

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 2022 ANNUAL REPORT **(1 JANUARY 2022 TO 31 DECEMBER 2022)**

- 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 - 2022 Activities and Events
- PARA 7 - Community Outreach and Visits
- PARA 8 - Training: On-Job-Training and Classroom
- PARA 9 - 2022 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.

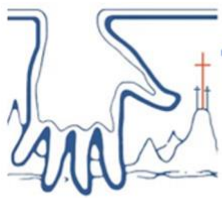
THH has been accorded Institution of Public Character ("IPC") status for the period from 1 October 2020 to 30 September 2023. Its Unique Entity Number ("UEN") is S88SS0058F.

Governing Board: The Governing Board was elected at the Annual General Meeting on 29 April 2022 and Governing Board Meeting 18 Nov 2022 and its members are:

- | | |
|------------------------------|--------------------|
| 1) Ms. May Loh Bee Bee | Chairman |
| 2) Ms. Loke Wai Yin | Honorary Treasurer |
| 3) Mr. Timothy Hia Yi Liang | Honorary Secretary |
| 4) Rev. Dr. Yap Kim Sin | Member |
| 5) Mr. Chew Yew Kuen Michael | Member |
| 6) Dr. Erik Ang Sze Wee | Member |
| 7) Mr. Lam Toa-Yee Eugene | Member |
| 8) Mr. Kwok Wai Keong | Member |

Principal Bank: DBS Bank

Statutory Auditor: RSM CHIO LIM LLP



The Helping Hand

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

2. BOARD GOVERNANCE

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

- (1) Rev. Dr. Yap Kim Sin (21 years, Chairman since October 2019)
- (2) Mr. Chew Yew Kuen Michael (18 years, member)

The other Governing Board members are:

- (3) Dr. Ang Sze Wee Erik (resigned 1 October 2022, member)
- (4) Ms. May Loh Bee Bee (six years, Vice-Chairman since October 2019)
- (5) Mr. Timothy Hia Yi Liang (two years and eight months, Honorary Secretary)
- (6) Ms. Loke Wai Yin (Appointed 1 May 2022, Honorary Treasurer)
- (7) Mr. Kwok Wai Keong (Appointed 1 May 2022)
- (8) Mr. Lam Toa-Yee Eugene (Appointed 1 May 2022)

We welcomed three new members to our Governing Board in 2022: Ms. Loke Wai Yin, Mr. Kwok Wai Keong and Mr. Eugene Lam. They bring with them substantial expertise in finance, human resource management and board governance, and we are grateful for their willingness to serve.

We also bid farewell to Ms. Lee Sue-Ann, who stepped down from the board at our Annual General Meeting on 30 April 2022.

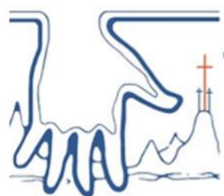
Our two longest-serving members, Rev. Dr. Yap and Mr. Chew, have indicated their intention to step down from the Board at our upcoming Annual General Meeting in April 2023 in order to facilitate an orderly process of Board renewal and succession planning. We are deeply grateful for their years of faithful service and many contributions to THH.

Over the course of 2022, we continued to strengthen and develop the functions of the Audit and Risk Committee ("ARC"), Finance and Human Resource Committee ("FHR") and the Outreach Committee ("OC"). Each of our Sub-Committees spearheaded significant initiatives including oversight of our ongoing external and internal audit processes by ARC, a broad-based salary rebenchmarking and review exercise by FHR, and various fundraising initiatives by OC.

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.

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:



The Helping Hand

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

Name	Designation	21-Jan-22	14-Apr-22	15-Jul-22	18-Nov-22	9-Dec-22
Rev Dr. Yap Kim Sin	Chairman	✓	✓	-	-	-
	Member	-	-	✓	✓	-
Ms. May Loh Bee Bee	Chairman	-	-	✓	✓	✓
	Vice-Chair	✓	✓	-	-	-
Mr. Timothy Hia Yi Liang	Honorary Secretary	✓	✓	✓	✓	✓
Ms. Loke Wai Yin	Honorary Treasurer	-	-	✓	✓	✓
Dr. Erik Ang Sze Wee	Member	✓	✓	✓	-	-
Mr. Michael Chew Yew Kuen	Member	✓	-	✓	✓	✓
Ms. Sue-Ann Lee	Member	✓	-	-	-	-
Mr. Lam Toa-Yee Eugene	Member	-	-	✓	-	-
Mr. Kwok Wai Keong	Member	-	-	-	✓	✓

Note:

- Rev Dr. Yap Kim Sin - stepped down as Chairman with effect 30 April 2022 and continues to serve as a Board member.
- Ms. May Loh Bee Bee - Chairman with effect 1 May 2022.
- Ms. Sue-Ann Lee - resignation with effect 30 April 2022.
- Ms. Loke Wai Yin - joined Governing Board with effect 1 May 2022.
- Mr. Lam Toa-Yee Eugene - joined Governing Board with effect 1 May 2022.
- Dr. Erik Ang Sze Wee - resignation with effect 1 Oct 2022.
- Mr. Kwok Wai Keong - joined Governing Board with effect 18 November 2022.

