

STRONG

Strengthening Youth



*Michael Ang, Ng Hien Hao and Zhang Yan Tong, graduates from
the YMCA special needs vocational training programme*

Championing, Challenging & Training Youth

YMCA of Singapore

Annual Report 2020

YMCA OF SINGAPORE 新加坡基督教青年会

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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.



All information printed in this Annual Report is accurate as of April 2021.

Core Values

COMPASSION

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

SERVANT LEADERSHIP

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

HONESTY

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

ACCOUNTABILITY

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

RESPECT

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

EXCELLENCE

To strive for best practices

YMCA of Singapore

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

YMCA of Singapore is a member of the following organisations:

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

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President's Message



"May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit."

Romans 15:13

Dear YMCA Members, Friends and Staff,

Despite the profound challenges brought about by the COVID-19 pandemic, I am pleased to report that the YMCA persevered in our mission to serve the community as we have done for the past 118 years. We were especially moved by the solidarity shown by the YMCA board, staff, and volunteers in coming together to serve low-income families affected by the crisis through our food delivery and financial assistance programmes.

YMCA @ One Orchard, our International House, served as a temporary home for many who were affected by the sudden travel restrictions. We operated at close to full occupancy for much of the year, and we were glad to be of service to these affected individuals.

The YMCA also remained committed to strengthening our community including youth, children and volunteers.

Over 300 youth leaders raised over \$450,000 for 36 Social Service Agencies at this year's Citi-YMCA Youth For Causes initiative. We would like to express our sincerest thanks to Citi Singapore for their great support and encouragement in the past 18 years. It is always inspiring watching our youth rise to the occasion to conceptualise and implement community projects to raise funds and awareness for causes they care about.

As for children, with over 3,000 young ones under our wing, YMCA's Education Division continued to nurture a new generation of community champions through building social awareness and servant-heartedness at our 35 Student Care, Kindergarten Care and Child Development Centres.

We are pleased to announce that our YMCA Child Development Centres were awarded Partner Operator Status by the Early Childhood Development Agency (ECDA), empowering us to keep fees affordable while providing quality services.

We were also glad to raise some \$130,000 through our YMCA Flag Day 2020, to support our YMCA programmes for youth with special needs. This generous support will allow us to continue empowering them holistically through arts, sports, dance and vocational training with a view of building their confidence and resilience to engage in long-term employment.

Finally, we celebrated some 100 volunteers at the YMCA-Lim Kim San Volunteer Awards Night. This included a new category of award winners – the YMCA-Lim Kim San Volunteer Exceptional Award, which commended community heroes who made a big difference during the COVID-19 pandemic.

Together with the Board of Directors, I would like to thank our Patron-in-Chief and President of Singapore, Madam Halimah Yacob, our members, volunteers, donors, partners and staff for their invaluable contributions that made the past year possible.

We thank God for the grace He has bestowed upon us in 2020 and we look forward to touching even more lives in the coming year.

In His Service,
Teo Eng Cheong
President

Organisational Structure



Board of Directors

Patron in Chief

Her Excellency Mdm Halimah Yacob
President of the Republic of Singapore

Office Bearers

Mr Teo Eng Cheong
Mr Kenneth Tan Chih-Sien
Mr Tony Soh Cheow Yeow
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

Bankers

Citibank
DBS

Auditor

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



Mr Teo Eng Cheong, PPA
President



Mr Kenneth Tan Chih-Sien
Vice President



Mr Tony Soh Cheow Yeow
Vice President



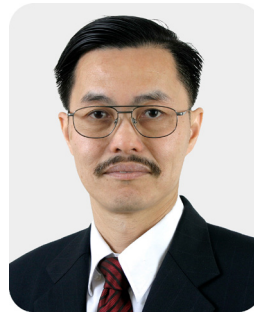
Mr Albert Ching
Liang Heng



Mr Steven Chia Oon Seet



Mr Vincent Ha
Kwang Yuen



Mr Leon Ng Koh Wee



Mr Thomas Pramotedham



Mr Pek Hak Bin



Mr Eric Teng Heng Chew
PBM, BBM



Mr Ooi Boon Hoe
PP, PBS (co-opted)



Mr Teo Zi-Ming
Honorary Secretary



Mr Samuel Chan
Honorary Treasurer



Ms Koh Shaw Luan



Ms Loo Tze Lui



Ms Cynthia Tan
Guan Hiang



Mr Adrian Tay Juncheng

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



Mrs Mildred Tan, BBM
(Stepped down in Dec 2020)



Mr Tay Puan Siong,
JP, PBM

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)



Elaine Tan
Division Head (Programmes)

Head of Departments

Social Enterprises

International House

Elsie Kwow
Marketing & Events

Education

Guo Weimin
Student Care | Kindergarten Care

Helen Tan
Child Development Centre

Programmes

Sharon Chan
Youth Development 1

Serlina Huang
Community Services

Leona Leong
Community Engagement & Partnerships

Joyce Yu
Youth Development 2

Corporate Services

Kok Toong Keong
Finance

Leong Peng Mun
IT & Building Services

Clariss Oon
Human Resources

General Secretary & CEO's Message

"Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms."

1 Peter 4:10



Dear YMCA Members, Friends and Staff,

2020 was an unprecedented year for the world. The COVID-19 pandemic disrupted the lives of many, with low-income families and vulnerable groups being hit particularly hard. In response, the YMCA initiated three COVID-19 relief projects – Project Makan, Wok the Talk Project and Uplift Fund to provide emergency aid to those most in need. Project Makan, a collaboration with The Social Kitchen and SHINE Children and Youth Services, delivered meals to children from lower-income families. Wok the Talk Project engaged hawkers and drivers to prepare and deliver meals to vulnerable groups including migrant workers, persons with special needs, seniors, and lower-income families, benefiting both service providers and clients.

We were also honoured to launch the Uplift Fund with the Park Hotel Group. They kick-started the fund through a \$500,000 philanthropic gift, providing emergency financial assistance to those who suffered a pay-cut of at least 30% due to the pandemic. Collectively, these projects raised over \$1,550,000, and provided some 220,000 meals and financial assistance to over 8,400 people in need.

