

# *Touching Lives, Lifting Spirits*

## ANNUAL REPORT 2011



SINGAPORE  
SINCE 1902



# YMCA of Singapore

## Mission Statement

YMCA of Singapore is a Christian organisation, affiliated worldwide, which seeks to serve and enrich all members of the community, regardless of race, language or religion, through wholesome programmes to develop Body, Mind and Spirit, which are based on Christian principles.

## Paris Basis

*Foundation statement of the YMCA movement*

The Young Men's Christian Associations seek to unite those young men who, regarding Jesus Christ as their God and Saviour, according to the Holy Scriptures, desire to be His disciples in their faith and in their life, and to associate their efforts for the extension of His Kingdom amongst young men.

## Challenge 21

*Adopted by World Alliance of YMCAs in 1998*

Affirming the Paris Basis adopted in 1855 as the ongoing foundation statement of the mission of the YMCA, at the threshold of the third millennium we declare that the YMCA is a world-wide Christian, ecumenical, voluntary movement for women and men with special emphasis on and the genuine involvement of young people and that it seeks to share the Christian ideal of building a human community of justice with love, peace and reconciliation for the fullness of life for all creation.

YMCA of Singapore is registered with the Registry of Societies since 12 April 1961.

The Association is a registered charity under the Charities Act since 26 November 1985 and recognised as an Institution of Public Character by the Commissioner of Charities.

**YMCA of Singapore is a member of the following organisations:**

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

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# Committees

We would like to express our deepest appreciation to all the following Chairmen, Vice-Chairmen, Committee members and Secretariats for their efforts and contributions.

## Audit Committee

Mr Peter Tay Yew Beng *Chairman*  
 Dr Tan Sze Wee  
 Mr Tan Eng Beng  
 Mr David Wong Cheong Fook  
 Mr Samuel Chan Wei Mun  
 Ms Jacqueline Han *Secretariat* (till Nov 2011)  
 Ms Allyson Yang *Secretariat* (from Dec 2011)

## Nominations Committee

Mr Eric Teng Heng Chew *Chairman*  
 Mr Ed Ng Ee Peng  
 Mr Chew Kwee San  
 Mr Lee Liat Cheng  
 Dr Robert Loh Choo Kiat  
 Mr Tay Puan Siong  
 Mr Albert L H Ching *Secretariat*

## Christian Development

Mr Dennis Lee Poh Wah *Chairman*  
 Mr Teo Zi-Ming *Vice Chairman*  
 Mr Edward Ong Keng Wan  
 Mr David Leong  
 Mr Lawrence Ko  
 Mrs Magdalene Sik Swee Hiang  
 Dr Tan Tee Khoon  
 Rev Melvin Huang  
 Rev Peter Poon  
 Ms Seraph Ng *Secretariat*

## YMCA Education Committee

Mr Kenneth Tan Chih Hsien *Chairman*  
 Mr Tay Puan Siong *Vice Chairman*  
 Mr Andrew Chew  
 Dr Christine Chen  
 Ms Karen Tan  
 Mrs Magdalene Sik Swee Hiang  
 Dr Tan Bee Wan  
 Ms Lynette Yeo *Secretariat*

## YMCA International House Committee

Mr Peter Sim Swee Yam *Chairman*  
 Mr Lee Liat Cheng *Vice Chairman*  
 Mr Choe Peng Sun  
 Mr Derek Kuek  
 Dr Ivor Thevathasan  
 Ms Karen Tan  
 Mr Martin Chan  
 Mr Packiam Williams  
 Ms Tan Eng Beng  
 Ms Tan Tjoe Jan  
 Mr Gerald Lim *Secretariat*

## Programmes & Community Services Committee

Mr Chew Kwee San *Chairman*  
 Mr Alan Heng  
 Mr Bryan Tan Suan Tiu  
 Ms Leong Geok Hoon  
 Ms Naomi Tan  
 Mr Ng How Yue  
 Mr Samuel Chan Wei Mun  
 Mr Steven Chia Oon Seet  
 Mr Teo Zi Ming  
 Mr Andrew Leo *Secretariat*

## YMCA Project Bridge Committee

Mr Eric Teng Heng Chew *Chairman*  
 Mr David Wong Cheong Fook  
 Mr Dennis Lee Poh Wah  
 Mr Edward Ong Keng Wan  
 Ms Packiam Williams  
 Ms Peace Wong  
 Mr Teo Zi Ming  
 Ms Shirley Law *Secretariat*

## Fund Raising / YMCA - Lim Kim San Volunteers Programme Fund Committee

Mr Eric Teng Heng Chew *Chairman*  
 All Board Directors  
 Ms Belinda Choo *Secretariat*

## YMCA Financial Assistance & Capability for Employment Scheme

Mr Steven Chia Oon Seet *Chairman*  
 Mr Bryan Tan Suan Tiu  
 Mr Chew Kwee San  
 Dr Chong Kian Tai  
 Ms Karen Wong Tzen Yen  
 Ms Loo Tze Lui  
 Mr Quek Kwang Yong  
 Ms Tan Shin Hui  
 Ms Tan Sze Wee  
 Ms April Chin *Resource Person*  
 Ms Ginny Tay *Secretariat*

## YMCA Autism Code Task Force

Mr Bryan Tan Suan Tiu *Chairman*  
 Mr Tam Chee Chong

Mr Christopher Lock  
 Mr Teo Zi-Ming  
 Mr Ooi Boon Hoe  
 Mr Eddie Chau  
 Ms Leong Geok Hoon  
 Dr Wee Li Ann  
 Ms April Chin  
 Ms Ginny Tay *Secretariat*

## YMCA - NUS Business School Volunteer Service Management Programme Committee

Mr Tay Puan Siong *Chairman*  
 Prof Albert Teo (NUS Biz Sch)  
 Mr Dennis Lin (NUS Biz School Alumni)  
 Mrs Magdalene Sik Swee Hiang  
 Mr Peter Tay Yew Beng

## Investment Committee

Mr Ed Ng Ee Peng *Chairman*  
 Mr Chew Kwee San  
 Mr David Lua Soo Theng  
 Mr Peter Tay Yew Beng  
 Mr Stephen Loh Sur Yong  
 Ms Mariani Tjhin *Secretariat*  
 Ms Sharon Teo *Secretariat*

## Tender Committee

Mr Chew Kwee San *Chairman*  
 Mr Samuel Chan Wei Mun  
 Dr Tan Sze Wee  
 Mr Tay Puan Siong  
 Mr Edward Lee *Secretariat*

## 12<sup>th</sup> YMCA Charity Golf 2011

Dr Thomas Choong Ying Chuan *Chairman*  
 Mr Jimmy Goh  
 Mr Cheang Kok Kheong  
 Mr Ea Kuo Ren  
 Mrs Elsie Foh  
 Mr Mark Leong  
 Mr Tony Mallek  
 Mr Peter Sim Swee Yam  
 Mr Peter Tay Yew Beng  
 Mr Tay Puan Siong *Secretariat*  
 Mr Isaiah Lee *Secretariat*  
 Ms Wong Li Yi *Secretariat*  
 Mr Nicholas Ho *Secretariat*  
 Mr Timothy Teo *Secretariat*

## 5<sup>th</sup> YMCA Mandarin Speaking Awards

Mr Kenneth Tan Chih Hsien *Chairman*  
 Mr Ernest Chen Hai Siang  
 Ms Lim Geok Leng  
 Mr Ma Poh How  
 Dr Peng Zhihong  
 Mr Toh Teck Wong  
 Mr Wong Seow Huar  
 Ms Jennifer Yin  
 Ms Belinda Choo *Secretariat*  
 Ms Jean Chai *Secretariat*

## 25<sup>th</sup> YMCA English Speaking Awards

Mr Teo Eng Cheong *Chairman*  
 Mr Bryan Tan Suan Tiu *Vice Chairman*  
 Ms Clare Yeo  
 Mr Ernest Chen Hai Siang  
 Ms Lim Geok Leng  
 Ms Jennifer Yin  
 Mdm Jeyalatha  
 Mr John Yeo  
 Mr Matt Winchester  
 Mr Simon Charles Reynolds  
 Ms Belinda Choo *Secretariat*  
 Ms Jean Chai *Secretariat*

