

THE HELPING HAND 2021 ANNUAL REPORT **(1 JANUARY 2021 TO 31 DECEMBER 2021)**

- PARA 1 - Profile of Organization
- PARA 2 - Board Governance
- PARA 3 - Disclosure and Transparency
- PARA 4 - Admission from Singapore Prisons and DRC
- PARA 5 - Admission from the Streets
- PARA 6 - 2021 Activities and Events
- PARA 7 - Community Outreach and Visits
- PARA 8 - Training: On-Job-Training and Classroom
- PARA 9 - 2021 Audited Financial Statements
- PARA 10 - Conflict of Interest Policy

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.

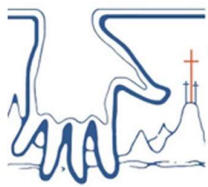
THH has been accorded Institution of Public Character ("IPC") status for the period from 1 October 2020 to 30 September 2023. Its Unique Entity Number ("UEN") is S88SS0058F.

Governing Board: The Governing Board was elected at the Annual General Meeting on 30 April 2021 and its members are:

- | | |
|------------------------------|--------------------|
| 1) Rev. Dr. Yap Kim Sin | Chairman |
| 2) Ms. May Loh Bee Bee | Vice-Chairman |
| 3) Mr. Tan Ming Yiak Mark | Honorary Treasurer |
| 4) Mr. Timothy Hia Yi Liang | Honorary Secretary |
| 5) Mr. Chew Yew Kuen Michael | Member |
| 6) Dr. Ang Sze Wee Erik | Member |
| 7) 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 (20 years, Chairman since October 2019)
- (2) Mr. Chew Yew Kuen Michael (17 years, member)

The other Governing Board members are (with their accompanying years of service) :

- (3) Dr. Ang Sze Wee Erik (eight years, member)
- (4) Ms. May Loh Bee Bee (five years, Vice-Chairman since October 2019)
- (5) Mr. Timothy Hia Yi Liang (one year and eight months, Honorary Secretary)
- (6) Ms. Lee Sue-Ann (one year and eight months, member)
- (7) Mr Tan Ming Yiak Mark (11 August 2020 - 27 July 2021, Honorary Treasurer)

Since our last report in 2020, we have continued with Board renewal and succession planning, by seeking new members aligned with the Vision of THH and with passion for the ministry to serve on the Governing Board. Their complementary skillsets and relevant experiences have strengthened the bandwidth of the Governing Board and provided the necessary governance and strategic oversight. We will also be proceeding with the 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 2022.

As part of a more structured Board and Management governance framework, three Board Sub-Committees, namely the Audit and Risk Committee ("ARC"), Finance and Human Resource Committee ("FHR") and the Outreach Committee ("OC"), actively supported the organization through the challenges of pandemic-stricken 2021. Through the work of members serving on these Sub-Committees, THH achieved higher donor awareness and fundraising activities throughout the year. The Finance and HR Committee also actively reviewed HR Manuals and processes while the Audit & Risk Committee introduced new measures regarding internal and corporate audit. Through members' engagement at the sub-committee level, 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. In rare instances, there is reimbursement of expenses incurred in the normal course of their duties.

The documentation of the key internal processes and procedures, namely Finance, Human Resource, Operations and Digital Technology, into manuals and policies has been completed. This has established the foundation for controls and standard operating procedures ("SOPs") that will facilitate transparency of work processes. The Governance framework has been strengthened through regular compliance checks by the Internal Auditor, Baker Tilly Consultancy (Singapore) Pte Ltd who, as part of their audit work plan, has provided assurance to the Governing Board and management that documented controls and SOPs have been adhered to. The Statutory Auditor, RSM Chio Lim LLP has completed their second year of audit since taking over from Fiducia LLP in 2020 and they have provided a clean report without any qualification. Management is in process of digitally transforming THH into a 3.0 model based on the implementation of an Enterprise Resource Platform, with associated sub-systems, namely a Centre Management System, Customer Relationship Management System and Point of Sale System. THH has also leveraged on technology to enhance efficiency in the deployment of its resources by implementing a vehicle logging system that determines the location of its vehicle fleet.