Apart from our COVID-19 relief projects, we continued to champion, challenge and train youth with special needs, youth-at-risk and youth leaders, through youth programmes that strengthened their body, mind, and spirit.

Our special needs clients underwent holistic development through virtual art and dance programmes led by staff and volunteers.

Apart from that, we continued to provide vocational training and employment through the YMCA Special Needs Hospitality Training Programme, empowering them to live independent and fulfilling lives through employment.

YMCA Project Bridge reached out to out-of-school youth through the YMCA Vocational and Soft Skills Programme (VaSSP), equipping them with job skills that helped them progress to further employment or higher education. Our newly launched Y Explore programme provided life and career guidance to 13 to 14-year-old youths who displayed irregular school attendance. We were proud to see some 50 youths graduating from these programmes.

The YMCA is also committed to nurturing youth to become community servant leaders that build a brighter Singapore for tomorrow. Despite COVID-19's travel restrictions, our youth leaders continued making an international impact through Youth Expedition Project Goes Online (YEP-GO). Locally, they also launched the #IAMWHOLE campaign, raising awareness for mental wellness and encouraging their peers to support one another in times of need.

I would like to express my heartfelt thanks to every member, donor, volunteer and staff who journeyed with us. In the coming year, we look forward to continue serving the community alongside you.

In His Service,
Steve Loh
General Secretary & CEO

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 Koh Shaw Luan (Chairman)
Mr Kenneth Tan
Ms Karen Chou
Mr Vincent Ha
Ms Claris Oon (Secretariat)

Investment Committee

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

Nominations Committee

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

OVERSIGHT COMMITTEES

Education Committee

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

Programmes Committee

Mr Thomas Pramotedham (Chairman)
Mr Kenneth Tan (Co-Chair)
Ms Cynthia Tan
Mr Vincent Ha
Mr Leon Ng
Ms Elaine Tan (Secretariat)

RESOURCE PANELS

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
Mr Quek Kwang Yong
Ms Eunice Tan
Dr Chong Kian Tai
Ms Pamela Hoo (Secretariat)

YMCA IT

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

YMCA Mandarin Speaking Awards

Mr Kenneth Tan (Lead Panel Member)
Mr Toh Teck Wang
Ms Sim Wan Hui
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 Patsy Mah
Ms Sim Wan Hui
Ms Ng Hui Hong
Ms Bozena Rupnik
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
Ms Cassandra Cheng
Mrs Marlene Koh
Dr Peace Wong
Ms Sharon Chan (Secretariat)

Citi-YMCA Youth For Causes

Mr Vincent Ha (Lead Panel Member)
Mr Samuel Chan
Mr Thomas Pramotedham
Mr Ho Chee Hon
Mr David Lee (Secretariat)
Ms Serlina Huang (Secretariat)

YMCA-NUS Business School Volunteer Service Management Programme

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

As stipulated in the YMCA Constitution, President and General Secretary & CEO of YMCA of Singapore are ex-officios in all YMCA Committees. The above committees are appointed for the period of 2019/2020.

UNIVERSITY-YMCA

Uni-Y Nanyang Technological University Executive Committee

Kenny Joshua Chau Chin Kwok
(Vice-President, Holistic Enrichment)
Soh Xuan Ying Zaviera
(Director, Community Service Programmes)
Tan Yuan Li
(Director, Community Service Programmes)
Ng Chi Hui
(Director, Community Service Programmes)
Falcia Tui
(Director, International Service Programmes)
Leong Baoru
(Director, Marketing & Publicity)
Thin Lat Han
(Director, Volunteer Management & Finance and Sponsorship)
Tan Jun Long
(Director, Personal and Leadership Development)
Joelle Thng
(Director, Personal and Leadership Development)

Uni-Y National University of Singapore Executive Committee

Tang Ning Ling (President)
Ong Kai Jie
(Director, International Service Programmes)
Barnabas Teong Kai Yang
(Director, Volunteer Management & Finance and Sponsorship)
Ng Siew Ling
(Director, Personal and Leadership Development)

Uni-Y Singapore Management University Executive Committee

Heng Jun Jie (President)
Evangeline Goh Qianhui
(Vice-President, Holistic Enrichment)
Seah Jia Min
(Director, Community Service Programmes)

Gwyneth Tee Shu Qi
(Director, Community Service Programmes)
Henna Tan Wen Xin
(Director, Community Service Programmes)
Teh Yu Ling Anna
(Director, International Service Programmes)
Teo Guang Guo
(Director, Volunteer Management & Finance and Sponsorship)
Tay Ling Yin (Director, Recruitment)
Javier Yong Weibin
(Director, Marketing & Publicity)
John Cheong Zhan Hao
(Director, Personal and Leadership Development)

Uni-Y Singapore University of Technology and Design Executive Committee

Tiong Shan Kai (President)
Ong Kah Yuan, Joel
(Vice-President, Internal Affairs)
Tan Zai Xuan
(Director, Community Service Programmes)
Rachel Ng Shu Qing
(Director, Volunteer Management & Finance and Sponsorship)
Samuel Ho Kwan Yee (Director, Recruitment)
Dionetta Young (Director, Marketing & Publicity)

YMCA CLUBS

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

Mr Daniel Ng (President)
Mr Gerald Tay (Vice President)
Mr Stephen Loh (Hon. Treasurer)
Ms Patricia Lim (Hon. Secretary)
Mr Ivan Koh (Programme Director)
Ms Chan Soo Sim
(Programme Director)
Rev Dr PJ John (Christian Emphasis)
Mr Jasper Tan (Community Service)
Mr Ma Poh How (Community Service)
Mr Edward Ong (Leadership Training and Organisation Development)
Mr David Lua (Membership)
Mr Peter Tay
(Project/Fundraising/Extension)
Ms Doris Moh (World Outlook)
Mr Freddie Lee (Golf/Recreation)
Mr John Yap (Publicity/Media)

Mr James Tan (Inventory)
Mr Gerald Tay (Youth)
Mr Daniel Ng (YMCA/YM Liaison)
Mr Ivan Koh
(Immediate Past President)
Ms Jean Chai (YMCA Liaison)