## Citi-YMCA Youth For Causes Committee 2011

Mr Leslie Wong Kin Wah *Chairman*  
 Mr Adam Rahman  
 Mr Lee Lung Nien  
 Dr Tan Sze Wee  
 Ms Jacquelyn Tan  
 Mr Tay Puan Siong  
 Mr Thomas Pramotedham  
 Mr Steven Chia Oon Seet  
 Mr Albert L H Ching  
 Mr Chew Kwee San  
 Ms Cheryl Chen *Secretariat*  
 Ms Grace Tan *Secretariat*  
 Mr Jimmy Ong *Secretariat*  
 Ms Shirlin Tan *Secretariat*  
 Ms Cheryl Cheong *Secretariat*

## Citi-YMCA Youth For Causes Selection & Awards Committee 2011

Mr Steven Chia Oon Seet *Chairman*  
 Mr Leslie Wong Kin Wah  
 Ms Caroline Loke  
 Dr Benjamin Tan  
 Mr Laurence Lien  
 Mr Owen Hawkes  
 Ms Nancy Frohman  
 Mrs Betsy Zink  
 Mr Adam Rahman  
 Mr Richard Yeo  
 Mr Han Kwee Juan  
 Ms Jacquelyn Tan  
 Ms Adeline Ong Fang

## Citi-YMCA Youth For Causes Selection & Awards Panel 2011

Ms Adeline Ong Fang  
 Mr Ed Ng Ee Peng  
 Mrs Alice Lock  
 Ms Alice Tan  
 Mr Alvin Phua  
 Ms Bernise Ang  
 Mrs Betsy Zink  
 Mr Bhasker Nath, Misra  
 Ms Caren Lee  
 Ms Carole Ng  
 Dr Chan Si Min  
 Mr Chee Heng Loon  
 Mr Christopher Lock  
 Mr David Lua Soo Theng  
 Mr David Tan  
 Mr Deepu Joseph  
 Mr Eric Sandosham  
 Ms Eunice Tan  
 Mr Gordon Hargreave  
 Mr Ho Chee Hon  
 Ms Irene Xu  
 Ms Jacquelyn Tan  
 Mr James Tham  
 Mr Jerome Hewlett  
 Mr Jeya Putra  
 Ms Joanna Tung  
 Mr Jorge Osorio  
 Ms Karen Loh  
 Mr Lee Lung Nien  
 Ms Lee Yan-Hong  
 Mr Leslie Wong Kin Wah  
 Ms Ng Hau Yee  
 Ms Nonnita Hargreave  
 Mr Ong Yu Phing  
 Mr Owen Hawkes  
 Mr Peng Chun Hsien  
 Mr Pierre Habib  
 Mr Quah Ban Huat  
 Mr Shrikant Bhat  
 Ms Sonali Verma  
 Mr Steven Chia  
 Mr Tan Ee Chian  
 Mr Teo Cheng Woon  
 Mr Teo Kiong Heng  
 Mr Umang Moonra  
 Mrs Vaishali Bhat  
 Mr Vikas Jaida  
 Mr Winston Low

## National Council of YMCAs of Singapore

Mr Stephen Loh Sur Yong *Vice President*  
 Mr Albert L H Ching *Hon. National General Secretary* (till May 2011)  
 Mr Eric Teng Heng Chew *Hon. Internal Auditor*  
 Mr Eric Chan Aik Leong *Hon. Recording Secretary*  
 Mr Chew Kwee San *Council Member*  
 Mr Dennis Lee Poh Wah *Council Member*  
 Mr Leslie Wong Kin Wah *Council Member*  
 Dr Robert Loh Choo Kiat (Invitee)  
 Mr Oliver Loke (Invitee) - Youth Representative to World Council of YMCAs

## Uni-Y @ Singapore Management University Exco

Mr Yoon Jia Sheng James *President*  
 Ms Jeanne Yeo *Vice President*  
 Mr Kyaw Zin Htet *Vice President*  
 Ms Chua Xin Ni Crystal  
 Ms Grace Oh Swee Keat  
 Ms Harini Melissa Baptist  
 Ms Inez Chew  
 Ms Joelyn Koh Siang Ting  
 Ms Kong Zhao Ling  
 Ms Lee Xinjin  
 Mr Poh Ghee Kiong  
 Ms Sofia Wang  
 Ms Tan Kai Wei  
 Mr Tan Wei En

## Uni-Y @ National University of Singapore Exco

Mr Cheng Seng Yew *President*  
 Mr Zerh Chang Thai *Vice President*  
 Ms Tang Bek Wuay *Vice President*  
 Ms Ng Shuhui  
 Ms Angelina Aw Hai Ching  
 Ms Claire Chong  
 Ms Grace Kee Rui Sze  
 Ms Jerina Tan Zi Hua  
 Mr Jonathan Lim  
 Ms Joyce Tan Shu Min  
 Ms Julia Lim Hui Jiao  
 Mr Kelvin Timotius  
 Ms Lim Hwee Geok  
 Ms Lim Angelina  
 Ms Lau Lee Min  
 Mr Shawn Teo Yeow Meng  
 Ms Teo Cheng Yoke

## Uni-Y @ Nanyang Technological University Exco

Ms Wang Qingyu *President*  
 Mr Lee Kun Loong *Vice President*  
 Mr David Sajan Mangalam *Vice President*  
 Ms Chong Hui Xian  
 Ms Ang Hwee Hwee  
 Ms Ng Lay Yong  
 Mr Benjamin Chua Chun Meng  
 Ms Jong Seow Yee (Edeline)  
 Ms Joanne Chien Kheng Min  
 Ms Tong Sian Choo  
 Mr How Zhi Yong

## Hi-Y Exco

Mr Jack Tan Jie Ze *President*  
 Ms Tran Anh Phuong *Vice President*  
 Mr Do Huynh Long *Vice President*  
 Mr Benjamin Poh Jing Jie  
 Ms Liu Yidan  
 Ms Bui Ngoc Linh Chi  
 Mr Calvin Wiratama  
 Ms Chai Nian Ci  
 Ms Chen Li Wen  
 Mr Dao Phuc Quang Tri  
 Mr Doan Truong Son  
 Ms Gui Ge Rou  
 Ms Guo Xintian  
 Ms Joyce Loke  
 Mr Lee Ji En  
 Mr Nicholas Quah  
 Mr Pham Quang Duc  
 Mr Tan Yong Jin (Gordon)

## YMCA Toastmasters' Club

Mr Rudy Tandy, CC *President*  
 Mr Harvin Kaur, ACB *Vice President (Education)*  
 Mr Mohamed Barrak *Vice President (Membership)*  
 Mr Keloth Prem, ATMB, CL *Vice President (Public Relations)*  
 Mr Adrian Cheung *Secretary*  
 Ms Hor Meiyung *Treasurer*  
 Ms Charlotte Li *Sergeant At Arms*  
 Mr Edmund Chew, DTM *Immediate Past President*  
 Mr Ernest Chen Hai Siang, DTM *Club Advisor*  
 Mr Chew Ban Seng, DTM *Club Advisor*

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

Mr Lee Liat Cheng *President*  
 Ms Julie Lau Meow Hoon *Vice President*  
 Ms Patricia Lim *Hon Secretary*  
 Mr Edward Ong Keng Wan *Hon Treasurer/ Program Director/ Project Director/ YMCA Liaison*  
 Mr David Lua Soo Theng *Membership Director (Ag)*  
 Mr Chan Soon Sim *Fellowship Director*  
 Mr John Yap *Publicity Director*  
 Ms Doris Moh *World Outlook Director*  
 Mr Gerald Lim *Youth Director*  
 Mr James Tan *Christian Emphasis Director*  
 Ms Clare Yeo *Immediate Past President*  
 Mr Eric Teng Heng Chew *Hon Treasurer*  
 Dr P J John *Hon Auditor*

## YMCA Folk Dance Group

Mr Michael Kitara Tay *Chairman*  
 Ms Carrie Chen *Vice Chairman*  
 Ms Donica Aw *Hon Secretary*  
 Ms Irene Teo *Asst Hon Secretary*  
 Mdm Molly Lim  
 Ms Monica Chua  
 Mr Philip Chua

As stipulated in the YMCA Constitution, President and the General Secretary of YMCA of Singapore are ex-officios in all YMCA Committees. The above Committees are appointed for the period of May 2011 - April 2012.

