

THE HELPING HAND 2020 ANNUAL REPORT **(1 JANUARY 2020 to 31 DECEMBER 2020)**

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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 are at 819 Upper Serangoon Road, Singapore 534678.

The Vision of THH is to transform an ex-offender to live a Christ-Centered Life. The objectives are 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 as stable and contributing members.

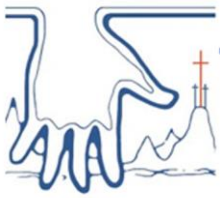
THH has been accorded Institution of Public Character ("IPC") status for the period from 1 October 2020 to 30 September 2023. Its Unique Entity Number (UEN) is S88SS0058F.

Governing Board: The Governing Board was elected at the Annual General Meeting on 1 May 2020 and Extraordinary General Meeting on 28 August 2020 and its members are:

- | | |
|------------------------------|--------------------|
| 1) Rev. Dr. Yap Kim Sin | Chairman |
| 2) Ms. May Loh Bee Bee | Vice-Chairman |
| 3) Mr. Chew Yew Kuen Michael | Honorary Treasurer |
| 4) Dr. Ang Sze Wee Erik | Honorary Secretary |
| 5) Mr. Tan Ming Yiak Mark | Member |
| 6) Rev. Goh Seng Ghee Jason | Member |
| 7) Mr. Timothy Hia Yi Liang | Member |
| 8) Ms. Lee Sue-Ann | Member |

Principal Bank: DBS Bank

Statutory Auditor: RSM CHIO LIM LLP



2. **BOARD GOVERNANCE**

Two Governing Board members have served for more than ten consecutive years. They are:

- (1) Rev. Dr. Yap Kim Sin (19 years, Chairman since October 2019)
- (2) Mr. Chew Yew Kuen Michael (15 years, Honorary Treasurer since October 2019)

The other Governing Board members are:

- (3) Dr. Ang Sze Wee Erik (seven years, Honorary Secretary since April 2015)
- (4) Ms. May Loh Bee Bee (four years, Vice-Chairman since October 2019)
- (5) Mr. Tan Ming Yiak Mark (four months, member)
- (6) Rev. Goh Seng Ghee Jason (four months, member)
- (7) Mr. Timothy Hia Yi Liang (four months, member)
- (8) Ms. Lee Sue-Ann (four months, member)

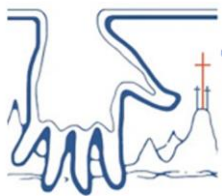
Since our last report in 2019, we have been blessed to find four new members aligned with the Vision of THH and with passion for the ministry to serve on the Governing Board, which has brought the total number of members to eight. Their complementary skillsets and relevant experiences have broadened the bandwidth of the Governing Board and strengthened its governance and strategic oversight. With the new members fully onboarded, we will be proceeding with succession planning on a staggered basis, as well as rotation of Office Bearers in line with THH's Constitution.

We are grateful to Rev. Dr. Yap and Mr. Chew who have served for more than ten years on the Governing Board. Their continued service on the Governing Board will ensure that their domain knowledge will remain to enrich the new members and pave the way for board renewal and succession planning in 2021.

We have completed the formation of three Governing Board Sub-Committees, namely the Audit and Risk Committee ("ARC"), Finance and Human Resource Committee ("FHR") and the Outreach Committee ("OC"), together with the documentation of their respective Terms of Reference. These Sub-Committees have been constituted to support the CEO and his Executive Director in carrying out their responsibilities within the boundaries of objectives set by the Governing Board. Through the work of members serving on these Sub-Committees, it is hoped that this will provide them with an opportunity to reflect on their fit as potential Governing Board members in alignment with the Vision of THH.

All Governing Board and Sub-Committee members do not receive any remuneration for their services rendered to THH, except for reimbursement of expenses incurred in the normal course of their duties.