Singapore Mandarin (YMCA) Toastmasters Club

Chen Jin (President)
Nicholas Wen
(Vice-President Education)
Yong Weng Soon
(Vice-President Membership)
Yang Wengqiang
(Vice-President Public Relations)
Sabrina Cham (Secretary)
Chen Sikai (Treasurer)
Tan M C (Sergeant-At-Arms)
Soe Htay Latt Latt
(Immediate Past President)

YMCA English Toastmasters Club

Ching Kwock Wing (President)
Tan May Yan
(Vice President Education)
Amber Lim
(Vice President Membership)
Heong Xin Yi
(Vice President Public Relations)
Annaya Devaiah (Secretary)
Arun Sharma (Treasurer)
Wang Yu Hong (Sergeant-At-Arms)
Emma Wang Yi
(Immediate Past President)

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

2020 in Review

Community Services



9,851

Local and international clients



458

Volunteers



3,737

Hours of voluntary service



3,088

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



\$328,696

Disbursed to clients through YMCA FACES

Youth Leadership & Development



5,294

Young community champions engaged under Citi-YMCA Youth For Causes



181

University volunteers mobilised



\$465,735

Raised for charities youths are passionate about



3,274

Hours of voluntary service by university volunteers



2,061

Hours of volunteer training conducted

Care Programmes



194

Children attended YMCA Child Development Centres



3,527

Students nurtured through YMCA Student Care & Kindergarten Care Centres



27

Student Care Centres



4

Kindergarten Care Centres



4

Child Development Centres

Membership



5,150

YMCA members



454

Subscriptions in fitness and dance

Hospitality



68,932

Guests stayed at YMCA International House



80.2%

Occupancy Rate

Education



105

Students enrolled in YMCA Higher Education MBA Programme

Highlights of the Year



MARCH

Going Green While Staying Safe: YMCA x Project #BYOBClean

Over 50 YMCA staff and volunteers supported Temasek Foundation's "Bring-Your-Own-Bottle" initiative. Over a week, they distributed hand sanitisers at Serangoon Community Club while encouraging citizens to go green by bringing their own reusable bottles for collection.

APRIL/MAY

Putting Meals On The Table Amid COVID-19

YMCA launched various COVID-19 initiatives that supported underprivileged children and their families, persons with special needs, seniors and migrant workers. YMCA Project Makan was launched in partnership with The Social Kitchen and SHINE Children and Youth Services, which raised close to \$350,000 to serve some 150,000 meals to underprivileged children and their families. YMCA Wok the Talk engaged hawkers and taxi/private-hire drivers in preparing and delivering meals to vulnerable groups. The programme raised close to \$520,000 and delivered some 72,000 meals.

AUGUST

Singapore's First-Ever Cloud Kitchen Social Enterprise

The Social Kitchen @ YMCA was launched to host local Food & Beverage heritage brands that were struggling due to the COVID-19 pandemic. The Cloud Kitchen concept helps brands reduce their operational costs, while reaching out to a wider range of diners. The Social Kitchen @ YMCA also provides employment to disadvantaged individuals, supporting independent living.



13th YMCA Mandarin Speaking Awards 2020

The YMCA Speaking Awards develop students' public speaking skills and confidence. In 2020, 169 registrants participated in the Mandarin Speaking Awards, delivering eloquent speeches in Mandarin that encouraged self-reflection and inspiring aspirations. Due to COVID-19, the Finals were conducted virtually. Guest-of-Honour Minister of State, Ms Sun Xueling graced the virtual awards ceremony.



Uplifting Lives Affected by COVID-19

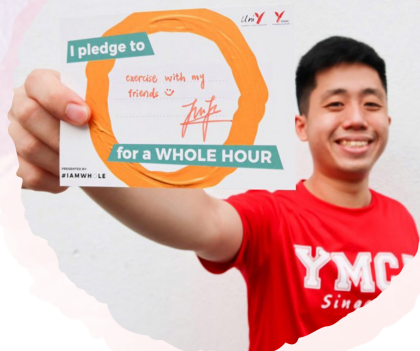
With a seed funding of \$500,000 from Park Hotel Group, the Uplift Fund was the first fund in Singapore to prioritise individuals from the Hospitality and Food & Beverage sectors, as well as caregivers of those with special needs.

SEPTEMBER

Volunteer Service Management Programme Commencement Ceremony 2020

The YMCA-NUS Business School Volunteer Service Management Programme is a professionally certified course that equips social service staff and volunteers with skills to serve communities with excellence. In 2020, 55 participants from various Social Service Agencies completed the course, learning skills and forming meaningful connections with peers in the industry. The ceremony was graced by Distinguished Professor and Dean of NUS Business School, Mr Andrew K. Rose.





OCTOBER

#IAMWHOLE - Advocating Youth Mental Wellness

YMCA of Singapore's university service club, University-YMCA, launched a mental wellness campaign titled #IAMWHOLE. It encouraged youth to pledge a #WHOLEHOUR for self-care and mental wellness. As part of the campaign, an array of activities were held, such as photo walks, music jam sessions and heart-to-heart conversation sessions.

NOVEMBER

Over \$450,000 Raised By 316 Youths for 36 Social Service Agencies Across Singapore

The Citi-YMCA Youth For Causes, supported by the Citi Foundation, provided a seed funding of \$1,600 and mentorship to groups of four youths each to conceptualise and execute community projects to benefit Social Service Agencies (SSAs) of their choice. In 2020, participants had to innovate and take a large part of their efforts to the virtual space due to the COVID-19 pandemic. 316 youth raised over \$450,000 for 36 SSAs. Their achievements were celebrated at the 18th Citi-YMCA Youth For Causes Virtual Awards Celebration, graced by Mr Lawrence Wong, Minister for Education and Second Minister for Finance.



Bringing Christmas Joy to Less Privileged Children

Staff at the YMCA came together to bring cheer to some 200 students at two YMCA Student Care Centres through the Christmas Project 2020. The students at these centres enjoyed games and activities organised by our staff. Through contributions from partners and staff, we were also able to give Christmas presents to these children.



