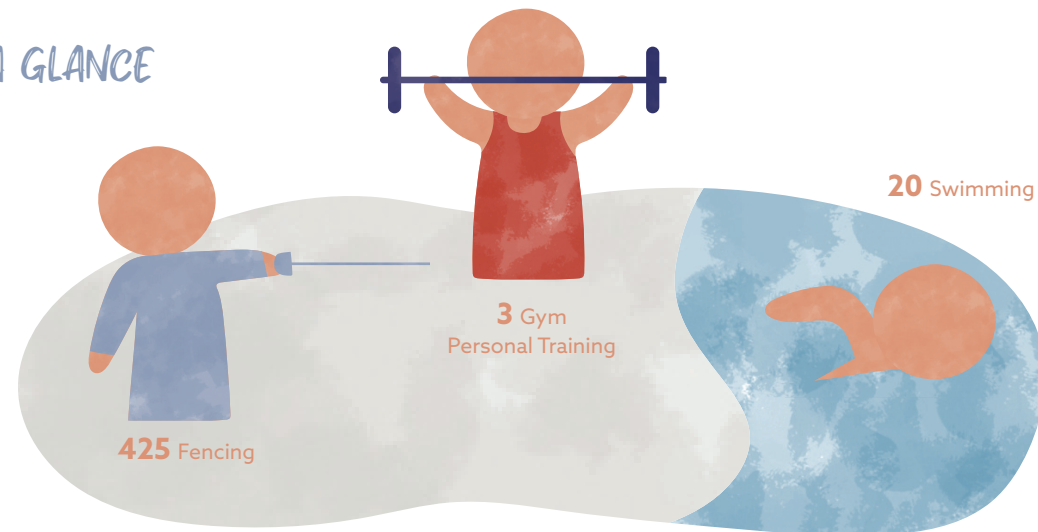


YMCA Members are like-minded individuals with the desire to become the best versions of themselves. They have fun-loving hearts that want to reach out to the community and give what they have to offer. Through the year, they engage in various enriching activities such as classes and volunteering in support 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.



# YMCA Fitness & Dance Programmes

## AT A GLANCE



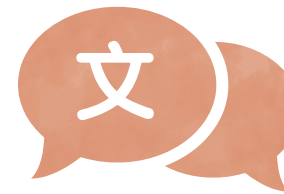
At the YMCA of Singapore, we encourage healthy and active lifestyles among members through fun and engaging activities. Through participating in these programmes, members get the opportunity to meet and bond with one another while keeping themselves fit and learning new skills. By staying healthy, members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

## YMCA Outdoor & 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. The programme is currently on hiatus due to an organisational review prompted by the COVID-19 pandemic.

# YMCA Clubs

## Singapore Mandarin Toastmasters Club



The Singapore Mandarin (YMCA) Toastmasters Club was chartered in 2015 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. In 2021, they conducted various activities including competitions, recitation sessions and other bonding activities to strengthen the friendship between their members.

## 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. Members experience personal growth and encourage each other through delivering and evaluating prepared speeches, as well as honing their impromptu speaking skills by participating in Table Topics sessions at regular Toastmasters meetings. The meetings are held on the 1st and 3rd Wednesdays of each month.

Due to the COVID-19 pandemic, the Club carried out its meetings virtually via Zoom. When social distancing measures were relaxed to allow for small group gatherings on site, the Club conducted two meetings in a hybrid setting.

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

The International Y's Men's Club of Singapore (Alpha Chapter), a service club that was chartered in 1980, is affiliated to the YMCA of Singapore. Over the years, it has carried out community service activities in conjunction with YMCA and conducted fundraising activities for the Association. It is open to like-minded people, YMCA members and volunteers who desire to serve the community and support YMCA. As an affiliated club of Y's Men International, it is also involved in various international programmes that support overseas YMCAs. The Club provides an excellent platform for youth empowerment and leadership development from its international resources network.

Despite the restrictions on social gatherings, regular club programs were organised with guest speakers on topics of great interest such as "Sanxingdui" and "The COVID Challenge" on Zoom, in addition to bi-monthly meetings and fellowship.

In early 2021, Alpha Chapter distributed Chinese New Year goody bags to elderly beneficiaries of SARAH Seniors Activity Centre at 105 Jalan Bukit Merah for Chinese New Year and donated a refrigerator in response to a request from one of the beneficiaries. In keeping with the action against Climate Change, it organised a day whereby members and friends gathered to pick up litter and waste along the East Coast in support of the international program on Week4Waste. Beyond Singapore, the Club provided financial support for the Cambodia YMCA Street Children Program.





