

The Helping Hand

"Come unto me, all ye that labor and are heavy laden, and I will give you rest" (Matthew 11:28)

THE HELPING HAND 2019 ANNUAL REPORT **(1 JANUARY 2019 to 31 DECEMBER 2019)**

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1. PROFILE OF ORGANIZATION

The Helping Hand ("THH") was registered on 3 August 1988 under the Societies Act, Chapter 311 and on 20 July 1989 under the Charities Act, Chapter 37. The sector administrator of THH is the Ministry of Social and Family Development.

THH's registered office and principal place of business is at 819 Upper Serangoon Road, Singapore 534678.

The Vision of THH is to transform an ex-offender to live a Christ-Centered Life. The objective is to promote social concern in the community and to establish halfway house programs based on Christian principles and teachings to help recovering addicts and ex-offenders rehabilitate and re-integrate into society.

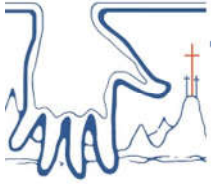
THH has been accorded Institution of Public Character ("IPC") status for the period from 1 January 2018 to 30 September 2020. Its Unique Entity Number (UEN) is S88SS0058F.

Governing Board: The Governing Board was elected at the Extraordinary General Meeting on 29 October 2019 and its members are:

- 1) Reverend Yap Kim Sin Chairman
- 2) Mdm May Loh Vice-Chairman
- 3) Mr Michael Chew Hon Treasurer
- 4) Dr Erik Ang Sze Wee Hon Secretary

Bank: DBS Bank

Statutory Auditor: FIDUCIA LLP



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2. BOARD GOVERNANCE

We have two Governing Board members who have served on the Board for more than ten consecutive years. They are:

- (1) Reverend Yap Kim Sin (18 years service, Chairman since October 2019)
- (2) Mr Michael Chew (14 years service, Honorary Treasurer since October 2019)

The other Governing Board members are:

- (3) Dr Erik Ang (6 years service, Honorary Secretary since April 2015)
- (4) Mdm May Loh (3 years service, Vice-Chairman since October 2019)

Please find below a map of how Reverend Yap and Mr Chew are anchoring initiatives that will pave the way for Board leadership renewal and support succession planning at the executive management level.

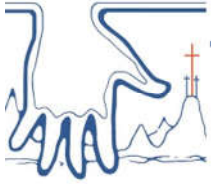
When the present Board was appointed in October 2019, it prioritized two tasks (i) finding at least two more Board members and (ii) implementing leadership renewal for both Board and management. For Board roles, three sub-committees have been formed, and non-Board members are invited to serve on the sub-committees with a view that they be considered for a Board seat.

THH is therefore careful to calibrate the process of leadership renewal both at the operational and Board levels. The priority was to support the everyday operations of THH. This process began with the appointment of a new CEO in November 2019, hired for his established credentials running large organizations in the private sector. Just a few months into his appointment, the CEO qualified for the NCSS Sunray Program.

In October 2019, the Audit sub-committee was formed to spearhead a fundamental review and audit of the Organization's finances. Its work is led by Dr Erik Ang and supported by Mr Ang Hao Yao and Prof Ho Yew Kee. Reverend Yap leads the Finance and HR sub-committee that will guide the CEO in conducting a comprehensive review of THH's internal procedures and support executive succession planning at the operational level in view of the change of CEO in 2019. Finally, Mdm May Loh and Mr Michael Chew co-lead the work of the Outreach sub-committee overseeing the review of THH's therapy programs and fundraising campaigns. The composition of sub-committee members comprises individuals drawn from a variety of walks of life including retired businessmen and missionaries.

Through the work of the sub-committees and interaction with THH, it is hoped that this gives parties an opportunity to reflect on their fit as potential Board members in alignment with the Vision and Mission of The Helping Hand. Viewed in this light, there are at least twelve (12) potential candidates to fill the two vacant Board seats.