DECEMBER

YMCA CDCs Appointed Under ECDA's Partner Operator Scheme

Some 200 children are impacted daily at our YMCA Child Development Centres (CDCs). All four YMCA CDCs were appointed as Partner Operators under the ECDA Enhanced Partner Operator Scheme. This enables us to continue providing quality but affordable education so that every child will be developed holistically. In July, a new CDC was also opened in Toa Payoh.



Some 100 volunteers celebrated, including COVID-19 community heroes

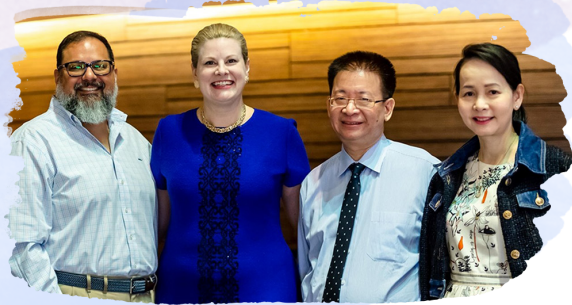
The annual YMCA-Lim Kim San Volunteer Awards Night 2020 was held virtually for the first time, which celebrated the efforts of 96 volunteering entities, consisting of corporations, educational institutions and individuals. A new category, the YMCA-Lim Kim San Volunteer Exceptional Award, was added to commend those who contributed immensely to COVID-19 relief efforts. The online celebration was also graced by Guest-of-Honour, Mr Eric Chua, Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development.



A Day of Sunshine and Fun with Our Clients and Their Caregivers

On the International Day of Persons with Disabilities, 8 pairs of our clients with special needs and their caregivers were treated to trishaw rides. This event, organised in collaboration with Cycling Without Age Singapore, gave clients an opportunity to spend quality time in the outdoors at Bishan, Admiralty and West Coast Parks. It also provided their caregivers with some respite.

Fundraising Events



YMCA Charity Movie Night 2020

Some 400 guests attended an exclusive screening of Little Women at the YMCA Charity Movie Night 2020. Over \$40,000 was raised for the YMCA Financial Assistance and Capability for Employment Scheme, which provides emergency financial aid to families in need. The event was graced by Ms Reed Liriano, Resource Coordination Assistant, Public Affairs Section, U.S. Embassy in Singapore.



YMCA 20th Charity Golf 2020

Some 130 golfers raised over \$180,000 at the YMCA 20th Charity Golf in support of the YMCA-Lim Kim San Volunteers Programme. The event was graced by Mr Tan Chuan-Jin, Speaker of Parliament. Introduced in 2007, the programme aims to build a well-trained and sustainable community of volunteers to deliver community service programmes with excellence. It also aims to recognise volunteers who sacrifice time and effort to serve the less privileged and facilitates corporations in giving back to the community.



YMCA Flag Day 2020

Over \$130,000 was raised for YMCA programmes that champion, challenge and train youth with special needs. The funds were collected through pledge cards and online fundraising campaigns by staff and volunteers.



YMCA COVID-19 Relief Efforts

"Seeing more and more people being impacted by the pandemic, some even to the point where basic needs were a struggle, I felt compelled to use these artworks to help in more practical ways. Being able to use my art to help others gives meaning and purpose to my painting passion."

Erica Wee

As part of a COVID-19 fundraiser by local art business Sound of Art, Singaporean artist Erica Wee donated her proceeds from three art pieces to support YMCA Wok The Talk. Wok The Talk engaged hawkers and taxi/private-hire drivers in preparing and delivering grocery packs and meals to vulnerable groups including seniors, persons with special needs and low-income families. Sound of Art's fundraiser showed that everyone can use their unique talents to make a difference, bringing hope and practical help to the artists, buyers and beneficiaries alike.

These projects were only possible through the efforts of generous donors, dedicated staff, and passionate volunteers. The YMCA of Singapore would like to express our sincere thanks to all who made these projects a reality.

COVID-19 Programmes

AT A GLANCE



6,829

Underprivileged children and their families supported



148,126

Meals cooked and delivered to their doorstep



\$350,946

Raised

Project Makan

Launched in collaboration with The Social Kitchen and SHINE Children and Youth Services, Project Makan delivered meals to underprivileged children and their families during the circuit breaker. This was especially beneficial for students who were relying on daily subsidised school meals and could no longer access food due to home-based learning.



71,898

Meals provided



1,131

Beneficiaries served



180

Drivers & hawkers supported

YMCA Wok the Talk

YMCA Wok the Talk engaged hawkers and taxi/private-hire drivers to deliver meals and grocery packs to vulnerable groups including persons with special needs, seniors, low-income families, and migrant workers. This benefited both service providers, who were reporting a drastic drop in earnings, and beneficiaries, who were facing difficulties accessing food and daily necessities.



108

Volunteers mobilised



\$516,515

Raised

AT A GLANCE



427

Recipients



\$274,400

Disbursed

Uplift Fund

The Uplift Fund is an emergency relief fund established under YMCA of Singapore's Financial Assistance and Capability for Employment Scheme (FACES). Kick-started by a \$500,000 philanthropic gift from Park Hotel Group, the fund seeks to support those whose livelihoods were affected by the pandemic.

It is the first fund in Singapore to prioritise individuals from the Hospitality and Food & Beverage sectors, as well as caregivers of family members with special needs. The fund offers a one-time relief amount between \$500 to \$1,000 and a potential renewal of \$500 after three months when they complete an upskilling course.





Community Services

“We are overjoyed when we see him learning, growing, and showing happiness in his daily life.”

Margaret Tan,
Cher Xuan's Mother

The YMCA of Singapore engages clients through its community programmes to strengthen their body, mind, and spirit.

Tan Cher Xuan, who has autism spectrum disorder, is a living testament to how youth with special needs can live colourful and exciting lives. The youth partakes in a wide range of activities including dragon boating, singing in choirs, gardening and art, where he was the winner of an art competition held by the YMCA. His cheerful disposition and achievements give great pride and joy to his loved ones and all of us at the YMCA. Our programmes hope to provide such holistic development that supports our clients in living well-rounded and empowered lives.