Remuneration Band

Top Three Key Management Personnel

S\$100,001 – S\$200,000

2

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

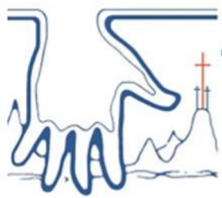
None of THH's salaried staff are close family members of the CEO, Executive Director, or any Governing Board member.

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

90 residents were admitted from Singapore Prisons under the Halfway House Service Model ("HSM") program. 23 residents completed their program, of which eight of them stayed back as helpers working for the ministry. Seven residents defaulted and failed to complete their program. 60 residents were still undergoing their program as at 31 December 2022.

5. WALK-IN ADMISSIONS

Three walk-in residents were admitted into our program. Two defaulted and failed to complete their program. One resident was still undergoing his program as at 31 December 2022.



6. **2022 ACTIVITIES AND EVENTS**

A *Maundy Thursday Service*

After 2 long years, The Helping Hand ("THH") was finally able to have our first combined service in the chapel on 14th April 2022, to commemorate Maundy Thursday, the day Jesus Christ celebrated His final Passover with His disciples.

THH's worship team led everyone through a blessed time of praising God before Richard Khalil shared a message from John 13: 1-17. The passage spoke about how Jesus knew that the Father had put all things under His power, and that he had come from God and was returning to God.

After the message, THH observed the Lord's Supper led by Rev. Jason Goh. Before giving out of the Lord's Supper, Rev. Goh explained the spiritual significance of the meal and that we should partake of it with reverence and thanksgiving.

We thank God for the combined Maundy Thursday Service and the joy of being able to come together in worship as one big family in Christ. We pray that as we listen to His word, we will indeed follow the example of our Lord Jesus Christ and serve one another in love and humility.

B *Annual Magazine*

We published the Annual Magazine in conjunction with our 35th anniversary with the theme, "Christ Our Living Hope". 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, \$179,869 was raised.

C *Employers' Forum*

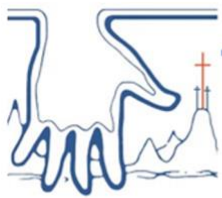
On 27 May 2022, The Helping Hand (THH) Social Work Department organized its inaugural Employers' Forum at its Multi-Purpose Hall from 9.00 am to 12.30 pm. Nineteen participants from six companies attended the Forum. These companies have employed a considerable number of THH residents who have opted to collaborate with external employers during the third phase of their Community Rehabilitation Program.

Mr. Mervyn Lim, CEO of THH, gave the opening welcome address. He was followed by representatives from THH and the Singapore Prison Service giving an overview on topics including:

- (i) The Mindset of a Drug Addict
- (ii) The Skillset in engaging THH residents
- (iii) The Challenges in journeying with an ex-offender

After the presentation, the floor was open for queries and questions from the participants. There was lively dialogue and open discussion, and it was refreshing to see participants gaining more knowledge about THH rehabilitation programs, a better understanding of our residents, and how to help them at their workplaces. It was also a good opportunity for the employers to build rapport and widen their network with THH and Singapore Prison Service.

Subsequently, on 1 and 2 December 2022, we organized our second Employers' Forum and this time, twenty-three participants from fourteen companies attended the Forum.



The Helping Hand

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

D Family Dinner Night

It has been proven that people with strong family associations are generally healthier and stand a better chance in their recovery than those who have no close family associations or social networks to support them. Families coming together help to remind their loved ones that they are not alone in their fight, and it encourages them in their path to move forward towards their recovery.

On 2 July 2022, The Helping Hand organized our family dinner, and all the residents were encouraged to invite their families to join us for the meal. The turnout was encouraging, and the event started with a time of praise & worship, followed by a short exaltation from our Executive Director, Mr. Richard Khalil, who spoke on the importance of family bonding.