# President's Message



## Dear Members and Friends,

The year 2011 saw changes, improvements and milestones for YMCA of Singapore. New partnerships were formed and more community service programmes were rolled out while ongoing ones received warm support from the community.

YMCA of Singapore stands for different things to our different stakeholders.

However, every programme is run in concert to fulfill the YMCA mission of enriching all members of the community through wholesome programmes based on Christian principles.

## A Channel of Blessing

As a Christian organisation, God is at the very centre of our work in reaching out to the less privileged locally and overseas. In everything that we do, we strive to be a Channel of Blessing to spread the wonderful love of God in action to everyone in our programmes and activities. In serving the local community, we mobilised more than 5,400 volunteers to reach out to over 2,800 beneficiaries from 35 partnering voluntary welfare organisations (VWOs) through 18 structured and sustained YMCA-Tan Chin Tuan Community Service Programmes.

The volunteers committed over 71,000 hours of service through more than 420 activities over the year. Through YMCA Project Bridge, we reached out to over 500 out-of-school youths and youths-at-risk in collaboration with 36 schools. More than 90 families received over \$60,000 in emergency financial assistance through YMCA FACES.

Being an affiliate of the international YMCA movement, YMCA of Singapore also partners our twinning YMCAs and overseas YMCA counterparts to serve the less privileged in the region. More than 1,100 volunteers committed over 73,000 hours of service in 50 trips to Cambodia, China, Laos, Sri Lanka, Thailand and Vietnam through YMCA International Service Programmes and YMCA Rebuilding Communities Programmes, touching the lives of some 4,800 beneficiaries.

## A Champion for Volunteerism

Being a voluntary welfare organisation, our programmes are largely volunteer driven and YMCA of Singapore aims to be a Champion for Volunteerism. Through the YMCA-Lim Kim San Volunteers Programme, we continued to provide structured training programmes, such as the annual YMCA-NUS Business School Volunteer Service Management Programme for our volunteers to acquire skills in leadership, marketing, events management and more. We also continued to facilitate corporations to give back to society through various corporate volunteerism platforms including the annual YMCA Proms @ the Park.

## Builders of Youths

As a youth organisation, YMCA of Singapore strives to befriend and harness the exuberance of youths to groom them into future servant leaders to positively impact our society. We engage the youths through local and international community service programmes, leadership programmes, and social entrepreneurship programmes.

Through the 2011 Citi-YMCA Youth For Causes programme, 400 youths in 100 teams raised over \$712,000 for 46 VWOs, mobilised 14,000 other young volunteers and reached out to 150,000 members of the public.

YMCA youth service clubs, namely University YMCAs (Uni-Y) in Singapore Management University, National University of Singapore and Nanyang Technological University and High School YMCA (Hi-Y) continued to serve the community with passion through YMCA community service programmes as well as their own initiatives. The 355 members of these 4 clubs committed over 11,600 hours of volunteer service over the year.

The YMCA Speaking Awards in 2011 saw 330 students from various schools pit their oratorical skills and the introduction of community service to the competition with all PESA secondary and tertiary finalists serving as volunteer befrienders.

# New YMCA of Singapore Patron-in-Chief



On 27 October 2011, President Tony Tan, the 7th President of the Republic of Singapore, accepted the YMCA of Singapore's invitation to assume the appointment of Patron-in-Chief of the Association.

Praise be to God for the strong endorsement of YMCA and our work in serving the community, by the highest office in Singapore.

God has once again provided greatly for the YMCA and we strive to be a "Channel of Blessing" to the community. Being His vessel, we will continue to put our faithfulness into action and spread His wonderful love for all mankind through deeds of touching lives and lifting spirits in all our programmes.

## A Hub for Wholesome Programmes

The YMCA membership grew overall by more than 50% from 4,044 in 2010 to 6,218 members as at end December 2011. There were significant increases in Ordinary membership (1,458 in 2011 vs 658 in 2010) and Associate membership (3,129 in 2011 vs 1,756 in 2010).

Synonymous with wholesome programmes, YMCA of Singapore continued to enrich the lives of our members by developing body, mind and spirit. Activities and programmes from fitness and dance to outdoor and adventure were organised for members.

We also continued to connect our members together with a Christ-centred focus through YMCA Public Lectures aimed at helping adults apply Christian principles in their daily lives and the monthly Y Knot Christian Youth Outreach programme.

## An Advocate for Lifelong Learning

In 2011, YMCA Education Services\* saw an enrolment of more than 1,300 students from pre-school to post-graduate level. We are most pleased to share that the YMCA Education Centre successfully renewed its EduTrust certification and attained the 4-year award from 16 December 2011 to 15 December 2015 awarded by the Council for Private Education.

## A Home Away From Home

Our hostel programme continued to provide the international YMCA community with clean, safe and affordable accommodation in Singapore. The YMCA International House\* undertook the final phase of room upgrading and employed the latest in green LED technology for internal lighting. The lobby, Y Café and function rooms were all given a fresh modern make-over.

## Word of Thanks

On behalf of the YMCA of Singapore, I would like to accord a special word of thanks to Mr S R Nathan, former President of the Republic of Singapore and Patron-in-Chief of the YMCA of Singapore (2006 – 2011) for his support and encouragement over the years. To continue his association with the YMCA of Singapore, Mr Nathan accepted our invitation to be an Honorary Life Member, accorded in recognition to individuals who have made significant contributions to our organisation. We are deeply touched by Mr Nathan's personal interest in our programmes despite his tremendous responsibilities. We wish Mr Nathan God's richest blessings and a blessed retirement.

We are also elated that President Dr Tony Tan Keng Yam, the 7th President of the Republic of Singapore, accepted the YMCA of Singapore's invitation to assume the appointment of Patron-in-Chief of our Association on 27 October 2011. We thank His Excellency for his strong endorsement of YMCA of Singapore and our work in serving the community.

Let us continue to be thankful to God's grace and blessings over the YMCA of Singapore as we work together towards another fruitful year ahead.

## In-His-Service

**STEPHEN LOH**

President

*\*As social enterprises of the YMCA of Singapore, surpluses generated by the YMCA Education Services and YMCA International House are channelled towards the YMCA community service programmes.*

# YMCA Board of Directors



Mr Stephen Loh Sur Yong  
*President*

Mr Ed Ng Ee Peng  
*PP, PBM, Vice President*

Mr Chew Kwee San  
*Treasurer*

Mr Albert L H Ching  
*General Secretary*

Mr Eric Teng Heng Chew  
*BBM, PBM, Immediate Past President*



Mr Samuel Chan Wei Mun

Mr Steven Chia Oon Seet

Mr Dennis Lee Poh Wah

Mrs Magdalene Sik Swee Hiang

Mr Peter Sim Swee Yam  
*BBM*



Mr Bryan Tan Suan Tiu

Mr Tan Eng Beng

Mr Kenneth Tan Chih Hsien

Dr Tan Sze Wee

Mr Peter Tay Yew Beng



Mr Teo Zi-Ming

Mr Leslie Wong Kin Wah

Dr Thomas Choong Ying Chuan  
*Co-Opted*

Mr Lee Lung Nien  
*Co-Opted*

Rev Melvin Huang  
*Honorary Chaplain*

## Patron-in-Chief

His Excellency  
Dr Tony Tan Keng Yam  
*President of the Republic  
of Singapore*

## Office Bearers

Mr Stephen Loh Sur Yong  
*President*  
Mr Ed Ng Ee Peng  
*Vice President*  
Mr Chew Kwee San  
*Treasurer*  
Mr Albert L H Ching  
*General Secretary*