YMCA-Tan Chin Tuan Community Service Programmes

AT A GLANCE



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 those with special needs, under-privileged children and seniors. They also provide meaningful volunteering opportunities that help volunteers learn more about special needs and people from diverse backgrounds.

Our programmes include the Y Arts Challenge, which engages clients with special needs through performing and visual arts, giving them a platform for creative self-expression. The Y Nature Walk helps clients stay fit and healthy, encouraging an active lifestyle through regular hikes. The Y Spring Clean mobilises volunteers to create a clean and safe environment for seniors living in rental flats, while engaging and interacting with them.



YMCA International Service Programmes

AT A GLANCE



149

Clients



92

Volunteers

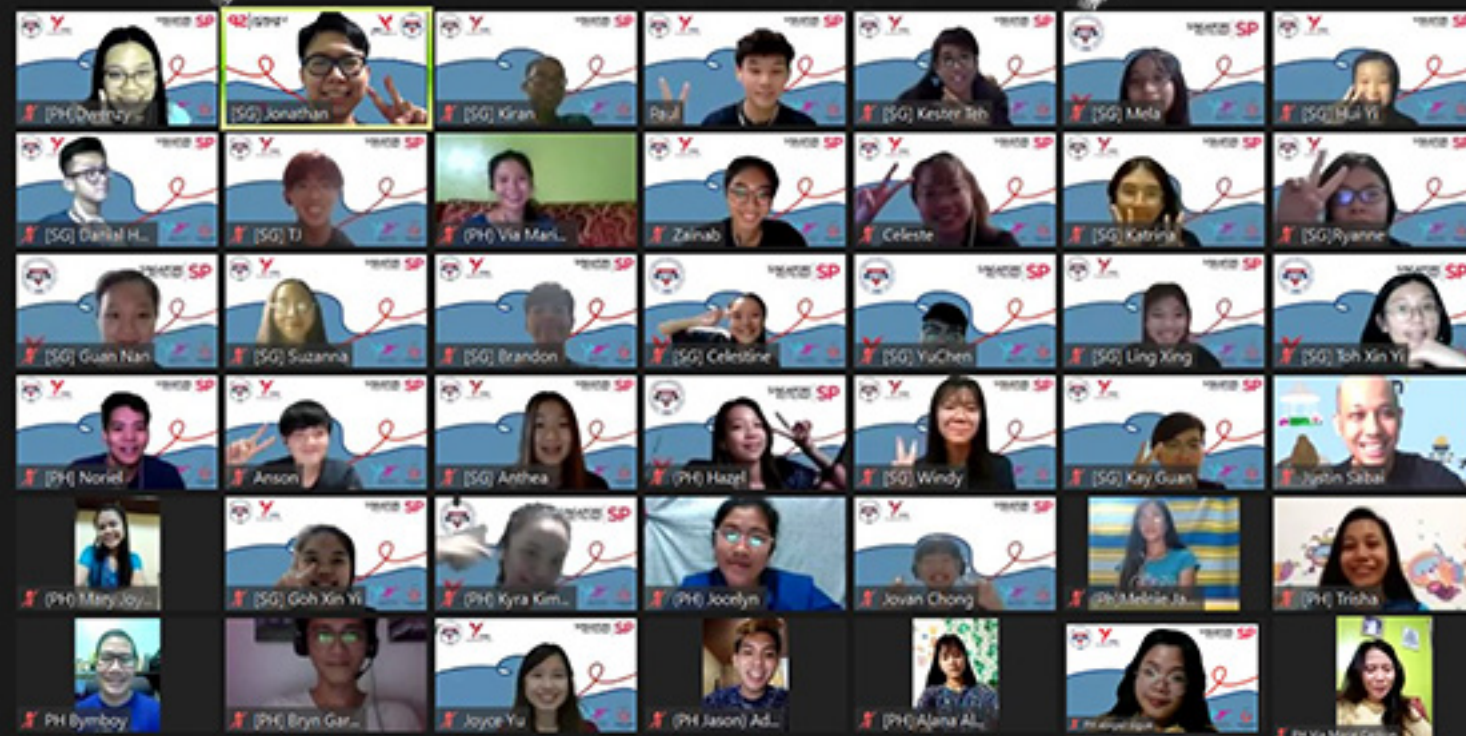


1,453

Hours of
voluntary service

YMCA International Service Programmes (ISPs) are dedicated to developing youth leaders with a global mindset. YMCA ISPs serve less privileged communities outside of Singapore, empowering them and strengthening volunteers. These projects focus on healthcare, education, sustainability and capacity building. In view of the pandemic, youth teams conducted virtual programmes to continue serving communities in Asia.

The Youth Expedition Project Goes Online programme, a collaboration between YMCA and Youth Corps Singapore, included a five-day service project between youth in Singapore and Iloilo. Online activities with some 50 youths were held, including a seminar on mental wellness, a virtual tour of Singapore and the Philippines and a cultural exchange session.



YMCA FACES

AT A GLANCE



\$54,296

Disbursed



47

Families
supported

The YMCA Financial Assistance and Capability for Employment Scheme (FACES) serves two major functions. Firstly, it provides emergency financial aid to families in need, enabling them to afford 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 trainees 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.

The Uplift Fund is also a part of YMCA FACES, supporting individuals whose livelihoods have been affected by the COVID-19 pandemic.



YMCA Project Bridge

AT A GLANCE



70

Youths



42

Volunteers



3,088

Hours in counselling / intervention



58

Hours of voluntary service



77%

of Y Explore youth returned back to mainstream school



58%

of VaSSP youth pursued further education or gainfully employed

YMCA Project Bridge supports out-of-school and at-risk youth 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 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 during the programme, supporting their reintegration into school or entry into the workforce.

Y Explore uses experiential activities to build the academic knowledge, life skills and real-life experiences of out-of-school youths and youths with irregular attendance aged 13 to 14. This is so that 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.



Youth Leadership & Development

“Volunteering can be a very eye-opening experience. You can really contribute to help someone, and when they say ‘thank you’, it’s a really warm feeling.”