*"To me, learning is never-ending. I am happy to work with and mentor youth with special needs. I enjoy the bonds I have formed with them,"*

**- Shanmuganathan**  
YMCA @ One Orchard staff

## Hospitality

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 strives to make Singapore a better place through advocating for inclusivity for persons with special needs, by playing an essential role in providing employment and vocational training for them.

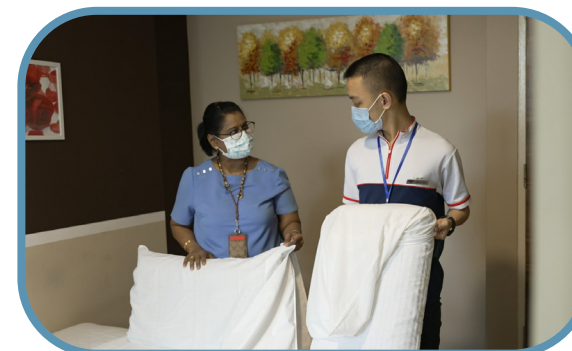
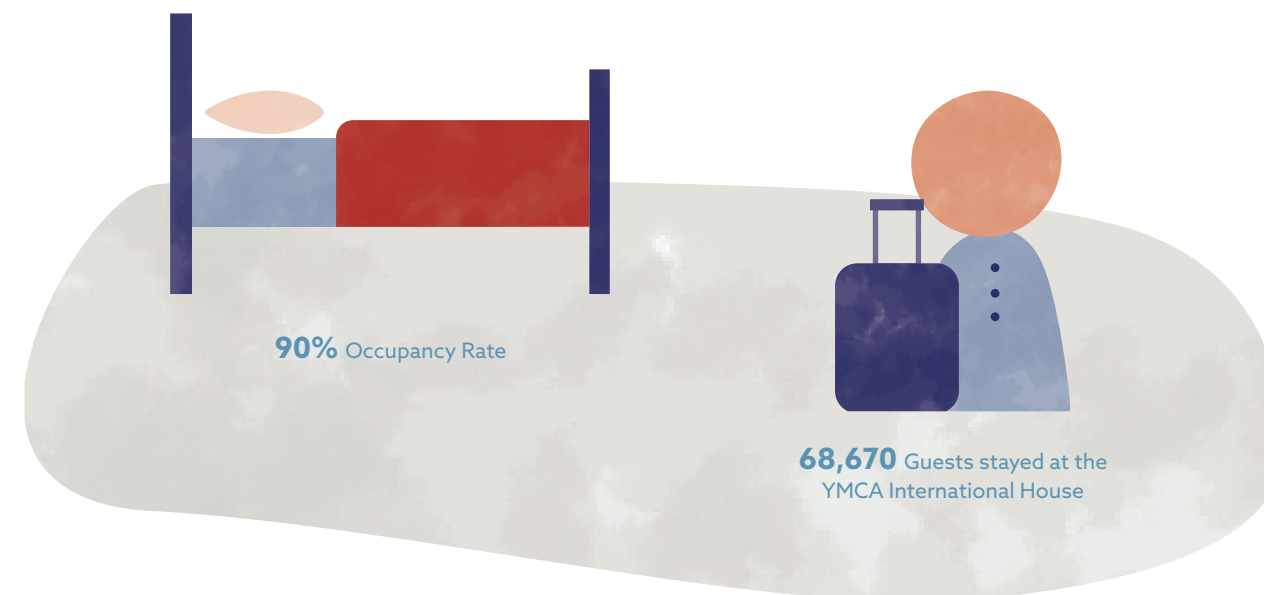
Fondly known as "Shan" by his peers, Shanmuganathan has been a YMCA staff for seven years. He is an amputee who was serving in the military in a leading position for over 25 years before joining the YMCA. While the transition was difficult, he eventually adjusted to working in the hospitality sector, and now serves as a mentor and role model for youth trainees with special needs.

Rajakumari, the Head of Housekeeping, also nurtures youth passionately. She provides training and supervises the work of all trainees, helping them grow comfortable into their new positions and learn to be independent and effective workers. This year, she received the Enabling Champion Award at the Enabling Mark Awards by SG Enable for her outstanding efforts in youth empowerment.

Both Shan and Rajakumari share that they feel a bond with fellow staff and feel accomplished in contributing to the YMCA family and society at large.

## YMCA International House

### AT A GLANCE



The YMCA International House, known as YMCA @ One Orchard, is a social enterprise that provides travellers a home away from home. In 2021, it served many who were affected by sudden travel restrictions and were unable to return home.