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 2021	Rev. Dr. Yap Kim Sin (Chairman)	Ms. May Loh Bee Bee (Vice-Chairman)	Mr. Tan Ming Yiak (Honorary Treasurer)	Dr. Timothy Hia Yi Liang (Honorary Secretary)	Mr. Chew Yew Kuen Michael (Member)	Rev. Goh Seng Ghee Jason (Member)	Dr. Ang Sze Wee Erik (Member)	Ms. Lee Sue-Ann (Member)
29 Jan	✓	✓	✓	✓	✓	✓	✓	✓
12 Apr	✓	✓	✓	✓	✓	-	✓	✓
30 Jul	✓	✓	-	✓	✓	-	✓	✓
10 Dec	✓	✓	-	✓	✓	-	✓	✓

Note:

- Rev. Goh Seng Ghee Jason resigned as Board member with effect from 31 March 2021 to take up a management position at THH as Spiritual Mentor.
- Mr. Tan Ming Yiak Mark resigned as Hon. Treasurer and Board member with effect from 27 July 2021.

Remuneration Band

Top Three Key Management Personnel

S\$100,001 – S\$150,000	2
S\$50,001 – S\$100,000	1

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

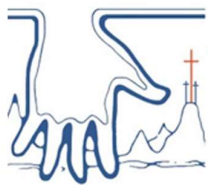
None of THH's salaried staff are close family members of the CEO, Executive Director, or any Governing Board member.

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

109 residents were admitted from Singapore Prisons under the Halfway House Service Model ("HSM") program. 34 residents completed their program, of which seven of them stayed back as helpers working for the ministry. 20 residents defaulted and failed to complete their program. 55 residents were still undergoing their program as at 31 December 2021.

5. WALK-IN ADMISSION RATE (FROM OFF THE STREETS)

Due to the COVID-19 situation, no walk-in cases were admitted into the program in 2021.



6. **2021 ACTIVITIES AND EVENTS**

A Maundy Thursday Service

On Thursday 1 April 2021, THH observed the Lord's Supper with a Maundy Thursday service in the Chapel. Rev. Goh, THH's Spiritual Mentor, delivered a sermon explaining the significance of the meal and the spiritual posture that we should rightly assume for this occasion.

Rev. Goh explained that the Lord's Supper is a time for us to "Look Up" and consider who God is, "Look Within", to examine ourselves and confess our sins to God, "Look Back" and remember what Jesus did on the cross for the sake of our redemption, "Look Ahead" - a celebratory perspective, and finally, "Look Forward" to the return of Jesus Christ, when the saints will reunite with their Saviour.

The occasion was solemn and celebratory. There was a sense of awe as we were reminded of the excruciating suffering endured by our Saviour who died for undeserving sinners like us. It was also celebratory because we can now live victoriously through Christ's resurrection power.

B Annual Magazine

We published the Annual Magazine in conjunction with our 34th anniversary with the theme, "In Christ Alone". 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, \$129,565 was raised.

C Orchids for Mum

THH organised its first Mother's Day fundraiser to honour the roles and support mothers play in the life and recovery of addicts.

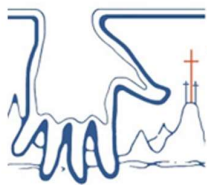
Customers could choose from two different kinds of orchids. The elegant ornamental indoor orchids are perfect for adorning rooms or tables and come with either purple or yellow flowers. Being long-lasting blooms, they can remain fresh for weeks. The other selection is a pot of red, purple, or yellow orchids for mums with green thumbs who love tending to their plant babies in gardens or balconies.