Mr Goh Jin Xiong

Youth are our future. Through our Youth Leadership & Development Programmes, we strive to nurture the future leaders of Singapore. By developing them into community champions and servant leaders, we build a caring, compassionate, and skilled generation of change-makers. Our various programmes serve as platforms for them to touch lives and make a difference even during their growth.

One exemplary youth was Mr Goh Jin Xiong. Rain or shine, he volunteered daily for YMCA Wok the Talk to deliver meals to beneficiaries who needed his help – even if it meant travelling to the other end of Singapore. Despite living in the east, he travelled to Chinatown and later, to Jurong to ensure those in need did not go hungry. He contributed over 100 hours of volunteerism from May to July. He received the YMCA-Lim Kim San Volunteer Exceptional Award at the YMCA-Lim Kim San Volunteer Awards Night 2020 in recognition of the impact he has made.

YMCA Speaking Awards

AT A GLANCE

13th YMCA Mandarin Speaking Awards



169

Students



54

Schools

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 Plain English Speaking Awards went on a hiatus in 2020.

Citi-YMCA Youth For Causes

AT A GLANCE



79

Proposal submissions



41

Schools represented



79

Teams selected



5,294

Young community champions mobilised



36

Social Service Agencies supported



\$465,735

Raised

The Citi-YMCA Youth For Causes 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 up 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 the NUS Business School and YMCA.



Uni-Y Singapore

AT A GLANCE



3,274

Hours of
voluntary service



181

University
volunteers



112

Sessions
of Youth
Development
Programmes



4

Student
chapters

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 five different programmes. They are the Leadership and Management Programme (LAMP), IMP(ACT) Training, internships at overseas YMCA branches, international conferences and the YMCA Conversation Series. In 2020, to champion mental wellness among youth, Uni-Y launched the #IAMWHOLE campaign.



YMCA-Lim Kim San Volunteers Programme

AT A GLANCE



40

VSMP
graduates



2,061

Hours of
volunteer
training
conducted

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 basic conversational dialect workshops to equip participants with communication skills for intergenerational bonding and capability skills such as fundraising, events management and budgeting.





Education

"We teach children, but we also learn from them. The children are always quick to comfort and support one another. It's heart-warming watching them grow."

Ms Ann Parsana,
Senior Teacher, YMCA Child
Development Centre @ Woodlands

During the circuit breaker, senior teacher Ms Ann Parsana prepared take-home assignment packs for her students to ensure their learning never stopped. She also scheduled weekly video calls with parents of all her students, checking in on the students' growth and the family's well-being.

Ms Ann Parsana remains passionate and highly motivated with over 20 years of experience in early childhood education. At the YMCA Child Development Centre (CDC) @ Woodlands, she enjoys interacting with children and having teamwork with fellow teachers. The annual collaborative CDC concerts where children and teachers work together to put up themed performances was her favourite part of each year. In 2020, the concert was put up by each individual CDC and conducted virtually due to COVID-19.

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.

YMCA Child Development Centres

AT A GLANCE



4

Child
Development
Centres



194

Children
attended

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, 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



3,527

Students nurtured



27

Student Care Centres



4

Kindergarten 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.

YMCA Learning Centre

AT A GLANCE



105

Students enrolled in University of Strathclyde MBA programme



19

Students graduated



5

Students graduated with distinction



98%

Pass rate

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. Teachers support those struggling by identifying knowledge gaps and barriers and helping to overcome them, while encouraging students doing well to achieve new heights. The YMCA Learning Centre also 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 in 2020.

Higher Education

YMCA Education Centre, a CPE registered private education institution, offers 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. Operations for the master degree programmes ended in September 2020.



Membership & Clubs

“Fencing taught me many important life skills. I have grown stronger both physically and mentally, which is something I am thankful for.”

Lia Swee

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

15-year-old Lia Swee is a fencer with the International Fencing School @ YMCA. Despite her tender age, she has had four years of fencing experience and has represented Singapore in international competitions. For her, fencing is not just a sport but a platform for her to build confidence, and develop qualities such as teamwork, loyalty, and perseverance.

During COVID-19, she had online lessons with her coach, who taught her exercises. She aspires to fence further at an international and professional level in the future.

Membership

AT A GLANCE



619

Full (Life) Members



1,185

Ordinary (Life) Members



194

Ordinary (Annual) Members



74

Ordinary (Youth) Members



56

Associate Members



3,018

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 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



Fencing



Folk Dance



Gym Personal Training



KpopXFitness



Line Dance



Swimming



Zumba

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 the COVID-19 pandemic.

YMCA Clubs



YMCA Folk Dance Group

The YMCA Folk Dance Group finds belonging, togetherness and solidarity through the recreational activity of folk dance classes. By participating in 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 Mandarin 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. Focusing on a younger demographic, it constantly innovates creative and engaging ways to keep their meetings refreshing and relevant.



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 through speech contests, which serve as platforms to showcase their skills.

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

The International Y's Men's Club of Singapore (Alpha Chapter) is affiliated to the YMCA of Singapore. Open to like-minded people and all YMCA members who desire to serve the community through volunteerism, it supports YMCA's community service and fundraising activities.

In early 2020, Alpha Chapter organised a haircut session and a Chinese New Year Celebration for the elderly folks at the Sarah Seniors Activity Centre. Following restrictions on gatherings, many activities were conducted online, including the installation of the new office bearers of the club and a talk by a nutritionist for members.





Hospitality

"I am so proud of Vince and how much he has grown since coming to train at the YMCA. He is a valuable member of the team and I hope he will continue to learn and grow here."

Rajakumari,
Senior Executive

YMCA @ One Orchard plays an essential role in providing vocational training to our special needs clients. Employment and vocational training empowers them towards independent living.

Vince Tan Quan Rong is among our skilled special needs employees. In addition to being patient and responsible with his duties, he has also participated in other YMCA activities. His artwork was proudly exhibited and auctioned at a YMCA Giving Gala, and he displayed great courage and perseverance as part of the pioneer batch of YMCA Inclusive Climbers, a group of 10 individuals with special needs to challenge Mount Fuji in 2019.