Reverend Yap and Mr Chew both possess valuable knowledge about the history of the Organization and their continued service on the Board leading internal reviews and external stakeholder engagement will ensure that this domain knowledge will enrich and inform THH's re-branding and transition in these disruptive times. On a final note, retaining this Board level of continuity will buttress the more urgent task of leadership renewal at the executive operational level.



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3. DISCLOSURE AND TRANSPARENCY

The Charity has disclosed below – (a) the number of Board meetings in the financial year; and (b) the attendance of every Governing Board member at those meetings:

	Mr Choo Buck Kwang (Chairman)	Mr Tan Teik Seng (Vice-Chairman)	Mr Teo Chin Poh (Hon Treasurer)	Dr Erik Ang (Hon Secretary)	Rev Yap Kim Sin (Member)	Mr Chew Yew Kuen Michael (Member)	Mdm May Loh (Member)
31 Jan 2019	X	✓	✓	✓	✓	X	✓
25 Apr 2019	✓	✓	✓	✓	✓	X	✓
2 May 2019	X	✓	✓	✓	✓	✓	✓
7 May 2019	✓	✓	✓	✓	✓	✓	X
25 Jul 2019	✓	✓	✓	✓	✓	✓	✓
29 Aug 2019	✓	✓	✓	✓	✓	✓	✓

	Rev Yap Kim Sin (Chairman)	Mdm May Loh (Vice-Chairman)	Mr Chew Yew Kuen Michael (Hon Treasurer)	Dr Ang Sze Wee Erik (Hon Secretary)
11 Nov 2019	✓	✓	✓	✓

Remuneration Band

S\$100,001 – S\$150,000
S\$50,001 – S\$100,000

Top Three Key Management Personnel

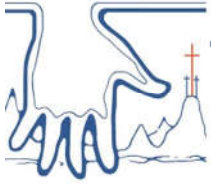
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2

None of our paid staff served as a Governing Board member.

None of our paid staff are close family members of the Executive Head or any Governing Board member.

4. ADMISSION FROM THE STREETS

A total of eleven walk-in cases were admitted to our program. Two completed their program and stayed on with us as helpers. Three residents defaulted and failed to complete their program. Six residents were still undergoing their six-month program as of 31 December 2019.



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5. ADMISSION FROM SINGAPORE PRISONS AND DRUG REHABILITATION CENTRES

A total of ninety residents were admitted under the Half-Way House Service Model ("HSM") program of which sixteen residents completed their program. Three of them stayed back as helpers working for the ministry. Eleven residents defaulted and failed to complete their program. Sixty-three residents were still undergoing their program as of 31 December 2019.

6. 2019 ACTIVITIES AND EVENTS

A 32nd Anniversary Thanksgiving Service

We celebrated our 32nd anniversary thanksgiving service on 23 February 2019 and we thank God for faithfully watching over THH. The theme for our anniversary was "He is Able" and our speaker for the occasion was Mr Jason Wong. Four of our staff, Mr Vincent Tay, Mr Sivabalan s/o Jayakodi, Mr Mickey Cher and Mr Kumarakuru s/o Arunasalam shared their testimonies about how God enabled them to break free from their addiction to drugs, restore their broken relationships, provide for their needs and give them purpose and direction in life. We also had the residents and staff present a song, "He is Able", to our guests. We thank God for a good turn-out of about three hundred and fifty people and after the service, our guests were treated to dinner at THH.

B Annual Magazine

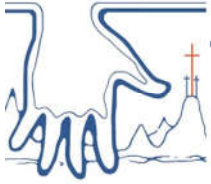
We published the Annual Magazine in conjunction with our 32nd anniversary. This magazine was distributed to our guests, sponsors, Churches, government agencies and other organizations. Through the diligent and hard work of our staff member Mr Roy Lee, \$68,785 was raised.

C Mission Trip to Tanjung Pinang

We are thankful that eleven of our staff were able to go on a mission trip to Tanjung Pinang from 23 to 25 March 2019. We visited Impact Communities Ministries where we shared a message and testimony, visited a Christian Orphanage and went into the Tanjung Pinang Prison to share a message and testimony to the inmates there. We hope and pray that the staff who went will be even more encouraged to follow and serve God. The trip was funded by themselves and none of the Organisation's funds were used.