After the message, the residents and their loved ones proceeded to enjoy the dinner prepared for them. The atmosphere of having the residents and their families eating together was truly encouraging. Their conversations and shared laughter filled the entire dining area. An old-school ice cream vendor riding a scooter provided traditional ice cream flavours for a good old-fashioned dessert.

The dinner soon came to an end, but the smiling faces of our residents and their families lingered on as memories.

E Ride & Run To-Restore

The Ride & Run to Restore 2022 was a fundraiser organised to celebrate the 35th anniversary of The Helping Hand. Unlike the previous year's fundraiser, this year's event was in a hybrid format (virtual and physical) and included the cycling and walking/running event. This exciting and meaningful fundraiser attracted 115 participants and \$182,777 was raised through the generosity of many donors.

The Helping Hand also had the privilege to partner with Break the Cycle SG (BtC), a ground-up initiative by cyclists to use cycling to break the cycle of recidivism in Singapore. The volunteers from BtC rode and guided the participants throughout the entire 35km ride. Our residents who took part in this physical ride were very encouraged by these volunteers who befriended and motivated them.

F Charity Golf

We organized our 12th Charity Golf event on 22 September 2022 at the Masters Course, Laguna National Golf & Country Club. We are thankful to all our donors, sponsors and the 120 golfers who supported us to make this event a success. Through all their support, \$188,150 was raised and the money will go towards our continuing effort in providing care, support, and activities for our rehabilitation clients.

G Staff & Helpers Retreat

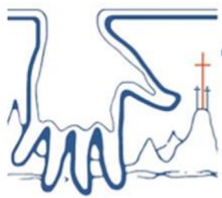
In October 2022, 44 staff and helpers arrived in Phuket, Thailand and travelled to the Pullman Khao Lat Resort near Baan Nam Kem in Phang Nga province, 70 miles north of Phuket, for a 5 day-4 night retreat. The objectives of the retreat were to give them a time to relax and reflect on God's purpose for them in the ministry. This was done through promoting the value of Nurturance through team-building and cohesion activities and strengthening their faith and personal growth through mission exposure.

On the first night, they gathered for devotion where the opening message reminded them that Christ is their Living Hope and that they all have value and purpose in life.

Over the next 2 days, they worshipped and fellowship with missionaries from The New Light Community Development Centre and engaged in some mission work through team bonding activities with children from migrant families. It was a meaningful time for our guys as many had never had this experience before.

The small group devotions in the mornings and nights also taught them the importance of nurturing one another as they served the Lord at The Helping Hand. As they gathered for devotion on the last day, many of the staff came forward to give thanks to God for a meaningful retreat that spiritually refreshed them and brought them closer together.

We pray that this thanksgiving will stay with the staff and help them to love and serve God better. We



thank God for blessing us with a wonderful retreat.

H Yellow Ribbon "Celebrating Second Chances" Award

The Yellow Ribbon Awards ceremony was held on 2 November 2022 at the Star Gallery and was jointly organized by the Singapore Prison Service (SPS) and Yellow Ribbon Singapore (YRSG). The theme for this year's event was "We Are Each Other's Second Chances".

Two of our staff received awards. Vincent Tan was awarded the Beyond Second Chances (Overcomer) Gold Award and Steve Chen was awarded the Advocates of Second Chances (Overcomers) Silver award. Another 29 of our staff/alumni also received awards in other categories. We are thankful to God for the brothers who have remained crime and drug-free. We pray that they will remain steadfast in their recovery and that the changes in them will encourage and inspire others to change too.

I Christmas Family Day

On 3 December 2022, THH gathered at Kim Tian Christian Church for a Christmas Thanksgiving Celebration. The service began at 5 p.m. and about 320 people comprising THH's Board members, Panel of Advisors, staff, residents, family members, aftercare volunteers, and church partners, gathered for the celebration.

Our CEO, Mervyn Lim, welcomed everyone and Richard Khalil the Executive Director led the opening prayer. Social Work Manager Raymond Chow, and his team led us in a time of singing Christmas carols. After the worship session, two of our helpers, Steve Chen and Asher Vijay shared their testimony of how Jesus has transformed their lives and now they have been set free from their addiction and are living *hopeful and purposeful lives*.

We were then privileged to have Rev. Chris Chia, from Adam Road Presbyterian Church preach the Word of God from Matthew 1: 21-23 and 1 Thessalonians 5:16-18. After the message, our Board Chair May Loh and Board Member Rev. Yap came up to appreciate our retiring Panel of Advisors comprising Rev. Quek Swee Hwa, Professor Philip Lee, Dr. Ernest Chew and Rev. William Wan. As the Panel stood to the applause of the congregation, they were presented with a gift from THH's furniture gallery to thank them for their faithful and loving service to us.