YMCA @ One Orchard is also a training ground for clients under the YMCA Special Needs Hospitality Training Programme, who undergo six months of coaching. After their training, the clients receive support while seeking full-time employment, including the opportunity to be assessed for positions at YMCA @ One Orchard, The Social Kitchen and other hospitality-related organisations.



# Thanksgiving

## Corporates and Organisations

### \$100,000 and above

TL Whang Foundation Limited

### \$30,000 and above

Apro-Asian Protection Pte Ltd

The Community Foundation of Singapore

### \$10,000 and above

AP Oil International Limited

JCCI Singapore Foundation Limited

KPMG LLP

Pei Hwa Foundation Limited

SymAsia Singapore Fund

Yan Pte Ltd

### \$5,000 and above

Citibank N.A., Singapore Branch

DBS Bank Ltd

Heeton Holdings Limited

Markono Print Media Pte Ltd

Renergy Engineering LLP

SG Enable Ltd

Tanah Merah Country Club

### \$3,000 and above

Accent Engineering Pte Ltd

### \$1,000 and above

A.MGR Co. Pte. Ltd.

Bank of Montreal Singapore Branch

CEI Limited

Central Singapore Community

Development Council

KFI Pte Ltd

Singapore Press Holdings Limited

TDCX (SG) Pte Ltd

## Individuals

### \$10,000 and above

Chan Lui Ming Ivan

Eric Teng Heng Chew

Han Seng Juan

Lim Boon Heng

Lim Kiat Seng

### \$5,000 and above

Chew Gek Khim

Chong Kian Tai

Lee Teck Kiong Joshua

Leslie Wong Kin Wah

Loh Sur Yong Stephen

Low Choi Chue

Tan Guan Hiang

Teo Zi-Ming

Wee Wei Ling

Wong Hin Sun Eugene

### \$3,000 and above

Chia Ywai Kong, Johann Kevin

Goh Tiong Yong

Hang Ing Hua Mary

Jared Tang

Johanes Oeni

Kar Wong

Lee Sze Yeng

Lim Ee Ming

Manoj Dharmadas Kalwani

Tay Jun Cheng, Adrian

Teo Eng Cheong

Tony Tai Seow Woi

Velasco, Valerie Uy

Wee Heng Lian Vincent

Yeo Keng Joon

### \$1,000 and above

Adrian Mondry

Ang Siew Hui

Ashley Sathia Moorthy

Bahren Shaari

Chen DeHui Janice

Chen Siyuan

Ching Liang Heng Albert

Choy Kem Wah

Dennis Chiu

Eric Low See Ching

Foo Fei Ying Sandy

Gabriel Gerard Goh Hiong Kiat

Gilbert Quah

Goh Han Xi

Henry Tano

Hermina Adriana Tan

Joshua Lee

Julia Loy

Karen Lee Shu Pei

Koh Li Khim Margaret

Kwok Chun Yue

Lai Shu Hui

Lau Hwai Bing

Lee Lay Khim Cynthia

Leon Ng Koh Wee

Lian Bee Leng

Lim Choon Hong

Lim How Boon

Loo Tze Lui

Low Chen Kuo Ted

Lynn Tan Yen-Lyn

Martha Chuang Sow Peng

Neha

O'Donnell Terrence Richard

Ow Tai Chun

Phua Tien-En, Joel

Samuel Chan Wei Mun

Saurav Bhatia @ Saurabh Bhatia

Seow Onn Choong

Steven Loh

Suwantara Gotama Lim

Swarupananda Saint

Tan Hwei Yee

Tan Yung Ming

Tang Hui Fen Elizabeth

Tay Hong Beng

Teo Jia Wen

Teo Poh Kheng

Ting See Ho

Vikram Subrahmanyam

Wong Kahoe

# Governance Evaluation

No.	Code Description	Code ID	Compliance
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
2	Are there governing board members holding staff* appointments?		No
5	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
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years. <u>Explanation for non-compliance</u> 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
7	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
8	Is there any governing board member who has served for more than 10 consecutive years?		No
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
11	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
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
13	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
14	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

The YMCA of Singapore expresses our heartfelt appreciation to partners and donors of all amounts. It is with your generous contributions that we are able to impact lives within the community.

Thank you for empowering our helping hands!