YMCA International House

AT A GLANCE



80.2%

Occupancy
rate



68,932

Guests
stayed at
the YMCA
International
House

The YMCA International House, known as YMCA @ One Orchard, is a social enterprise that provides travellers a home away from home. In 2020, 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. This is done before accessing full-time employment opportunities at YMCA @ One Orchard and The Social Kitchen (previously Y Café), among other hospitality-related organisations.



Thanksgiving

Corporates and Organisations

\$500,000 and above

Park Hotel Group

\$100,000 and above

Citi Foundation

\$50,000 and above

Invisalign Singapore Pte Ltd

RB Capital

SymAsia Foundation -

Apricot Capital Foundation

TL Whang Foundation Ltd

\$10,000 and above

JCCI Singapore Foundation Limited

Allianz SE Insurance Management

Asia Pacific

DBS Bank Ltd

Fritz Henkel Stiftung

Rotary Club of Bugis Junction

The Oddle Company Pte Ltd

UOL Group Limited

\$5,000 and above

Citibank N.A., Singapore

DISA LIMITED

Futuris Investment Pte Ltd

Heeton Holdings Limited

Ho Lee Construction Pte Ltd

NTUC Fairprice Foundation Limited

Oxley Holdings Limited

Pei Hwa Foundation Limited

Revolution Media Pte Ltd

Sagana International Pte Ltd

Sound of Art Pte Ltd

The Majority Trust Limited

Tiong Seng Contractors Pte Ltd

Wesley Methodist Church

\$1,000 and above

Bank of Montreal Singapore Branch

CMIA Capital Partners Pte Ltd

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

Knight Frank Pte Ltd

Lee Foundation Singapore

Moo Choo Enterprises Pte Ltd

Pure Fitness (AST) Pte Ltd

YMCA Tainan

Individuals

\$100,000 and above

Tang Wee Kit

\$30,000 and above

Eric Teng Heng Chew

\$10,000 and above

Chan Lui Ming Ivan

Chew Gek Khim

Goh Yew Lin

Loo Tze Lui

Ooi Boon Hoe

Tan Kheng Lian

Tan Sheau Yen Helen

Tony Soh

Wee Wei Ling

\$5,000 and above

Belinda Lee May Ee

Catherine Low Ah Toh

Henry Tay Yun Chwan

Koh Shaw Luan

Koh Shwu Lee

Ong Lian Jin Colin

Simon Ong

Tan Hee Kwang

Toh Soo Ling Serene

Yeo Eng Hong

\$3,000 and above

Cheng Soh Hwang Susan

Goi Kok Ming

Kong Hwai Ming

Leslie Wong Kin Wah

Lim Ee Ming

Loh Sur Yong Stephen

Soh Tuck Weng

Tan Chong Meng

Tan Guan Hiang

Teo Eng Cheong

Thomas Pramotedham

\$1,000 and above

Chong En Ling

Alistair Green

Cheah Khuan Yew

Chew Hock Huat

Chew Yok Tian

Ching Liang Heng Albert

Chio Su Ping

Chong Teck Yion

Chua Joo Hock

Chua Ying Li Pamela

Clemente Anthony

Dennis Chiu

Doreen Lee Chek Lian

Ee Kuo Ren

Fam Siu Ping Anita

Gandhi Parveen Kumar

Gregory Gerard

Choong Way Min

Henry Tano

Ho Yuen Peng

Hoon Wenli Sarah

Hu Ji Won

Hwang Chih Ming

Jaime Tan May Chin

Jean-Daniel

John Garrido

Joseph Ong Yew Jin

Justin Teo Zhiwei

Khoo Boon Hui

Kwok Chun Yue

Lee Jun Theodric

Lim Boon Hong

Lim Hwee Ling, Michele

Lim JunYang Leon

Lim Shanci, Gayle

Lim Siew Kiak

Lui On Chee Bernard

Lynette Yeo

Marie Boon Su Yin

Mark Tay Kuang Ming

Michael Hession

Ng Puay Linn

Ong Beng Hwee

Phng Siew Hoon

Samuel Chan Wei Mun

Sng Miow Ching

Soo Hwee Hiang

Sum Gah Fai, Francis

Suniljeet Singh

Hardyal Singh

Tan Eng Beng

Tan Koon

Tan Kuan Boon

Tan Peng Wee

Tan Su-Lin Denise

Tan Yan Shin

Caleb Soediarto

Tan Yeong Nam

Teh Wen Jun Kenneth

Teo Chin Yee

Teo Zi-Ming

Ting See Ho

Victor Tjugito

Vikram Subrahmanyam

Wang Ling

Watanabe Daisuke

Wee Jing Yi

Wilfred Wee Zhi Zhong

Wong Liang Kwang

Yap Chin Yee

Yeo Keng Joon

Governance Evaluation Checklist

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
Mr Teo Eng Cheong <i>President</i>	7/7	Ms Koh Shaw Luan	5/7
Mr Kenneth Tan Chih-Sien <i>Vice President</i>	7/7	Ms Loo Tze Lui	5/7
Mr Tony Soh Cheow Yeow <i>Vice President</i>	7/7	Mr Leon Ng Koh Wee	7/7
Mr Teo Zi-Ming <i>Honorary Secretary</i>	7/7	Mr Thomas Pramotedham	6/7
Mr Samuel Chan Wei Mun <i>Honorary Treasurer</i>	5/7	Mr Pek Hak Bin	5/7
Mr Albert Ching Liang Heng	6/7	Ms Cynthia Tan Guan Hiang	6/7
Mr Steven Chia Oon Seet	6/7	Mr Adrian Tay Juncheng	7/7
Mr Vincent Ha Kwang Yuen	7/7	Mr Eric Teng Heng Chew	7/7
		Mr Ooi Boon Hoe (co-opted)	0/7

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 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 2020, 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.