D Visit by President Halimah Yacob

We were very honoured to have President Halimah Yacob visit THH on 18 April 2019. A short presentation of our history and programmes was given to President Halimah, followed by a dialogue session with members of the Board and THH's staff. President Halimah was particularly interested in speaking with our residents and helpers and hearing their personal testimonies in a closed door session. The visit concluded with President Halimah being given a tour of the premises, including the furniture shop and residents' rooms. We are thankful to President Halimah for her time spent visiting THH, in particular for her feedback on our furniture and encouraging words on the work of the Organisation.



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E Gospel Family Night Dinner

We held our Gospel Family Night Dinner on 29 June 2019. Our speaker for the service was Rev Kwan Yew Weng from Cana BP Church. One of our helpers, Mr John Siva, shared his testimony about how Jesus delivered him from the bondage of drugs. We thank God for a wonderful service and for the six souls who prayed to receive Christ that night. After the spiritual feeding, we were all treated to a delicious buffet dinner lovingly prepared by our own kitchen staff.

F Family and Volunteer Outreach

We organised two dinners for the residents, their family members and our volunteers at THH. These dinners provided our residents, their families and our volunteers an opportunity to enjoy a meal together and get to know one another better. The intention is to grow the relationship between the volunteers, our residents and their families. Ultimately, the volunteers, together with THH's staff, play a key role in helping our residents re-join their families and re-integrate back into society.

G Staff and Helper's Retreat

We thank God that forty-one staff and helpers, ten family members and one alumnus went for four days and three nights to Tioman Island, West Malaysia for THH's staff and helpers' retreat. To allow for business continuity, the group went in two batches from 30 June to 3 July and 7 July to 10 July 2019. The theme for the retreat was "He is Able" and the devotion speakers were our very own staff. We also participated in team bonding activities conducted by the Social Work and Operations Department. Besides the spiritual feeding and team bonding, the group also had a fun time swimming and snorkeling in the clear waters as well as trekking and bike riding around the picturesque island. It was truly a blessed time of bonding for the staff, helpers and their family members.

H 9th Charity Golf Fundraising Event

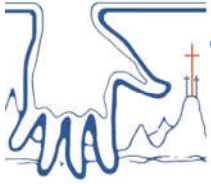
We organised our 9th Charity Golf fundraising event at Orchid Country Club on 23 July 2019. Our Guest-of-Honour for the event was Mr Melvin Yong, MP for Tanjong Pagar GRC. We thank God for the prize sponsors, partnerships developed and the one hundred and sixteen participants who participated in the event for which \$66,550 was raised.

I Yellow Ribbon Projects in 2019

THH continued to play an active role in the Singapore Government's Yellow Ribbon campaign by participating in the following events organized by the Yellow Ribbon Project:

(i) Yellow Ribbon Prison Run

On an early September Sunday morning, a group of thirteen people comprising staff, residents, family members and Church volunteers of THH went for the Yellow Ribbon Prison Run. The theme for this year's run was "I Believe in Yellow Ribbon Second Chances". The run brought us past historical sites such as the Johore Battery, the Changi Chapel Museum, along Changi Prison Wall (gazetted as a national monument in 2016), before entering the Changi Prison Complex where a Carnival awaited the tired but happy runners. We, at THH, were truly grateful for the overwhelming turnout at the Carnival, a reminder of the many people who are willing to part with their time and money to give ex-offenders a second chance in life.



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(ii) The Yellow Ribbon "Celebrating Second Chances" Awards ("YRP C2C Awards")

Two of our staff members and seven of our alumni were awarded the Yellow Ribbon "Celebrating Second Chances" Awards in 2019. The award recognizes the success of ex-offenders in persistently living their new lives free of crime and drug and becoming active members of society after their release from prison. These awardees also stand out as positive role-models and are a great encouragement to other ex-offenders who are still in the process of re-integration into their families and society. We are thankful to God that two of our alumni received the highest award which is the Outstanding Achievement Award for remaining crime and drug free for more than fifteen years. We hope and pray that the Lord will continue to bless, guide and sustain all our brothers in their life-long recovery journey.