After the service, the guests made their way back to THH where they were treated to a Christmas buffet dinner that included an ice cream vendor on a scooter serving traditional ice creams for dessert. It was joyous to see everyone talking, laughing and fellowshiping over the meal.

We truly thank God for the blessed Christmas Thanksgiving Celebration.

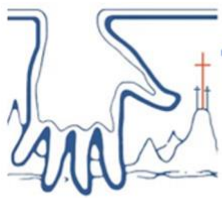
7. COMMUNITY OUTREACH AND VISITS

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.

B Community Service

Staff and residents went to East Coast Park to conduct a beach cleaning activity. This activity is part of the overall rehabilitation program at THH and aims to inculcate in the residents a sense of social responsibility and contributing back to the community. By helping to clear unwanted rubbish in the beach area, they help make the beach a safer, cleaner, and more conducive hangout for beachgoers. THH conducts community service activities once every two months on an ongoing basis.



The Helping Hand

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

C 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.

OJT Training

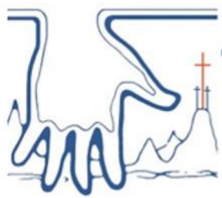
THH's OJT program is a practical short-term attachment where residents are matched with companies based on their work interest and experience. The OJT program seeks to impart a life skill to our residents and at the same time, mentors them during their training attachment with the company.

Social Work 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 Agape Logistics, Agape Services, Anpex Pte Ltd, BNL Environment, Bulkings Distribution, BY Services, Connect Centre, Duo M Services LLP, Eng Leng Contractors Pte Ltd, Evergreen Refuse Disposal & Cleaning Services, EZBuild Pte Ltd, First Cuisine Food Industries Pte Ltd, GOGO X Pte Ltd, Heavenly Engineering Pte Ltd, Innovax Systems Pte Ltd, Leapfrog Distribution Pte Ltd, Old Town Singapore Pte Ltd, Renobricks Interior Pte Ltd, RGC (Hougang) Pte Ltd, Sky Mover & Renovation Services, TS Classic, and Xpressflowers.com.

Classroom Training

- | | |
|--|--|
| 1. Graduate Diploma in Christian Studies | 13. Certified Peer Support Specialist Course |
| 2. Bachelor of Social Work | 14. Developing Academic Writing Skills |
| 3. Advance Certificate in Social Work | 15. Basic Bread Baking Course |
| 4. Professional Certificate in Mental Health | 16. Agriculture 101 |
| 5. Employee Engagement & Change Management | 17. Overcoming Unhealthy Thinking |
| 6. Cybersecurity Awareness Course | 18. Managing High Risk Situations |
| 7. IT Infrastructure Library 4 Foundation Course | 19. SMART Goals |
| 8. Advance Certificate in Data Governance | 20. Communication Skills |
| 9. WSQ Para Counseling Course | 21. Relapse Prevention |
| 10. Spiritual Development | 22. Refusal Skills |
| 11. Pastoral Counseling | 23. My Map to Recovery |
| 12. Transforming Leadership | 24. Problem Solving |
| | 25. Emotional Regulation |
| | 26. Basic and Final Driving Theory Test |
| | 27. Class 3 Driving License |



The Helping Hand

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

9. 2022 AUDITED FINANCIAL STATEMENTS (NOT UPDATED)

THH's Audited Financial Statements for the financial year ended 31 December 2022 were signed off on 19 April 2023 by the Governing Board and by the Statutory Auditor, RSM CHIO LIM LLP. THH recorded a surplus for the year of \$197,089 (2021: \$312,474 surplus). Total Incoming resources were \$5,268,705 (2021: \$5,268,705). Net Assets as at 31 December 2022 were \$7,629,829, (2021: \$7,432,740), with Cash and Cash Equivalents of \$5,582,020 (2021: \$6,063,982). 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 2022 was 1.41 years (2021: 1.46 years).

10. CONFLICT OF INTEREST POLICY

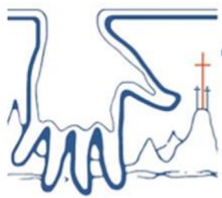
The Governing Board has a strict policy on Conflict of Interest which requires all Governing Board members, Sub-Committee members, management, staff and volunteers to sign a Conflict of Interest Agreement (please refer to Appendix 1) that requires them to declare in writing any interests and relationships 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 2022 Annual Report

Submitted by: Richard Khalil

Designation: Executive Director, The Helping Hand

Date:



The Helping Hand

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

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: _____