## Executive Committee

Mr Stephen Loh Sur Yong  
*President*  
Mr Ed Ng Ee Peng  
*Vice President*  
Mr Chew Kwee San  
*Treasurer*  
Mr Albert L H Ching  
*General Secretary*  
Mr Eric Teng Heng Chew  
*Immediate Past President*  
Mr Steven Chia Oon Seet  
Mr Peter Sim Swee Yam  
Mr Leslie Wong Kin Wah

## Board Trustees

Dr Robert Loh Choo Kiat  
Mr Lee Liat Cheng  
Mr Cecil V R Wong  
Mr Sim Miah Kian

## Honorary Life Members

Mr Lee Kuan Yew  
Mr Harold Shaw  
Mr Shaw Vee Meng  
Mr Sim Miah Kian  
Dr Robert Loh Choo Kiat  
Mr Cecil V R Wong  
Mr S R Nathan

## Honorary Chaplain

Rev Melvin Huang  
*(Senior Pastor, Wesley Methodist  
Church)*

## Honorary Legal Counsels

Mr Peter Sim Swee Yam  
Mr Bryan Tan Suan Tiu  
Mr Laurence John Wee

# YMCA Advisory Council



**Chairman**  
**Mr S Dhanabalan**  
*Chairman,  
Temasek Holdings (Pte) Ltd*



**Council Member**  
**Justice Andrew Ang**  
*PBM  
Judge, Supreme Court  
of Singapore*



**Council Member**  
**Mr Khoo Boon Hui**  
*PPA, PBS, PJG  
President, INTERPOL  
Senior Deputy Secretary,  
Ministry of Home Affairs*



**Council Member**  
**Mr Jonathan Larsen**  
*Head of Consumer Banking &  
Global Cards, Citi Asia Pacific*



**Council Member**  
**Mr Lee Liat Cheng**  
*BBM, PBM  
Business Consultant,  
President, Int'l Y's Men's Club  
of Singapore (Alpha Chapter)  
Former YMCA President and  
Director*



**Council Member**  
**Mr Tan Gee Paw**  
*PPA, PJG  
Chairman,  
Public Utilities Board*



**Council Member**  
**Mrs Mildred Tan**  
*PBM  
Managing Director,  
Ernst & Young Advisory  
Pte Ltd*



**Council Member**  
**Mr Tay Puan Siong**  
*Justice of Peace  
Company Director  
Former YMCA Director*

# YMCA Management Team



- General Secretary**  
1. Mr Albert L H Ching
- Assistant General Secretary**  
2. Ms Lynette Yeo  
*Social Enterprise*  
3. Ms Samantha Seah  
*Programmes*
- General Manager**  
4. Mr Gerald Lim  
*International House*  
5. Mr Edward Lee  
*Corporate Services*
- Heads of Department**  
6. Mr Vincent Chan  
*Manager, Administration  
Education Services*  
7. Ms Seraphine Ann Chia  
*Vice Principal, YMCA School*  
8. Ms Belinda Choo  
*Manager, Corporate Affairs*  
9. Ms Elsie Kwow  
*Senior Manager, Rooms &  
Marketing, International House*  
10. Ms Shirley Law  
*Manager, Project Bridge*  
11. Mr Andrew Leo  
*Senior Manager, International  
Programmes*  
12. Mr Jimmy Ong  
*Manager, Youth Development*  
13. Ms Claris Oon  
*Manager, HR & Admin*  
14. Mr Victor Poh  
*Assistant Manager,  
Community Service*  
15. Ms Helen Tan  
*Principal, YMCA School*  
16. Ms Jacqueline Tan  
*Manager, Lifestyle Programmes*  
17. Ms Mariani Tjhin  
*Assistant Manager, Finance*  
18. Mr Phillip Yeo  
*Manager, Building Services  
& Housekeeping, International House*

# *A Channel of Blessing*

*"This is my commandment, that you love one another as I have loved you."  
John 15:12*

God is the centre of the YMCA of Singapore's work in reaching out to the less privileged. In every aspect of our work in serving the community, we strive to be *A Channel of Blessing* to spread the wonderful love of God for all mankind through deeds of touching lives and lifting spirits in our various programmes and activities.

*"Our companionship may have helped them to forget the loneliness they might have felt before."*

*Brandon Tan, Singapore Polytechnic  
YMCA International Service Programme  
to Cambodia*

*"Thanks to the timely financial aid from YMCA FACES that helped us to tide through the difficult times."*

*YMCA FACES beneficiary*

*"Not only was I doing my part for society, I also brought joy to the residents from Bishan Home for the Intellectually Disabled."*

*Ms Wendy Lim, Executive,  
Bridgestone Tyre Sales Singapore  
Corporate participant in  
YMCA Proms @ the Park*







# *Serving the Local Community*

Annually, YMCA mobilises thousands of volunteers to bring cheer to beneficiaries of partnering voluntary welfare organisations through structured and sustained YMCA-Tan Chin Tuan Community Service programmes. Caseworkers and qualified counsellors at YMCA Project Bridge spend many hours in counselling and intervention sessions to bring hundreds of wayward youths back onto the right path. Through the YMCA Financial Assistance and Capability for Employment Scheme (FACES), YMCA provides short-term supplementary financial aid to needy families, addresses the growing need for employment of people with special needs and provides meaningful work training opportunities for the out-of-school youths and youths-at-risk.

## Impact and outreach in 2011:

**18** structured and sustained YMCA-Tan Chin Tuan Community Service Programmes

Served **2,886** local beneficiaries from **35** partnering voluntary welfare organisations

Mobilised **5,451** volunteers who committed over **71,544** volunteering hours, contributing \$1.4 million\* worth of their time across **424** activities over the course of the year

\*based on the average \$20 per hour wage of a service sector employee – Source: NVPC, Dec 2010



# YMCA-Tan Chin Tuan Community Service Programmes

YMCA-Tan Chin Tuan Community Service Programmes aim to bring cheer to the intellectually, mentally and physically challenged, abused and underprivileged children, the hearing impaired, the visually impaired, the elderly and the poor through structured and sustained programmes and activities.

## Highlights for 2011

- Partnered 3M Singapore to co-organise the first ever **YMCA-3M Camp Eureka** for Kids
- Kickstarted an all new **Y Makan Fellowship** programme to host less privileged elderly folks for lunch treats
- Introduced Autistic children and youths to **Y Camp Challenge** for the first time
- Initiated **Partners' Luncheon** sessions to appreciate and keep-in-touch with partnering VWOs

## List of Partnering VWOs for 2011

- |   |   |
|---|---|
| 1. Association for Persons with Special Needs – Centre for Adults   | 20. Metta School  |
| 2. Association For Persons With Special Needs – Delta Senior School | 21. MINDS Clementi Training and Development Centre  |
| 3. AWWA School  | 22. SIA-MINDS Employment Development Centre   |
| 4. AWWA Seniors Activity Centre                                     | 23. MINDSville@Napiri   |
| 5. Bishan Home for the Intellectually Disabled                      | 24. Moral Seniors Activity Centre (MacPherson)  |
| 6. Blue Cross Thong Kheng Home                                      | 25. National Kidney Foundation Dialysis Centre (Simei)  |
| 7. Care Corner Senior Activity Centre (Toa Payoh)                   | 26. Pertapis Bukit Batok Boy's Hostel   |
| 8. Care Corner Teck Ghee Youth Centre                               | 27. Probation Service Branches (PSB), Rehabilitation, Protection and Residential Services Division (RPRSD), Ministry of Community Development, Youth and Sports |
| 9. Children-At-Risk Empowerment Association (CARE Singapore)        | 28. Queenstown Multi-Service Centre   |
| 10. Chen Su Lan Methodist Children's Home                           | 29. Singapore Association for Mental Health (Youth Reach Centre)  |
| 11. Christalite Methodist Home                                      | 30. Singapore Christian Home for the Aged   |
| 12. Christian Outreach to the Handicapped                           | 31. The Spastic Children's Association of Singapore   |
| 13. Grace Orchard School  | 32. The TENT  |
| 14. Handicaps Welfare Association                                   | 33. Thye Hua Kwan Moral Society   |
| 15. Ju Eng Home for Senior Citizens                                 | 34. Y D Generation  |
| 16. Kits4Kids   | 35. Y STARS (YMCA Special Talents Arts & Recreation Society)  |
| 17. Lions Befrienders Service Association (Singapore)               |   |
| 18. MacPherson Moral & Family Service Centre                        |   |
| 19. Metta Day Activity Centre for the Intellectually Disabled       |   |