J Volunteer Training

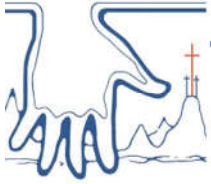
We organized a training session titled, "Managing Resistant Clients & Dealing with Family Issues" to help equip our volunteers for the work that is ahead of them. The in-house training session was held on 12 October 2019 from 9.30am to 3pm and was well attended by fifty-five people. The trainer for the session was Ms Michelle Cheong, an experienced trainer who has worked with ex-offenders and addicts since 2005. She is presently a Senior Case Manager and Supervisor with New Life Community Services. Some of the topics covered during the training were, The Addicts Mindset, Understanding Family Stressors and Coping Patterns, and Supporting & Responding to the Family Challenges. The feedback from our volunteers about the training was good and we hope that with this training, our volunteers will be better equipped to help our clients and their families.

K Christmas Family Day

We celebrated our Christmas Family Day on 14 Dec 2019. Our speaker for the occasion was Pastor Caleb How from His Glorious Church who spoke from Matthew 1: 18 – 23 about the true meaning of Christmas and the significance of Christ's birth for us. We also had a choir from Bethesda Bedok-Tampines Church singing Christmas carols both in English and Mandarin. We had a testimony from a THH alumni Mr Nelson Ho, who shared how Jesus Christ had miraculously transformed him and had given him new hope and purpose. We thank God for a blessed service and a good turn-out of about four hundred people.

L Christmas at the Fort

On the evening of 19 December 2019, THH was invited by Wesley Methodist Church to spend Christmas at Fort Canning. Fifty-four of our residents, staff, helpers and family members were ferried in two chartered buses that were sponsored by Wesley Methodist Church to enjoy an evening of performances, food and fun. Everyone had a good time and we are thankful to Wesley Methodist Church for organising this event.



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7. COMMUNITY OUTREACH AND VISITS

A Public Talks

We gave anti-drug and anti-gang talks to students from Outram Secondary School, Christ Church Secondary School and Yihua Secondary School. We hope and pray that through these talks, we can help these youths to stay clear and free from drugs.

We also gave a talk to youths from SINDA who had been selected to become anti-drug Youth Ambassadors. Talks were also given to twenty-six Social Workers who wanted to have a better understanding of drug abuse and addiction.

We were thankful for the opportunity to share our experience with students, Youth Ambassadors and Social Workers to help them have a better understanding about the harm and dangers of drugs. These talks were organised by the Central Narcotics Bureau.

B Visits from Foreign Delegations and Local Institutions

In the course of 2019, we hosted visits for students from Samyook University, South Korea and staff from four different half-way houses from Myanmar. We also hosted visits from local institutions, namely, staff from AMK Family Service Center, as well as students from Famchamps and Nanyang Polytechnic. Aside from touring our premises, we shared THH's programmes and services and hosted a question and answer session.

C Community Service Program

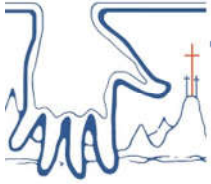
THH has been participating in community service activities since June 2011. In 2019, THH sent 87 residents to All Saint's Home where they helped the elderly to attend worship service, assisted them to do simple exercises and cleaned up the surrounding areas.

Although this has been a new experience for most of our younger residents, we are thankful that some of them have been encouraged that they could make a difference for others by doing simple things for them. They have enjoyed the experience and felt good that they could contribute to society by helping others.

We thank God for His guidance in our Community Service Program and His wonderful work in the lives of our brothers through their service. We also thank All Saint's Home for their partnership and support in this program.

D Deputations

We thank God for the opportunity to visit Churches and share about the ministry of THH. During these deputations, we usually present the ministry of THH and our needs, share a testimony, perform a song item and deliver a short sermon. We are grateful for these deputations as it has allowed us to make known the ministry and our needs to the Churches.