No.	Code Description	Code ID	Compliance
15	The Board approves documented human resource policies for staff.	5.1	Complied
16	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
17	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
18	Are there volunteers serving in the charity?		Yes
19	There are volunteer management policies in place for volunteers.	5.7	Complied
20	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
21	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
23	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
24	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
25	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes
26	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
27	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes
28	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
29	Did the charity receive donations in kind during the financial year?		Yes
30	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
31	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

No.	Code Description	Code ID	Compliance
32	Are governing board members remunerated for their services to the Board?		No
35	Does the charity employ paid staff?		Yes
36	No staff is involved in setting his own remuneration.	2.2	Complied
37	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
38	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
39	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
Tony Soh	6/6	Cynthia Tan	5/6
Kenneth Tan	5/6	Adrian Tay	4/6
Loo Tze Lui	5/6	Vincent Ha	4/6
Teo Zi-Ming	6/6	Eric Teng	6/6
Samuel Chan	5/6	Leon Ng	6/6
Albert Ching	6/6	Pek Hak Bin	5/6
Teo Eng Cheong	6/6	Eugene Wong	5/6
Ho Chee Hon	5/6	Tan Sze Wee (Co-opt)	4/6
Steven Chia	4/6	Joshua Lee (Co-opt)	5/6



# Policies

YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of 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 persons shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 1 year. Since 2017, the practice is for the Honorary Treasurer to be re-elected after a lapse of at least two years to be aligned to the Code of Governance for Charities and Institutions of a Public Character (2017 revision). The current Honorary Treasurer has been elected to the post since July 2020.

No Board Members are remunerated for their Board services.

### 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, referring 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 Human Resource Committee appointed by the BOD. 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.

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 (through its audited financial statements) 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.

The Association does not have paid staff who are close members of the family of the General Secretary & CEO or BOD, who receive more than \$50,000 during the year.

### 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.

## 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 an optimum of three years of operating reserves. 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 2021, our ratio of reserves to annual operating expenditure stands at 0.5 years.

The restricted funds and their purposes are listed in the Notes to the Financial Statements.

YMCA also has 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 Statement which are regularly reviewed and approved by the BOD to allow for flexibility according to the market environment. This Committee is appointed by the BOD to exercise prudence and good stewardship in relation to the Investible Portion of Reserves of the Association.

The current objective stipulated in the Investment Policy Statement is for the Committee to return a 3-Year Rolling-Average Returns net of fees that is equal or exceed the hurdle rate, defined as Singapore's annualized consumer inflation rate (Consumer Price Index) for the same 3-year period (as compiled by the Department of Statistics).

## DISCLOSURE AND TRANSPARENCY

There is a Conflict of Interest policy approved by the BOD. Annually, the BOD and Management Staff make declarations of actual or potential conflicts of interest to the BOD in accordance with the policy.

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 BOD for acceptance.