## List of YMCA-Tan Chin Tuan Community Service Programmes for 2011

1. Y Outings
2. Y Visits
3. Y Reading Clubs
4. Y Chorus
5. Y Care to Dance
6. Y Dance Outreach
7. Y Arts Challenge
8. Y Green Fingers
9. Y Nature Walks
10. Y Photo Clubs
11. Y Movie Treats
12. Y Confidence
13. Y Camp Challenge
14. Y Makan Fellowship
15. Y Sports
16. YMCA Opera Treats
17. YMCA Food of Love
18. YMCA Proms @ the Park





# YMCA Project Bridge A Lighthouse for Youths

YMCA Project Bridge reaches out to youths-at-risk and out-of-school youths aged 13 to 19 through meaningful programmes, with the aim to integrate them back into the society. To enrich their lives and help them improve on their social skills, youths at YMCA Project Bridge are given opportunities to serve in YMCA community service programmes locally and overseas, attend adventure and sports camps and participate in enrichment programmes with the involvement of volunteers.

YMCA Project Bridge runs an Enhanced Step Up Programme that targets students who are at-risk of dropping out of school or already dropped out of school and students with high truancy rate. The programme aims to guide these students back on the normal academic pathway through individual, family and group counselling or even acquire job skills and assistance in seeking employment should they not want to return to school. In addition, YMCA Project Bridge also runs a Time Out Programme that targets students with disciplinary, behavioural and academic issues in school. The Time Out Programme provides these students with a time-out from their normal academic environment and routine with the aim of engaging them through experiential learning, personal reflection and interaction with counsellors to prepare them to condition them into getting back on track with their learning again.

## Impact and outreach in 2011:

- Served **518 youths** and worked with **36 schools** in Singapore
- Over **1,200 hours** in counselling and intervention sessions conducted by **YMCA Project Bridge case workers**

*Syila\* was referred to YMCA Project Bridge due to her high absenteeism and disinterest in school. Over time, under the guidance of YMCA Project Bridge youth counsellors and social workers, she took a keen interest and became actively involved in the various YMCA Project Bridge enrichment activities. She even joined a group of volunteers for a YMCA International Service Programme to serve the less privileged in Cambodia. Syila has also found a part-time job to earn some pocket money. She has changed her outlook on life and looks forward to pursuing an academic education while working.*

*\*Names have been changed to protect their identities*

*Jack\* dropped out of school when he was in Secondary 3. He then started working aimlessly at various places until he was introduced to the Vocational and Soft Skills Programme that offered a Pastry Baking course. Jack was very interested and signed up, worked hard and eventually completed the course with full attendance and excellent conduct. He was complimented by the trainers as one of the more outstanding students. Not only was Jack a diligent learner, he was also observed by his trainers and social worker to be a good leader, always ready to encourage and motivate his friends to do well too. After the Vocational Training, Jack has a clearer goal in life and is highly motivated to go for advance pastry training and aims to work as a pastry chef.*

## New initiative in 2011: Vocational and Soft Skills Programme

Launched in July 2011, YMCA worked with 10 schools and VWOs to offer this new programme to equip out-of-school youths and youths-at-risk aged between 15 to 21 years with vocational skills such as Baking, Hairdressing, Hospitality and Makeup. Conducted over a 6-month period, 32 youths received vocational training from corporate partners including Kimage School of Hairdressing, Baking Industry Training Centre and The School of Makeup while YMCA Project Bridge youth counsellors and social workers continue to befriend them and provide emotional guidance and support along the way.

In all, 18 youths successfully completed their training and received their certificates of achievement at a graduation ceremony in November 2011.

### List of Partners in 2011

1. Chewy Junior Pte Ltd
2. Swiss Bake Pte Ltd
3. Poise Atelier Pte Ltd
4. Lolita New York
5. Rupini's Beauty Consultant Pte Ltd
6. Top To Toe Beauty College
7. The School of Makeup
8. Baking Industry Training Center
9. Kimage Hairdressing School
10. School D'Hospitality Pte Ltd

# YMCA FACES

YMCA FACES (Financial Assistance and Capability for Employment Scheme) extends short-term emergency financial aid to needy families and individuals, builds capacity for the growing need for employment of special-needs individuals and provides meaningful work training opportunities for youths-at-risk.

## Highlights for 2011

- Facilitated **80 YMCA FACES** beneficiaries to participate in the YMCA Proms @ the Park mega picnic and concert in June
- Organised a networking lunch for the **10** partnering VWOs in July
- Mobilised a team of YMCA staff to do a **Home Makeover** for one family who was receiving aid through YMCA FACES

## Impact and outreach since 2008

- Disbursed **\$171,000** to aid **265 needy families** through the Y Financial Assistance Scheme
- Partnered with **10 VWOs** to reach out to **needy families**
- Invested over **\$20,400** to train **15 youths** for the Y Employment and Y Apprenticeship Schemes
- **10 youths** graduated from the **Y Employment and Y Apprenticeship Schemes**
- **6 youths** who graduated have since found employment



### Partnering VWOs of YMCA FACES

1. Ang Mo Kio Family Service Centre
2. Bethesda Care & Counselling Services Centre
3. Care Community Services Society
4. Fei Yue Family Service Centre
5. Grace Orchard School
6. Lakeside Family Service Centre
7. New Hope Community Services
8. Promoting Alternatives to Violence
9. Whispering Hearts Family Service Centre
10. Yong-en Care Centre

*"My husband has Ischamic Heart Disease, Gout and fatty liver and my mother-in-law had a stroke. I am so grateful to YMCA FACES for helping us during our difficult times. The financial aid enabled me to pay for some of my family's medical expenses." - YMCA FACES beneficiary*

*"I have recovered from my leg injury and returned to my job at a logistics company. I have taken up a diploma course which I am paying through a bank loan. Financially I can cope for now. I thank YMCA FACES for providing me with 2 months of financial aid during the period where I was not able to work." - YMCA FACES beneficiary*



# Sharing God's love in foreign lands

## YMCA International Service Programmes & YMCA Rebuilding Communities Programmes



YMCA of Singapore partners with our twinning YMCAs and overseas YMCA counterparts to reach out to the less privileged in the region. In the process, we strive to inculcate a sense of responsibility and compassion for the community in need and to provide experiential and service learning opportunities to the volunteers through service to others.

### Impact and outreach in 2011:

Over **19%** increase in volunteer participation vs 2010. **1,136 YMCA volunteers** committed **73,494** hours of service in **50** trips to **6** countries, contributing over \$1.4 million\* worth of their time in touching the lives of **4,830** people.

\*based on the average \$20 per hour wage of a service sector employee – Source: NVPC, Dec 2010



### Highlights for 2011:

#### Cambodia

- Over 100 students from Phnom Penh and Siem Reap completed the structured YMCA English Language Programme, conducted over 2 years by volunteers from YMCA of Singapore.
- The students received their certificates at graduation ceremonies on 18 and 19 March 2011, witnessed respectively by Mr Pich Sokhalay, District Governor of Pouk and His Excellency, Mr S. Premjith, Singapore's Ambassador to Cambodia.
- More than 1,100 villagers in Siem Reap benefitted from the completion of 'Unity Road', a new 1.1km concrete road that took over 500 volunteers, US\$45,000 and 2 years to build. The opening ceremony on 18 March 2011 was witnessed by Mr Pich Sokhalay, District Governor of Pouk.
- Between June to November 2011, 118 volunteers in 5 teams toiled under extreme weather conditions to construct a dam at Proyouth Village in Siem Reap. Measuring 15 meters long and 2 meters high, the new dam would help to prevent flooding during rainy seasons and serve as a bridge between the village and a nearby high school. The project cost US\$15,000 and was raised by the participating volunteers. The villagers also contributed US\$300 towards the project.
- YMCA volunteers also generously contributed their time and money for various infrastructural improvements in Battambang and Kampong Cham, including the building of houses, water tanks, sheltered walkways and even a new primary school building in the villages that we serve.
- A pledge of S\$1million was made to set up the YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund, to fund tertiary education for overseas needy students. The YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund will start disbursement in 2012 to beneficiaries in Cambodia.