This event also led to the establishment of an ornamental garden to give our staff and residents opportunities to learn the employable skills of cultivating plants and orchids as part of their work therapy and rehabilitation process. Our ornamental garden was awarded the Community Bloom Award (Gold) by the National Parks Board in November 2021.

D Discipleship Class

THH is committed to helping our staff on their journey of discipleship. In 2020, we started a three-part series on discipleship titled, "Come Follow Me". The first of the three, "Answering the Call" was a 10-part study that taught on the call, decision and demands of discipleship. In 2021, we followed with the second series, "Growing Deeper", a 13-part study looking at how as disciples we are to grow deeper in our relationship with Christ and the final third series, "Living under Christ's Lordship", a 13-part study exhorting us as disciples to live completely under Christ's Lordship everyday of our life. The small group discipleship classes for all staff are held every Monday morning from 8.00am to 8.45am.

We hope and pray that 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.



The Helping Hand

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

E Bakery

After the successful sale of pineapple tarts during Chinese New Year, the baking team of THH prepared more mouth-watering goodies to satisfy further cookie cravings. The hardworking team from THH's bakery prepared two more delicious cookies baked with love and care to tantalize tastebuds. From the ovens of THH's humble bakery, the team churned out two more delicious creations which are the Cranberry Butter and Nuts-Over-Florentine cookies.

We are truly thankful to God for helping us to establish our bakery because it enables us to train, upskill and provide employment for our staff and residents, as well as help us generate income for our rehabilitation programs.

F Ride-To-Restore

THH conducted its first virtual Ride to Restore ("RTR") cycling fundraiser in 2021. A total of 144 participants registered for this event and the "race" officially started in the month of August where our participants were out cycling every day to raise funds during this 31-day fundraising period.

A total of \$290,841 was raised through this virtual cycling fundraiser, an almost threefold increase from our original target of \$100,000. All praise be to God who has, once again, proven that He can do infinitely more than we can ask or think. The RTR fundraiser has taught us that with God, all things are possible. Hosting this virtual event has taught us valuable lessons of faith and trust. Our prayer is that all of us at THH will be emboldened by the faith we have in God to live Christ-centered lives.

G Charity Golf

We organized our 11th Charity Golf event on 30 September 2021 at the Masters Course, Laguna National Golf & Country Club. We are thankful to the 120 golfers who came to "swing for a cause", corporate and prize sponsors, and outright donors who made this day possible. We thank God that \$216,000 was raised through this event.

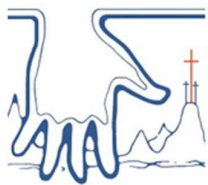
H Mid-Autumn Mooncakes

THH's baking team decided to bake mini mooncakes for this year's mid-autumn festival. Our chief baker Lim Choon Hock, who has some background in mooncake-making, brought traditional wooden mooncake moulds from his home and tried them out at THH.

Using a recipe passed down from his family and ideas from the internet, Ah Hock produced four familiar traditional flavours of baked mooncakes. It took one month of testing and evaluation before the team finally settled on the final products of a white lotus mooncake with egg yolk, a pure lotus mooncake with egg yolk, a red bean mooncake with melon seeds and a white lotus mooncake with melon seeds. Every three boxes of mini mooncakes purchased received a free pair of mini piglets.

I Aid for Afghan Refugees

The diaspora of the Afghans has led to thousands of refugees seeking refuge in emergency processing centers in several countries. A donation drive to collect blankets, bedsheets and towels was organised in Singapore and the response from the public was overwhelming. THH was approached to provide logistics support. Our moving teams sprang into action to assist in collecting these donated items from the donors' residences and coordinated with a Care Recovery Centre to sort and pack the items in their facility.



J Alliance of Halfway Houses

The alliance among nine halfway houses (eight HSM halfway houses and Highpoint halfway house) initiated by THH in March 2020 to promote collaboration and partnership continued to meet at different halfway houses with safe management measures in place.