Since the CEO's appointment in December 2019, he has completed the first year deliverables of setting up strong governance protocols through the documentation of Finance, Human Resource, Operations and Digital Technology procedures, thereby establishing the foundation for controls and standard operating procedures ("SOPs") that will facilitate transparency of work processes. In line with good corporate governance, for the year under review, the External Auditor has been changed from FIDUCIA LLP, who has been THH's Statutory Auditor for more than five years, to RSM CHIO LIM LLP. An Internal Auditor, Baker Tilly Consultancy (Singapore) Pte. Ltd. has also been appointed in 2020 to provide assurance to the Governing Board and management that documented controls and SOPs have been adhered to.



3. DISCLOSURE AND TRANSPARENCY

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

Year 2020	Rev. Dr. Yap Kim Sin (Chairman)	Ms. May Loh Bee Bee (Vice-Chairman)	Mr. Chew Yew Kuen Michael (Honorary Treasurer)	Dr. Ang Sze Wee Erik (Honorary Secretary)	Mr. Tan Ming Yiak Mark (Member)	Rev. Goh Seng Ghee Jason (Member)	Mr. Timothy Hia Yi Liang (Member)	Ms. Lee Sue-Ann (Member)
9 Jan	✓	✓	✓	✓	-	-	-	-
1 May	✓	✓	✓	✓	-	-	-	-
28 Aug	✓	✓	✓	✓	✓	✓	✓	✓
27 Nov	✓	✓	✓	✓	✓	✓	✓	✓

Date Joined Governing Board	Names	Designation
11 Aug 2020	Mr. Tan Ming Yiak Mark	Member
13 Aug 2020	Rev. Goh Seng Ghee Jason	Member
13 Aug 2020	Mr. Timothy Hia Yi Liang	Member
17 Aug 2020	Ms. Lee Sue-Ann	Member

Remuneration Band

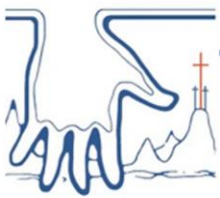
S\$100,001 – S\$150,000
S\$50,001 – S\$100,000

Top Three Key Management Personnel

2
1

None of THH's salaried staff served as a Governing Board member.

None of THH's salaried staff are close family members of the CEO, Executive Director or any Governing Board member.



4. ADMISSION FROM SINGAPORE PRISONS AND DRUG REHABILITATION CENTRES ("DRC")

86 residents were admitted from Singapore Prisons under the Halfway House Service Model ("HSM") program. 20 residents completed their program, of which six of them stayed back as helpers working for the ministry. Seven residents defaulted and failed to complete their program. 59 residents were still undergoing their program as at 31 December 2020.

5. ADMISSION FROM THE STREETS

Three walk-in cases were admitted to the program. One completed his program and left us, one defaulted and failed to complete the program and the remaining one was still undergoing his six-month program as at 31 December 2020.

6. 2020 ACTIVITIES AND EVENTS

A Visit by SPS, MHA and MOH Mr. Amrin Amin

On 13 January 2020, Mr Amrin Amin, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health, made a visit to THH. Besides strengthening relationships, Mr Amrin Amin wanted to know about the programmes run by THH and the post release engagements with our residents, especially in the area of employment and accommodation. Reducing the rate of recidivism at halfway houses was also discussed.

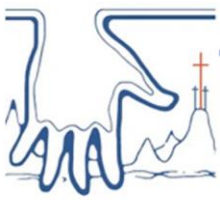
After the dialogue session, Mr Amrin Amin was given a tour of the premises and introduced to the living quarters of the residents. He was then brought to our Furniture Gallery to view our broad range of teakwood furniture from Indonesia. It is truly our privilege to be able to host Mr Amrin Amin for this visit and we thank him for his dedication towards the fight against drug abuse.

B Annual Magazine

We published the Annual Magazine in conjunction with our 33rd anniversary with the theme, "Christ Our Cornerstone". The magazine was distributed to our sponsors, donors, partnering Churches, Government agencies and other organizations. Through the diligent and hard work of our fundraising team, \$99,734 was raised.