## China

- A new YMCA Learning Centre in Dujiangyan City, north-west of Chengdu with dormitories, classrooms and a computer lab was officially opened on 29 March 2011. This is a part of the continuing efforts to help rebuild the lives of the local community devastated by the Great Sichuan Earthquake in 2008. Sustainable programmes for all age groups including basic computer skills, conversational English lessons and enrichment programmes are held at the centre. This project is a result of a collaboration between YMCA of Singapore and YMCA Shanghai since 2008 with support from the Singapore Red Cross Society and Caritas Humanitarian Aid & Relief Initiatives.
- In Shanghai, 2 teams of YMCA volunteers continued to serve a community of migrant children living in the suburbs of the city for the sixth year running.



## Laos

- Over 120 YMCA volunteers in 6 teams visited Kao Leow Secondary School in the outskirts of Vientiane City between May to December 2011. This was the first time that YMCA of Singapore organised our structured YMCA International Programmes in this country. The volunteers taught English to the children and took part in upgrading works to refurbish the classrooms and facilities.



## Sri Lanka

- In April 2011, YMCA of Singapore mobilised a team of doctors, nurses, social workers and YMCA volunteers for a medical mission to Batticaloa to serve over 600 villagers in 3 villages. The team provided medical treatment, conducted health education and distributed personal hygiene items such as toothbrushes and soap to the villagers.
- In September 2011, YMCA of Singapore facilitated a team of Optometry students and lecturers from Singapore Polytechnic to visit 2 remote villages and 4 schools in Batticaloa to conduct eye screening, prescribe spectacles and educate the villagers on basic eye care.
- Organised jointly with Batticaloa YMCA, YMCA of Singapore continued to support bi-annual medical missions to Sri Lanka to provide basic health care and health education for villagers who have been displaced by the 2004 Indian Ocean tsunami and Sri Lankan civil war.
- YMCA also funds a local medical team comprising a doctor, nurse, medicine dispenser and driver to visit villagers twice a week. This on-going programme serves the medical needs of 8 villages.



## Thailand

- Led by Uni-Y @ SMU, a team of 22 students spent 2 weeks in a village community in Chiangmai to renovate and equip a much needed library at Chum Chon Ban Mae-Sab School. This project is into its fourth year of collaboration with the YMCA of Chiangmai.



## Vietnam

- 8 teams of YMCA volunteers continued to conduct English lessons and improve the facilities of the schools in the Ben Tre Province. English speaking competitions were also held to motivate the students to pursue excellence in the subject. YMCA of Singapore aims to assist these schools that we serve to achieve Vietnam's National Standard of education.



# *A Champion for Volunteerism to impact the community*

*“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.” 1 Peter 4:10*

Volunteers are the heart and soul of all community initiatives. Their drive and passion facilitate sustainable community service programmes for the greater benefit of the beneficiaries they serve.

YMCA of Singapore strives to be a Champion for Volunteerism, to develop our volunteer corps and to leverage on their talents and strengths to mobilise resources for the social service sector.

*“Thank you YMCA for the arrangements and the opportunity to participate in YMCA Proms @ the Park! Bridgestone looks forward to partnering you for future events.”*

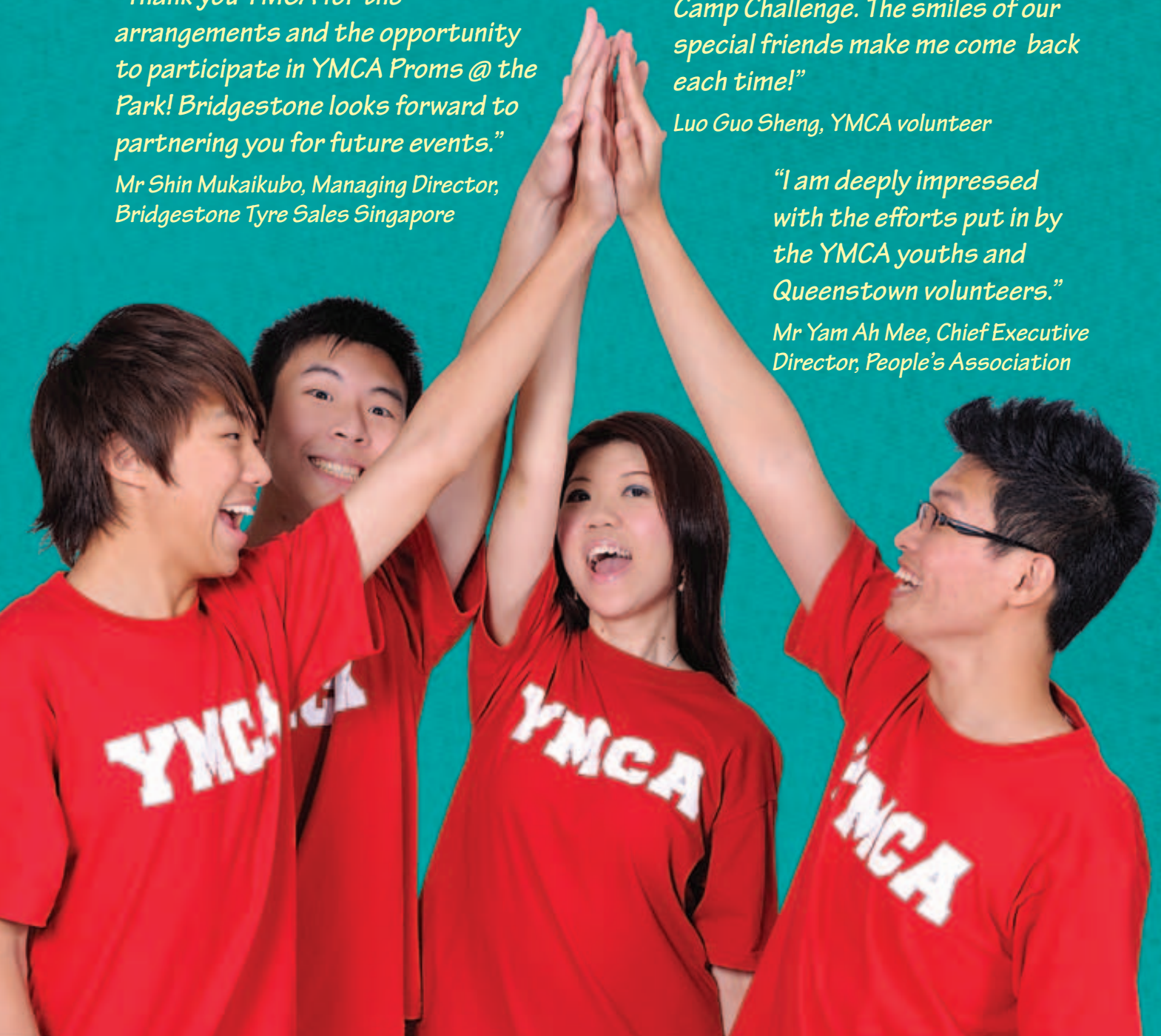
*Mr Shin Mukaikubo, Managing Director,  
Bridgestone Tyre Sales Singapore*

*“I have volunteered 12 times for Y Camp Challenge. The smiles of our special friends make me come back each time!”*

*Luo Guo Sheng, YMCA volunteer*

*“I am deeply impressed with the efforts put in by the YMCA youths and Queenstown volunteers.”*

*Mr Yam Ah Mee, Chief Executive  
Director, People’s Association*



# YMCA-Lim Kim San Volunteers Programme

Through recruitment, development and acknowledgement of volunteers, the YMCA-Lim Kim San Volunteers Programme enables YMCA of Singapore to build up a large and sustainable community of volunteers in the service of others. With this strong volunteer resource, YMCA of Singapore can partner more VWOs and serve more beneficiaries.