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

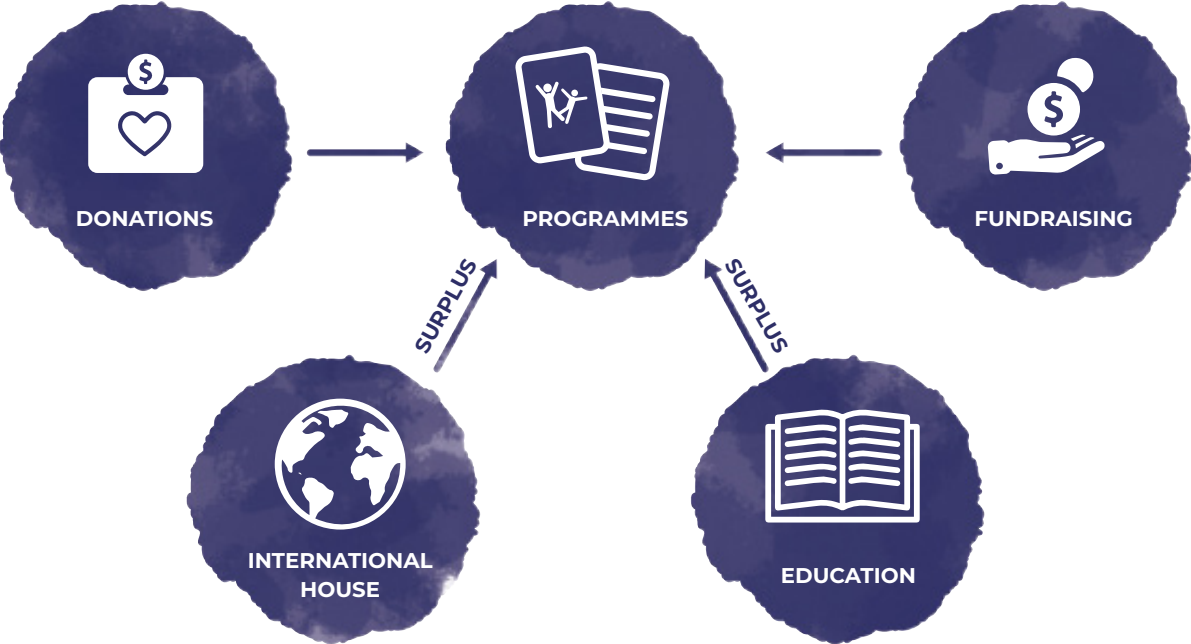
## FUNDRAISING PRACTICES

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

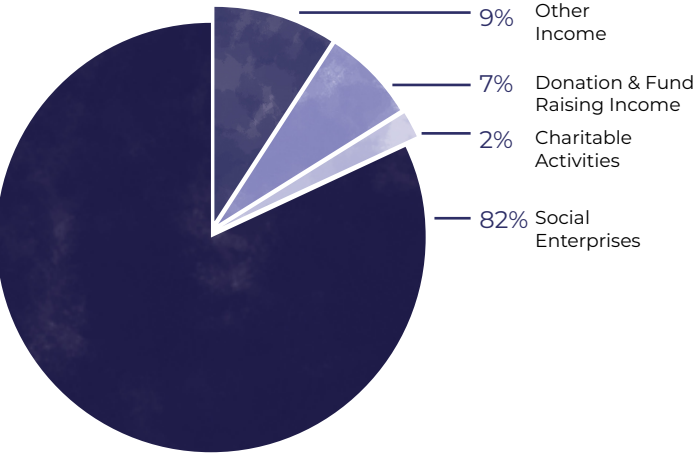
The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

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 sustain financial stability.

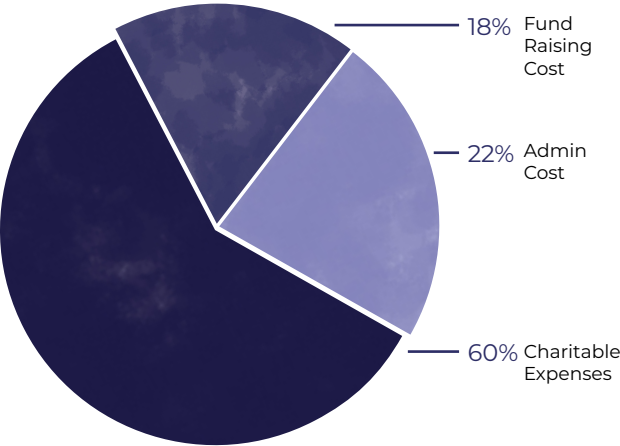
# Financial Strategy



Sources of Income for 2021  
\$23,572,726



Distribution of Donation & Fund Raising Income for 2021  
\$1,714,425.58



# Financial Information

For Year Ended  
31 December 2021

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

	2021 S\$'000	2020 S\$'000
<b>STATEMENT OF FINANCIAL POSITION</b>		
Non-Current Assets	3,957	4,236
Current Assets	31,842	32,289
Total Assets	35,799	36,525
Total Liabilities	-4,150	-4,983
TOTAL FUNDS	31,649	31,542
<b>STATEMENT OF COMPREHENSIVE INCOME</b>		
Revenue:		
Education	17,155	15,734
International House	2,199	3,012
Membership	175	174
Community Services	512	697
Volunteer & Youth Development Programmes	42	187
International Service & Outdoor Programmes	108	218
Donations & Fund Raising Events	1,714	2,907
Corporate Services	1,349	1,474
Investment Income/ Gain	204	392
Amortisation of building asset capitalisation reserve	115	115
	23,573	24,910
Costs:		
Education	16,162	13,559
International House	3,452	5,045
Membership	415	496
Community Services	1,802	2,210
Volunteer & Youth Development Programmes	492	674
International Service & Outdoor Programmes	156	350
Donations & Fund Raising Events	410	265
Corporate Services	376	186
Investment Expenses/Loss	1	1
Non Operating Expenses	85	96
	23,351	22,882
TOTAL COMPREHENSIVE (LOSS)/INCOME	222	2,028
<b>STATEMENT OF CASHFLOW</b>		
Net cash effect of operating activities	-570	2,606
Net cash effect of investing activities	368	1,146
Net change in cash and cash equivalents	-202	3,752
Cash and cash equivalents as at 1 January	28,443	24,691
Cash and cash equivalents as at 31 December	28,241	28,443

## Y stands for Youth

We champion, challenge and train youth with special needs, youth-at-risk, and youth volunteers and leaders to become independent and effective contributors to an inclusive society.