C Urban Farm

THH launched its Urban Farm on 2 April 2020 after a start-up grant, "Bless Our City" grant, was approved by Central Singapore CDC. Urban farming is essentially growing plants that produce food within a city. The plan was initiated in January 2020 to transform a piece of grass patch lying idle behind our premises into a small farm for therapeutic purposes and to help our residents acquire relevant skills in different types of farming technology, namely traditional soil based, hydroponic and vertical farming techniques, that would help them secure employment. At the same time, this work activity also provides fresh vegetables to our kitchen under the "farm-to-table" cost management program. We thank the Lord for our Urban Farm and pray that we will be able to meet all its objectives.



D Discipleship Class

THH is committed to helping our staff on their journey of discipleship. On 13 July 2020, we started a series on discipleship titled, "Come Follow Me". The first series, "Answering the Call" is a ten-part study and the second series, "Growing Deeper" is a 13-part study. The small group discipleship classes for the staff are held every Monday morning from 8.00am to 8.45am.

We hope and pray that all our staff will grow in Christlikeness, be rooted and established in their faith and live out their Christian lives as disciples of Christ for the glory of God the Father.

E Celebrate Recovery Program

In 1991, John Baker a congregant of the Saddleback Church located in Lake Forest, California, with the support of Pastor Rick Warren, started the Celebrate Recovery ("CR") program as a ministry of Saddleback Church.

CR is a unique Christian based recovery program because it is a program based on God's Word, the Bible. It is forward-looking, emphasizes on personal responsibility and spiritual commitment to Christ, utilizes biblical truths that we need in order to grow spiritually and emotionally, and addresses all types of hurts, hang-ups and habits. We are thankful to three volunteers from International Baptist Church for facilitating this program at THH.

The CR program kicked-off on 3 September 2020 and is conducted every Thursday night from 8.00pm to 9.30pm.

F Visit by MOS, MHA and MND Assoc. Prof. Dr. Muhammed Faishal Ibrahim

Assoc. Prof. Dr. Muhammad Faishal Ibrahim, Minister of State, Ministry of Home Affairs and Ministry of National Development, accompanied by Mr. Eddy Asmara, Assistant Director (Rehabilitation) from Policy Development Division MHA, Ms. Loo Sook Nee, Senior Assistant Director (Program Management, Singapore Prison Services) and Ms. Serena Lim, Senior Assistant Director (Community Corrections, Singapore Prison Services), visited THH on 9 September 2020.

Upon arrival, MOS Dr. Faishal Ibrahim and his team were greeted by two of our Governing Board members and the CEO. They were then ushered to the meeting room and briefed by the management team about the programs and activities of THH, followed by a dialogue session.

After the session, MOS Dr. Faishal Ibrahim was given a tour of the premises where he met and talked to some of our residents and viewed their living quarters.

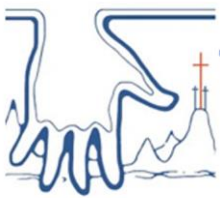
He was then brought to our Furniture Gallery to see our broad range of teakwood furniture from Indonesia and ended the tour speaking with some residents at the Urban Farm and in-house Bakery.

It is truly our privilege to be able to host MOS Dr. Faishal Ibrahim and we thank him for visiting us. We also thank Singapore Prison Services for arranging the visit.

G In-House Bakery

THH started its inaugural in-house baking classes on 25 September 2020 and we are thankful to have Mr. Fleming Michael William, Director Training of Cereal Tech School of Baking from International Baptist Church, come and teach this skill to our kitchen staff. They are given regular baking lessons, followed by practice sessions every week.

Once our staff have acquired this skill, they will in turn impart the knowledge to our residents under the "train the trainer" program, as we aim to introduce baking as another work therapy activity. We believe that baking has its therapeutic value as the process requires our residents to lovingly prepare the dough, wait patiently for the bread to bake and finally have a sense of joy and accomplishment when the bread



is ready for consumption. To-date, all our daily bread requirements are made in-house and our residents have expanded the range of home-baked products to include Pineapple Tarts, Cranberry Butter Cookies and Florentine Nut Cookies. Aside from its therapeutic value, the skills our residents acquire from baking will help them secure employment when they complete their program with us.