## Equipping our volunteers

### YMCA-NUS Business School Volunteer Service Management Programme

- 20 volunteers and staff from 14 VWOs participated in 2011
- 27 youth volunteers from Citi-YMCA Youth for Causes participated in 2011

Into its fifth year, this joint collaboration between YMCA and NUS Business School has equipped participants from Citi-YMCA Youth for Causes and various VWOs with the skills to better serve the community. NUS Business School Alumni continues to actively support the programme by rallying its alumni members to be volunteer-facilitators.



### YMCA Volunteer Leaders' Training Camp

Into its second year, this 2-day camp focuses on grooming YMCA core volunteers and leaders. It uses team building exercises to foster a greater sense of camaraderie and learning workshops to empower them with the communication, facilitation and volunteer management capabilities to effectively lead their teams. A total of 32 participants took part in two camps in April and July 2011.



### YMCA Leadership and Management Programme

Uni-Y (University YMCA) leaders from various secondary and tertiary institutions came together for a weekend of fun and learning. The 18 participants underwent workshops on marketing, events management, leadership, safety management, finance and budgeting in September 2011.

### iLEAP Professional Course for Non-Profit Leaders

YMCA of Singapore is a community partner for the Lien Centre for Social Innovation's iLEAP Professional Course for Non-Profit Leaders. iLEAP aims to promote and support the professional development of non-profit leaders and senior executives. Tapping on its unique translational and experiential approach, it is designed for participants from various sectors including the social and health services, community development, charities, education, the arts and environment. YMCA has been a community partner for the fundraising module since 2010.

*In addition to the above structured volunteer training programmes, YMCA of Singapore also conducts training for volunteers of specific community service programmes.*



# Appreciating Our Volunteers

On 26 August 2011, YMCA of Singapore recognised 16 volunteers for their outstanding voluntary efforts across various YMCA programmes. Among the various awards given were the Volunteer Leader of the Year, Core Volunteer of the Year, Sustained Volunteerism and Special Recognition awards.

On 26 November 2011, YMCA of Singapore partnered the National Volunteer & Philanthropy Centre to organise a slew of activities, including a 'Rock with Me' concert, in celebration of International Volunteer Day that aimed to increase community awareness of social needs in Singapore, raise the profile of charities championing these causes and recruit and affirm volunteers. Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports was the Guest-of-Honour at the event.



# Facilitating Corporations To Give Back To Society

YMCA of Singapore aims to enhance the capabilities of the social service sector and mobilise resources through corporate volunteerism. Platforms are provided for corporations to engage in corporate social responsibility, in the hope that sustainable community partnerships can be formed with the VWOs that they serve. In 2011, YMCA of Singapore rallied 20 organisations and groups to touch the lives of the less privileged through local and overseas YMCA community service programmes.

## Highlights of corporate engagement in 2011:

### Science camp with 3M Singapore

YMCA of Singapore and 3M Singapore came together to organise a YMCA-3M Camp Eureka for Kids 2011 at YMCA on 30 November 2011. Some 80 children aged 10 to 12 years participated in the full-day science camp. Mr Seah Kian Peng, Deputy Speaker of Parliament, MP for Marine Parade GRC and Chairman for the Government Parliamentary Committee for Community Development, Youth and Sports was the Guest-of-Honour for the event. Coming from low income families, many of the children have never had the opportunity to participate in holiday enrichment classes before this camp, which was facilitated by 3M Innovation Ambassadors who introduced the children to science and innovation through a series of fun and exciting activities and games.

### YMCA Makan Fellowship with Credit Suisse (Singapore)

Credit Suisse (Singapore) corporate volunteers and YMCA volunteers hosted 40 elderly for Y Makan Fellowship at YMCA of Singapore. In addition to a scrumptious lunch treat provided by Y Café, interactive games, songs and dances were organised for the elderly to enjoy a time of fellowship with their peers and to bond with the volunteers. Credit Suisse (Singapore) has also supported the monthly Y Reading Club programmes since 2008.

### Citi Global Community Day in Singapore

Citi Singapore, a long-standing community partner of the YMCA of Singapore, teamed up with YMCA again this year to facilitate over 280 local Citi staff in bringing cheer to the less privileged through various YMCA community service programmes for a whole week in October 2011. Citi staff participated in a series of outings, gardening activities, sporting activities and more in the lead up to the Citi Global Community Day, an annual event where Citi employees from around the world would come together to volunteer their time and talents to reach out to communities in need. Citi Singapore is also co-organiser of the annual Citi-YMCA Youth For Causes programme since 2003.

### YMCA Proms @ the Park

YMCA Proms @ the Park is an annual corporate volunteerism platform organised by YMCA of Singapore. Organised in the form of a mega picnic and concert, the programme facilitates corporations to embrace corporate social responsibility and engage their staff in volunteering to serve the less privileged in a meaningful way. Held on 25 June this year, nine corporations and non-profit organisations mobilised their staff to befriend the less privileged from 17 voluntary welfare organisations for a day at the Botanic Gardens. In all, over 1,000 volunteers and beneficiaries were present at the event, which was graced by Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports and Minister of State of for Information, Communication and the Arts. YMCA of Singapore has been organising YMCA Proms @ the Park since 2007.

## OUR PARTNERS IN 2011

- 3M Singapore
- Ascendas Pte Ltd
- Bridgestone Tyres Sales Singapore Pte Ltd
- Citi Singapore Ltd
- Crimson Logic
- Credit Suisse (Singapore)
- Dell
- Eagle Eye Centre Pte Ltd
- Esri Singapore Pte Ltd
- Foo Kon Tan Grand Thorthon LLP
- Intellectual Ventures Asia Pte Ltd
- International Y's Men's Club of Singapore (Alpha Chapter)
- Jurong Christian Church
- Lourve Design Associates Pte Ltd
- Lubrizol Southeast (Pte) Ltd
- Mediacorp Pte Ltd
- New Creation Church
- NTUC Fairprice Foundation Ltd
- Pao Xiang Bah Kut Teh
- Superior Multi-Packaging Limited
- Yeap Medical Supplies Pte Ltd



# *Builders of Youths to nurture leaders of tomorrow*

*“For we are God’s workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.” **Ephesians 2:10***

Youths exist in a phase of life where dreams are built, hope is kindled, and a bright future is foreseen. It is a period where they emerge from their childhood and seek transformation into independent, energetic and confident individuals.

YMCA of Singapore strives to befriend them, harness their youthful exuberance and groom them into future servant leaders who can make a positive impact in our society. YMCA of Singapore engages youths through local and international community service programmes, leadership development programmes, social entrepreneurship programmes and more.

*“Through Citi-YMCA Youth For Causes, I learnt to give without expecting, and about how a good deed could go a long way, regardless of the magnitude.”*

*Saw Xin Yi Charmaine, Member of Team Project POP, Citi-YMCA Youth For Causes 2011*



# Citi-YMCA Youth For Causes

Promoting social entrepreneurship among youths in Singapore

Citi-YMCA Youth For Causes is a youth development programme that nurtures youths to support social causes through social entrepreneurship projects. Jointly organised by Citi Singapore and YMCA of Singapore since 2002/2003, the programme is sponsored by Citi Foundation.

## Citi-YMCA Youth For Causes Impact and outreach in 2011

Proposals received	133
Teams selected	100
Total seed funding	160,000
Total funds raised	\$712,435.11
Estimated public outreach	150,000
Volunteers mobilised	14,000
VWOs supported	46
Mentorship base	106
Volunteer hours committed	172,664
Value of service delivered	\$3.4million*

\*based on the average \$20 per hour wage of a service sector employee – Source: NVPC, Dec 2010



Citi-YMCA Youth For Causes 2011 was launched by Mr Lui Tuck Yew, Minister for Transport & Second Minister of Foreign Affairs on 19 May 2011. This year, the 400 youth participants in 100 teams raised over \$712,000 and created awareness for 46 adopted VWOs.

An Awards Celebration was held on 24 November 2011 to celebrate the achievements of the young social entrepreneurs. Officiated by Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports and Minister of State, Ministry of Information, Communications and the Arts, 13 awards were given out to recognise the top teams.