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.

K Yellow Ribbon "Celebrating Second Chances" Award

Two of our staff members were conferred the Beyond Second Chances (Overcomer) Award. We are thankful to God for our two brothers who received the highest award for remaining crime and drug free for more than 20 years. Another 37 of our staff/alumni also received awards in other categories. This award recognizes the success of ex-offenders who live their new lives free of crime and drug and become 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 hope and pray that the Lord will continue to bless, guide and sustain all our brothers in their life-long recovery journey.

L Christmas Family Day

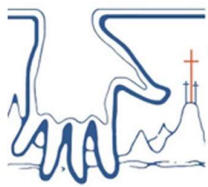
We celebrated our Christmas Family Day on 18 December 2021 at Kim Tian Christian Church. The service began with a warm welcome by our CEO, Mr. Mervyn Lim, followed by the opening prayer by THH Board Chairman, Rev. Dr. Yap. Our Executive Director, Mr. Richard Khalil, led the worship team to render to God the familiar but evergreen Christmas carols. The worship session was immediately followed by the Christmas message delivered by Rev. Jason Goh, THH's Spiritual Mentor. The topic was, "Are you seeking God", based on Mathew 2:1-12. After the message, a recorded video of former THH residents sending their Christmas well-wishes was screened. It was very inspiring to witness the success stories of THH's former residents.

The service ended with the all-time Christmas favourite, "We wish you a merry Christmas". After the service, everyone proceeded back to THH for a sumptuous catered bento dinner. It was a memorable time, and we give thanks to our good Lord who has so faithfully watched over and provided for us at THH.

7. COMMUNITY OUTREACH AND VISITS

A Deputations

We thank God for the opportunity to visit Churches and share about the ministry of THH. During these deputations, we 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, challenges and needs to the Churches.



The Helping Hand

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

B THH Alumni

THH has established a Facebook page for its Alumni called, "Treasures in Jars of Clay" where residents who have completed their program with us are encouraged to sign up so that they can seek help and encouragement from fellow Alumni members, and at the same time be kept informed of the activities in THH that they can participate in. There are 254 subscribers in the year under review. The page contents include our fundraising events, new product launches, motivation videos and activities.

C Community Service

God has blessed THH's Urban Farm with hydroponic and traditional raised bed systems that were graciously given to us by generous donors. We are thankful to be able to share our freshly harvested vegetables with Willing Hearts, a non-profit organisation that feeds the needy through its food distribution programme. We are indeed blessed to be part of this noble cause.

D Visits

We are thankful for the opportunity to visit other organisations as well as have them visit us because it gives us a chance to share about our ministry. We hope that through our sharing, we will be able to help our residents become productive and contributing members of society once again.

8. TRAINING: ON-THE-JOB AND CLASSROOM

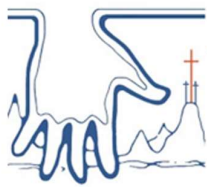
Learning is a life-long process. Listed below are two broad areas of training: On-the-Job training ("OJT") and Classroom training. Classroom training was attended by staff, helpers, volunteers, and residents.

(a) OJT 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.

Social Work works carefully with all such employers, including performing due diligence checks on them, before attaching residents to each employer. This is so as to ensure 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 include: Agape Connecting People, Agape Services, AlSCO Pte Ltd, BeeBox Express, BNL Environment, Bulkings Distribution, C & W Electronics, Connect Centre, Creative Eateries, De Hygienique (Asia), Evergreen Refuse Disposal & Cleaning Services, Green Care Services, H & S General Services, Infinite Facilities Services, Intertect Electronics, J & S Management, Lee Yan General Services & Suppliers, My Bike Shop, NPE Print Communication, Prestige Karz Leasing, Seng Huat Construction & Engineering, Shipping Container Hotel, Sky Mover & Renovation Services, Tee Environmental, T & H Cleaning, TS Classic, and Xpressflowers.com.