H Alliance of Halfway Houses

An alliance among nine halfway houses (eight HSM halfway houses and Highpoint halfway house) was initiated by THH in March 2020 to promote collaboration and partnership during the Covid-19 pandemic. Initial meetings were virtual but on 6 October 2020 with the gradual easing of restrictions, we were able to have our first physical meeting at THH, with safe management measures in place.

Although the initial meetings were focussed on dealing with the Covid-19 situation, the collective goal of this alliance is to help residents stay away from their vices and be gainfully employed. In doing so, we hope to be able to bring down the recidivism rate and help residents re-integrate successfully into society as contributing members once again.

We are truly thankful for every halfway house in this alliance and we hope and pray that as we continue to have our regular meetings at the different halfway houses, our collaboration will grow stronger and yield much fruit so as to achieve the desired outcomes for the rehabilitation and re-integration of residents into society.

I Governing Board's Retreat

On 8 October 2020, the Governing Board held its annual retreat at THH. The purpose of the retreat was for Governing Board members to be reminded from God's Word about the reason for THH's existence, seek His will for the ministry and for members to have fellowship and strengthen their relationships with one another. Members were blessed to have Dr. Ernest Chew, one of THH's Panel of Advisors, to share a message at the retreat. In his sharing, Dr. Chew reminded members that Christ is supreme over all creation, Christ is the head of the Church and Christ is the reason for this ministry.

At the end of the exhortation, members divided themselves into break-out groups to share on personal lessons learnt from Colossians 1 and how they could apply these lessons as they serve here at THH.

It was a refreshing and fruitful time of sharing for the members. The retreat also helped to forge stronger bonds and camaraderie amongst them.

The retreat ended with the Governing Board committing the entire ministry of THH into the Lord's hand.

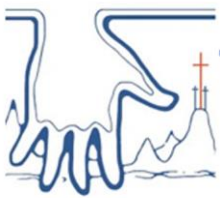
J Visit by Commissioner of Singapore Prison Services

On 13 October 2020, THH was privileged to have the new Commissioner of Singapore Prison Services, Ms. Shie Yong Lee and her entourage, comprising Mr. David Tan (Deputy Commissioner, Policy and Transformation), Mr. Wilfred Wee (Acting Director, Community Corrections Command) and Mr. Ho Kim Teck (Senior Assistant Director, Program Management Branch, RRD) visit us.

The purpose of the visit was for the new Commissioner and Deputy Commissioner to introduce themselves as they had just assumed their roles and at the same time, to learn about THH's programs and social enterprise activities, understand our challenges and see how they could further support us.

Upon their arrival, they were greeted by two of our Governing Board members and the CEO. They were then ushered to our meeting room for a short video presentation of THH, followed by a fruitful dialogue session.

After the session, the Commissioner and her party toured the premises, where they visited the residents' living quarters, our Furniture Gallery, as well as our recently established Urban Farm and in-house Bakery. During the walk around, the Commissioner also spoke with some of our staff and residents.



The Helping Hand

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

We are thankful to the Commissioner, Deputy Commissioner and her team for their visit and we look forward to continuing our strong and close working relationship with Singapore Prison Services.

K Management's Retreat

On 18 November 2020, the management of THH met for their retreat. We were blessed to have two of our Governing Board members, Rev. Dr. Yap Kim Sin and Rev. Jason Goh, with us at the retreat.

After a short exhortation from Rev. Dr. Yap and Rev. Goh, the CEO Mr. Mervyn Lim encouraged the management to remember that their service at THH should stem from and be driven by the love for God as we strengthen, stretch and sustain the spiritual fervour in all that is done in the ministry.