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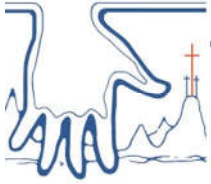
E Talk to Youth-at-Risk Students

Together with the Central Narcotics Bureau, we gave an anti-drug and anti-gang talk to twenty-four "Youth-at-Risk" students. Our Training and Liaison Manager, Mr Vincent Tan together with one of our volunteers gave the talk.

8. TRAINING

Learning is a life-long process! Listed below are courses attended by our staff, helpers, volunteers and residents:

1. Diploma in Social Work
2. Advanced Certificate in Social Service
3. Preaching as Reminding
4. Seven Habits of Highly Effective People
5. Working with Low Income Families through Life Course
6. Is the Vulnerable Adult Act Preventing Abuse
7. Standard First Aid and AED Provider Course
8. Hygiene Policies and Procedures
9. Food and Beverage Safety
10. Prison CMS Training
11. Understanding Family Stressors and Coping Patterns
12. Supporting and Responding to the Family Challenges
13. Cost and Benefits and Communication Skills
14. Developing Personal Effectiveness
15. Overcoming Thinking Errors
16. Managing Resistant Clients
17. Managing High Risk Situations
18. Stress and Anger Management
19. Dealing with Family Issues
20. The Addict's Mindset
21. SMART Goals
22. Communication Skills
23. Relapse Prevention
24. Refusal Skills
25. My Map to Recovery
26. Problem Solving
27. Emotional Regulation
28. Basic English
29. Basic and Final Theory Driving Test
30. Class 3 and 4 Driving License
31. Forklift Driving License



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9. 2019 AUDITED ACCOUNTS

The financial year end of THH is 31 December. The 2019 Audited Accounts of THH was signed off on 1 May 2020 by the Governing Board and by the Statutory Auditor, FIDUCIA LLP. For the financial year ended 31 December 2019, THH recorded Net Income of S\$102,808 on the back of total Revenue of S\$5,277,783. Net Assets as at 31 December 2019 were S\$6,061,858, with Cash and Cash Equivalents of S\$4,892,117. THH has a reserve policy of setting its target ratio at a level equivalent to 2 years of operating expenditure. Its reserve ratio for 2019 was 1.13 versus 1.04 in 2018. COVID-19 has severely impacted THH's traditional sales from its removal and furniture businesses in 2020. THH will continue to move towards its target ratio by leveraging on technology to increase online sales from its e-commerce and social media platforms.

10. CONFLICT OF INTEREST POLICY

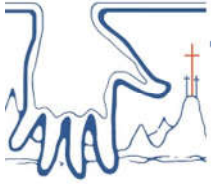
The Governing Board has a strict policy on Conflict of Interest which requires all Governing Board members, management, staff and volunteers to sign a Conflict of Interest Agreement (please refer to Appendix 1) that requires them to declare in writing any interests and relationships that could potentially result in a conflict of interest and to update this declaration should the situation change. In such a situation, Governing Board members, management, staff and volunteers will recuse themselves from the transaction and not participate in discussions or vote on matters affecting THH and the other group.

End of 2019 Annual Report

Submitted by: Mr Mervyn Lim

Designation: CEO, The Helping Hand

Date: 23 June 2020



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Appendix 1

CONFLICT OF INTEREST AGREEMENT

The standard of behaviour at The Helping Hand ("THH") is that all Governing Board members, management, staff and volunteers scrupulously avoid conflicts of interest between the interests of THH on one hand, and personal, professional and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

I understand that the purpose of this policy is to protect the integrity of THH's decision-making process, to enable our constituencies to have confidence in our integrity and to protect the integrity and reputation of Governing Board members, management, staff and volunteers. Upon or before election, hiring or appointment, I will make a full, written disclosure of my interests and relationships that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other non-profit affiliations), my family and/or my significant other, employer, or close associates will receive a benefit or gain. After disclosure, I understand and accept that I will be asked to leave the room during the discussion and will not be permitted to vote on the matter.

I understand that this policy is not meant to supplement good judgment and I will respect its spirit as well as its wordings.

Signature: _____

Name: _____

NRIC No: _____

Date: _____