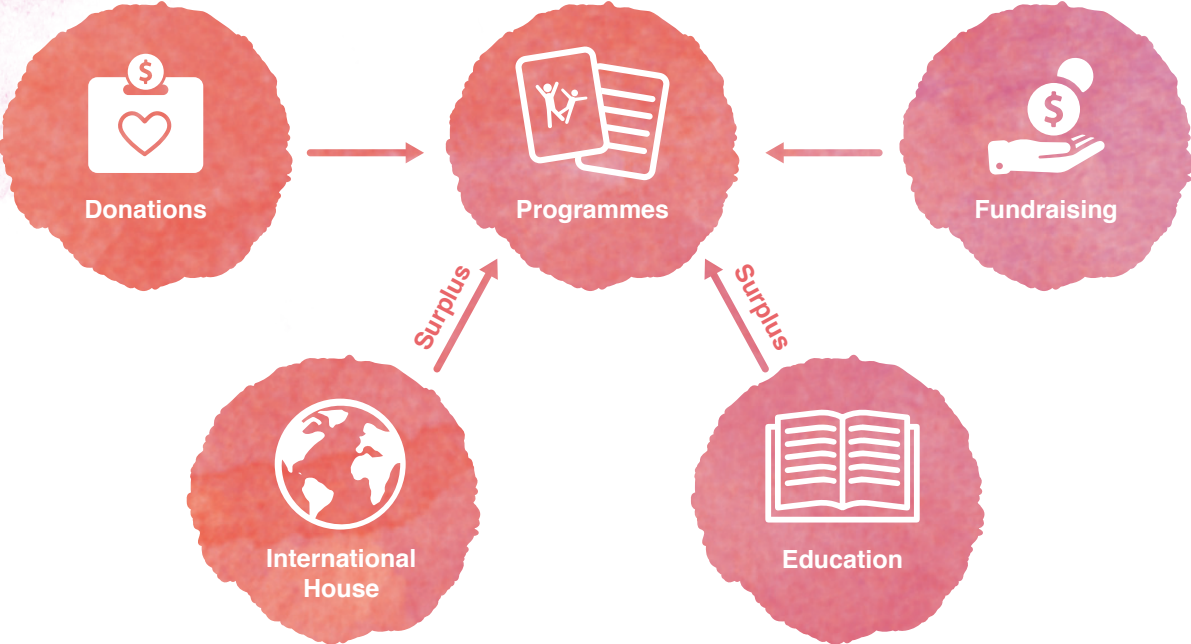
FUNDRAISING PRACTICES

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.

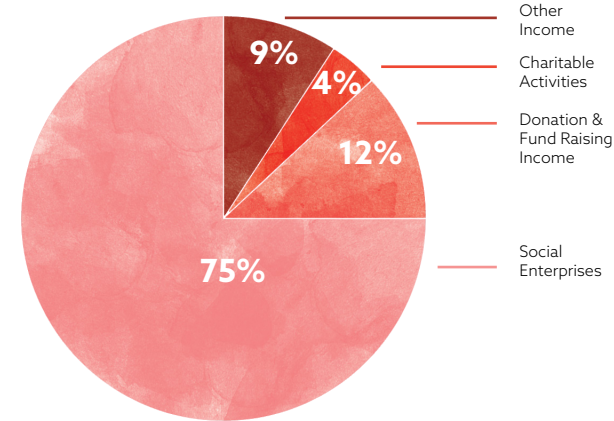
The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

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.

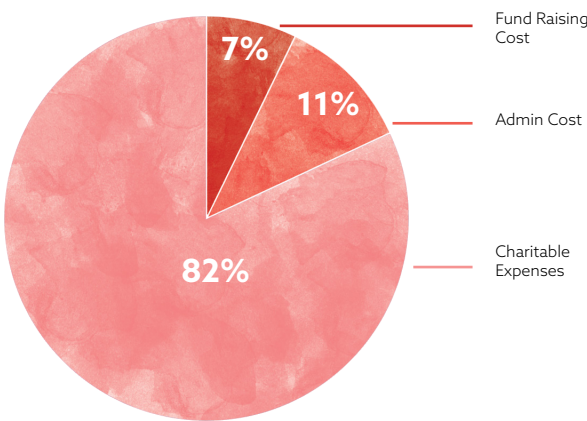
Financial Strategy



Sources of Income for 2020
\$24,910,299



Distribution of Donation & Fund Raising Income for 2020
\$2,906,679



Financial Information

For Year Ended
31 December 2020

The full audited financial statements can be viewed at the YMCA of Singapore's corporate website www.ymca.org.sg.

Financial Information

	2020	2019
STATEMENT OF FINANCIAL POSITION	S\$'000	S\$'000
Non-Current Assets	4,236	5,317
Current Assets	32,289	29,478
Total Assets	36,525	34,795
Total Liabilities	(4,983)	(5,166)
TOTAL FUNDS	31,542	29,629
STATEMENT OF COMPREHENSIVE INCOME		
Revenue:		
Education	15,734	13,957
International House	3,012	5,596
Membership	174	338
Community Services	697	376
Volunteer & Youth Development Programmes	187	571
International Service & Outdoor Programmes	218	1,740
Donations & Fund Raising Events	2,907	1,200
Corporate Services	1,474	460
Investment Income/ Gain	392	932
Amortisation of Building Asset Capitalisation Reserve	115	115
	24,910	25,285
Costs:		
Education	13,559	12,400
International House	5,045	6,512
Membership	496	451
Community Services	2,210	1,310
Volunteer & Youth Development Programmes	674	943
International Service & Outdoor Programmes	350	1,765
Donations & Fund Raising Events	265	210
Corporate Services	186	741
Investment Expenses/Loss	1	23
Non Operating Expenses/Income	96	91
	22,882	24,446
TOTAL COMPREHENSIVE (LOSS)/INCOME	2,028	839
STATEMENT OF CASHFLOW		
Net cash effect of operating activities	2,606	94
Net cash effect of investing activities	1,146	12,824
Net change in cash and cash equivalents	3,752	12,918
Cash and cash equivalents as at 1 January	24,691	11,773
Cash and cash equivalents as at 31 December	28,443	24,691

Y stands for Youth

We champion, challenge and train youth with special needs, youth at-risk and youth volunteers to stand up and be counted as independent and effective contributors to an inclusive society.