The management then divided themselves into break-out groups, encouraging one another to love God and His people. The team also discussed the various programmes and activities conducted at THH so as to map out the plan for the 3-S spiritual pillars of Strengthening, Stretching and Sustaining, to be applied across the Organisation. We thank God for a fruitful discussion.

The retreat ended with the management praying for God's wisdom and guidance to lead them to fulfil God's plans for the ministry.

L Festival of Lights at Jurong Lake Gardens

National Parks Board, People's Association and A-Smart Media jointly organised a public community event to raise funds and public awareness for The President's Challenge 2020 and its 72 affiliated beneficiaries. Besides raising funds and public awareness, the event's theme "A Better Tomorrow" also aimed at fostering better community bonds and stronger cohesion among Singaporeans.

Amongst the many beneficiaries of The President's Challenge, THH was privileged to have a booth at the Festival of Lights. We are thankful to God for this opportunity that allowed us to share with the public the ministry and the work we are doing in helping ex-offenders and recovering addicts rehabilitate and re-integrate into society as contributing members once again. We also thank God for the effort and involvement of the 16 staff who took turns in manning our booth from 18 December 2020 to 3 January 2021, from 7pm to 11pm at Jurong Lake Gardens.

7. COMMUNITY OUTREACH AND VISITS

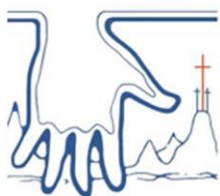
A Visit from Foreign Students

On 8 January 2020, we hosted a visit for students from Samyook University, South Korea. Aside from touring our premises, we shared THH's programs and social enterprise activities, as well as hosted a dialogue session.

B Community Service Program

THH has been participating in community service activities since June 2011. For the year under review, THH sent eight 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.

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



C Deputations conducted Virtually

We thank God for the opportunity to do virtual deputations with our partnering Churches in view of pandemic restrictions. Although we are unable to do the same things as we do in a physical deputation, we are grateful for these virtual deputations, as it allows us to make known our ministry, challenges and needs to our partnering Churches.

D Talk given to "Youth-at-Risk"

Together with the Central Narcotics Bureau, we gave an anti-drug and anti-gang talk to ten "Youth-at-Risk" on 4 March 2020. Our Training and Liaison Manager, Mr. Vincent Tan together with one of our volunteers gave the talk.

E Public Talks

We gave anti-drug talks to students from Zhangde Primary School on 17 July 2020 and Juying Secondary School on 2 November 2020. We hope and pray that through these talks, we can help these youths to stay clean and free from drugs.

We were thankful for the opportunity to share our experience so as to help them have a better understanding about the harm and dangers of drugs. The talks were organized by the Central Narcotics Bureau.

8. TRAINING: OJT AND CLASSROOM

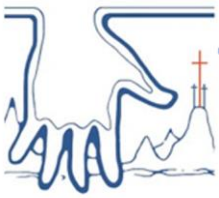
Learning is a life-long process. Listed below are two broad areas of training: On-the-Job training ("OJT") and Classroom training. Classroom training was attended by staff, helpers, volunteers and residents.

On-the-Job Training

THH's OJT program is a practical short-term attachment where residents are matched with companies based on their work interest and experience. The OJT program seeks to impart a life skill to our residents and at the same time, mentors them during their training attachment with the company. These OJT attachments are given to some of our residents while they are still with THH. This provides both residents and prospective employers with the opportunity to work together while residents are still counselled by THH as part of their rehabilitation program. This ensures a smooth transition into full time employment, preferably with the same employer if their OJT performance is satisfactory.

Social Work department performs due diligence on all such employers before attaching residents to them, so as to establish that there are strong support systems in place, such as a buddy or mentor system and a structured work program during the attachment period.

Some of the employers we are working with are My Bike Shop, Grace Pot Indian Restaurant, Knots Café and Living, Leong Hup Singapore, NPE Print Communication, Far East Organization, Agape Contact Centre, Intertech Electronics, Commonwealth Capital Group and the Lee Foundation.