(b) Classroom Training

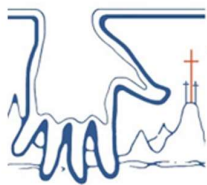
THH staff and residents attended a variety of classes including the following:

- | | |
|---|---|
| 1. Graduate Diploma in Christian Studies | 21. Agriculture 101 |
| 2. Diploma in Social Work | 22. Innovative Customer Experience |
| 3. Diploma in Compensation & Benefits | 23. WSQ Basic Food Hygiene Course |
| 4. Multicultural Sensitivity in Corrections | 24. Skillsfuture for Digital Workplace |
| 5. Fundamentals in PDPA | 25. Digital Citizen |
| 6. Identification and Treatment of Schizophrenia | 26. Design Thinking 101 |
| 7. Project Management | 27. Overcoming Thinking Errors |
| 8. WSQ Direct End to End Management | 28. Managing Resistant Clients |
| 9. Strengthening Ethical Reasoning in Social Work | 29. Managing High Risk Situations |
| 10. Window on Addiction | 30. Stress and Anger Management |
| 11. Para Counselling | 31. Dealing with Family Issues |
| 12. Science and Technology Agriculture | 32. The Addict's Mindset |
| 13. Spiritual Formation | 33. SMART Goals |
| 14. Church and Gospel Ministry | 34. Communication Skills |
| 15. Modern Culture and Theology | 35. Relapse Prevention |
| 16. Telephone Etiquette | 36. Refusal Skills |
| 17. Basic First Aid | 37. My Map to Recovery |
| 18. Provide Quality Service | 38. Problem Solving |
| 19. Engage in Service Innovation | 39. Emotional Regulation |
| 20. Building an IoT Project | 40. Basic and Final Driving Theory Test |
| | 41. Class 3 Driving License |
| | 42. Operating Lorry Crane Course |

9. 2021 AUDITED FINANCIAL STATEMENTS

THH's Audited Financial Statements for the financial year ended 31 December 2021 were signed off on 14 April 2022 by the Governing Board and by the Statutory Auditor, RSM CHIO LIM LLP. THH recorded a Surplus for the year of \$312,474 (2020: \$528,365). Total Incoming resources were \$5,268,705 (2020: \$5,373,069). Net Assets as at 31 December 2021 were \$7,432,740, (2020: \$7,120,266), with Cash and Cash Equivalents of \$6,063,982 (2020: \$6,199,252). 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 2021 was 1.46 years (2020: 1.42 years).

COVID-19 has impacted THH's traditional sales from its removal and furniture businesses in 2021. We are grateful to the Government for the various grants such as Jobs Support Scheme, Jobs Growth Incentive and Wage Credit Scheme, which have helped to supplement THH's weak income from its social enterprise activities. THH will continue to move towards its target reserve ratio by leveraging on technology through its Enterprise Resource Platform and related sub-systems, namely the Customer Relationship Management System and the Point of Sales System, so as to increase online sales from its e-commerce and social media platforms.



The Helping Hand

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

10. CONFLICT OF INTEREST POLICY

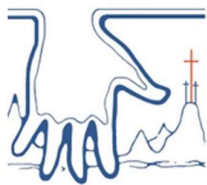
The Governing Board has a strict policy on Conflict of Interest which requires all Governing Board members, Sub-Committee members, management, staff and volunteers to sign a Conflict of Interest Agreement (please refer to Appendix 1) that requires them to declare in writing any interests and relationships 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, Sub-Committee 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 2021 Annual Report

Submitted by: Mr. Mervyn Lim

Designation: CEO, The Helping Hand

Date: 24 June 2022



Appendix 1

CONFLICT OF INTEREST AGREEMENT

The standard of behavior at The Helping Hand ("THH") is that all Governing Board members, Sub-Committee 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, Sub-Committee 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: _____