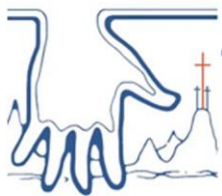


The Helping Hand

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

Classroom Training

1. Graduate Diploma in Christian Studies
2. Graduate Diploma in Clinical Supervision
3. Bachelor of Arts, Business and Management
4. Diploma in Social Work
5. Finance for Non-Financial Managers
6. Developing Your Coaching and Mentoring Skills for NPO Managers
7. Understanding the Social Service Landscape
8. Rehabilitation and Reintegration Needs of Ex-Offenders
9. Motivational Interview
10. Problem Solving Approach in Counselling
11. Helping Clients Manage Anger
12. Cyber Security and Network Administration
13. Microsoft Office (Intermediate and Advance)
14. Digital Learning Basic Workshop
15. Understanding of Technology
16. Digital Citizen 1 and Plus
17. Telephone Etiquette
18. Customer Service
19. Developing KPIs and Performance Appraisals
20. Fundamentals of PDPA
21. Comply with Workplace Safety
22. Basic Hydroponics 101
23. Biz Safe 3
24. Food and Beverage Safety
25. Hygiene Policies and Procedures
26. Cost and Benefits Analysis
27. Communication Skills
28. Developing Personal Effectiveness
29. Overcoming Thinking Errors
30. Managing Resistant Clients
31. Managing High Risk Situations
32. Stress and Anger Management
33. Dealing with Family Issues
34. The Addict's Mindset
35. SMART Goals
36. Communication Skills
37. Relapse Prevention
38. Refusal Skills
39. My Map to Recovery
40. Problem Solving
41. Emotional Regulation
42. Basic and Final Driving Theory Test
43. Class 3 and 4 Driving License
44. Forklift Driving License



9. 2020 AUDITED FINANCIAL STATEMENTS

THH's Audited Financial Statements for the financial year ended 31 December 2020 were signed off on 12 April 2021 by the Governing Board and by the Statutory Auditor, RSM CHIO LIM LLP. THH recorded a Surplus for the year of \$528,365 (2019: \$515,439). Total In-coming resources were \$5,373,069 (2019: \$5,690,414). Net Assets as at 31 December 2020 were \$7,120,266, (2019: \$6,591,901), with Cash and Cash Equivalents of \$6,199,252 (2019: \$4,892,117). THH has a reserve policy of setting its target reserve ratio at a level equivalent to two years of operating expenditure. Its reserve ratio for 2020 was 1.42 years versus 1.18 years in 2019. COVID-19 has severely impacted THH's traditional sales from its removal and furniture businesses in 2020. We are grateful to the Government for the various grants given, such as the Job Support Scheme and the Bicentennial Grant, which have helped to supplement its weak income from its social enterprise activities. THH will continue to move towards its target reserve ratio by leveraging on technology to increase online sales from its e-commerce and social media platforms.

Restatements and reclassification of comparative figures:

During the year under review, the management changed its accounting policy in the recognition of Government grants and non-Government grants from Financial Reporting Standards to Charity Accounting Standards. As a result, the comparative figures in 2019 have been restated.

Comparative figures in 2019:

The financial statements for the reporting year ended 31 December 2019 were audited by another independent auditor, FIDUCIA LLP, who expressed an unqualified opinion on those financial statements on 1 May 2020.

10. CONFLICT OF INTEREST POLICY

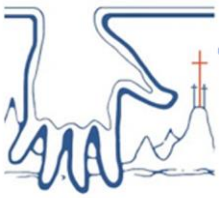
The Governing Board has a strict policy on Conflict of Interest which requires all Governing Board members, management, staff and volunteers to sign a Conflict of Interest Agreement (please refer to Appendix 1) that requires them to declare in writing any interests and relationships that could potentially 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 2020 Annual Report

Submitted by: Mr. Mervyn Lim

Designation: CEO, The Helping Hand

Date: 17 June 2021



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: _____