*"9 years since the launch of the Citi-YMCA Youth For Causes, the programme has grown from strength to strength with increased participation, more money raised for beneficiaries and greater national recognition. At Citi, we strive to give back to the community that we live and work and also encourage our employees to play their part. Together with YMCA, I hope that we will continue to make a positive impact on our community and bring this programme to greater heights!"*

*– Mr Michael Zink, Country Head & Citi Country Officer, Singapore*



# Uni-Y and Hi-Y

Empowering youths to serve with passion

**4 Clubs, 355 volunteers, 11,674** volunteering hours. Contributing **\$233,000\*** worth of their time.

*\*based on the average \$20 per hour wage of a service sector employee  
Source: NVPC, Dec 2010*

## Highlights for 2011

- **2 Hi-Y members** represented YMCA of Singapore for the National Youth Council's **National Youth Forum 2011**
- **2 Uni-Y members** represented YMCA of Singapore in the organising committee of **SHINE Festival 2012**
- **6 youths from Uni-Y** participated in the **Youth Assembly (YA)** and **General Assembly (GA)** of the Asia Pacific Alliance of YMCAs (APAY) conference in September 2011. The youths were involved in decision-making and facilitation roles in various activities throughout the conference
- **2 youths from Uni-Y @ NUS** represented YMCA of Singapore for a month-long **Internship Exchange Programme** with the Chinese YMCA of Hong Kong. One of them has been appointed Vice-President of Uni-Y @ NUS for the term 2011-2012

## YMCA-NYAA Joint Accreditation

The YMCA of Singapore signed a Memorandum of Understanding with the National Youth Achievement Award (NYAA) Council on 28 October 2011 to establish a partnership in nurturing youth leadership development programmes in Singapore. This was the first MOU of its kind between NYAA Council and a non-uniformed organisation. The signing was witnessed by President Dr Tony Tan Keng Yam who is also Patron-in-Chief of the YMCA of Singapore.



## Uni-Y @ SMU

- Continued to run the Jericho's Rooftop Café regularly at YMCA where all proceeds are channelled to fund Uni-Y @ SMU community service programmes.
- Organised its 7th Freshmen Orientation Camp in conjunction with the YMCA's Y Camp Challenge this year. The 133 participants touched the lives of 61 beneficiaries over the 4 day 3 night outdoor adventure camp.

## Uni-Y @ NUS

- Launched a new social enterprise, the Sidewalk Gallery Café to provide employment opportunities for beneficiaries with special needs. All proceeds are channelled to fund Uni-Y @ NUS community service programmes.
- Organised its inaugural Freshmen Orientation Camp for 55 participants. Community Service was incorporated into the camp and the participants visited Chen Su Lan Methodist Children's Home to befriend the children through games and tuition.

## Uni-Y @ NTU

- Organised the inaugural Uni-Y @ NTU Social Enterprise Awareness Week and raised \$2,600 for the club's participation in a YMCA International Service Programme to Cambodia. The club also led a second programme to Vietnam in December 2011.



## Joint Uni-Y and Hi-Y programmes

### YMCA Food Of Love

Organised to bring cheer to lonely elderly living in one-room flats, 156 volunteers from Uni-Y and Hi-Y organised 7 sessions of YMCA Food of Love in 2011, reaching out to the elderly in 50 homes.

### Y Environment 2011

Aimed at creating awareness on conserving our environment, the Y Environment programme was conducted over 3 separate events this year. On 21 May 2011, a public concert and exhibition called 'ConSERVEcert' was held in Hougang and reached out to more than 2,000 members of the public. On 28 May 2011, Uni-Y and Hi-Y mobilised some 150 student volunteers from various schools to participate in the collection of recyclables in Hougang estate. They collected 4,000 kg of recyclables, redeemed for \$3,000 and channelled the funds to support 50 underprivileged children from 2 family service centres in Hougang.

On 16 July 2011, a Y Environment Enrichment Day was organised for the same children. Environment-related games and activities were conducted by the volunteers, including an 'Amazing Race'-outing to the Singapore Zoo.

# Other YMCA Youth Development Programmes

## YMCA Speaking Awards

The annual YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA) are national level public speaking competitions aimed at building self-confidence among youths and developing their abilities to think and communicate effectively under pressure. The Awards are supported by the Ministry of Education, National Library Board, Speak Good English Movement (for PESA), Promote Mandarin Council (for MSA) and The Confucius Institute (for MSA).

Award ceremonies were organised to celebrate the success of each programme. Mr Seng Han Thong, MP for Ang Mo Kio GRC, was the Guest-of-Honour for the 5th YMCA MSA Awards Presentation, while Ms Yeoh Chee Yan, Second Permanent Secretary, Ministry of Education, was the Guest-of-Honour for the 25th YMCA PESA Awards Presentation.

**221 students** from 158 schools participated in the 25th YMCA PESA from 29 June to 16 September 2011

**109 students** from 79 schools participated in the 5th YMCA MSA from 24 March to 31 May 2011



## YMCA Exchange Programmes

In collaboration with the Chinese YMCA of Hong Kong, Kumamoto YMCA, Kaoshiong YMCA, Ji Long YMCA, IUC-Korea and Taiwan IAVE, YMCA of Singapore hosted 140 students and 40 teachers from 4 countries for exchange programmes in 2011. The visiting youths experienced the multi-cultural flavours of Singapore and learnt more on Singapore's history and developments particularly in water related and environmental efforts here. Participants were also given a chance to serve in our community service programmes as part of their service learning experience.

## YMCA Summer Work & Travel Programme (SWT) & YMCA International Camp Counsellor Programme (ICCP)

A total of 30 students participated in SWT and ICCP programmes in 2011. These are educational exchange programmes to the USA, providing tertiary education students the experience of living and working in the USA during the summer break.

# *A Hub for Wholesome Programmes to enrich our members*

*“So whether you eat or drink or whatever you do, do it all for the glory of God.”*  
**1 Corinthians 10:31**

The YMCA movement worldwide is synonymous with sports and recreation.

As a membership-based organisation, YMCA of Singapore strives to enrich the lives of our members through wholesome programmes to develop body, mind and spirit which are based on Christian principles. We organise a wide range of activities and programmes to cater to varied interests, including dance, fitness, sports, outdoor adventure as well as informative workshops on health, self-improvement and more.

As a Christian organisation, YMCA of Singapore also helps to strengthen the faith and spiritual well-being of our members through Christian-themed programmes and activities.

*“Starting the week in doing Zumba with Vanessa is just a pleasure. Great music, great workout, always full of energy and we’re always having awesome fun!”*

*Sarah Bellini, Zumba participant*

*“His creativity and wealth of experience in creating new and interesting dance steps to various genre songs always makes us go wow, smile and excited to learn more.”*

*Low Yen Ling, MTV Jazz participant*





# YMCA Membership

**As of 31 December 2011,  
the YMCA family comprised:**

570 Full (Life) members  
4 Full (Annual) members  
1,057 Ordinary (Life) members  
955 Ordinary (Annual) members  
503 Ordinary (Youth) members  
1,024 Associate members  
2,105 Associate (Youth) members



## Highlights for 2011

- Partnered 2 new merchants, 'Pure Tincture Skincare and Organic Workshop' and 'The Chiropractic Clinic'
- Expanded the range of YMCA merchandise and updated the designs to provide more choices as gifts and collectibles
- Organised beauty workshop that focused on organic products and facial care
- Organised health talk to promote a healthy and natural way of dealing with back problems

# YMCA Lifestyle Programmes

## Highlights for 2011:

### Fitness & Dance

Zumba Fitness came to the YMCA! Zumba is an exhilarating, effective, easy-to-follow, Latin-inspired, calorie-burning dance fitness-party that is moving millions of people worldwide towards healthy living. Our Zumba programme kick started with eight classes a week for members.

**557** subscriptions for dance programmes  
**354** subscriptions for fitness & swimming programmes  
**169** gym users with  
**7%** subscribed to personal training programmes

### Performing Arts: Musical Theatre Programme

31 participants joined the new Musical Theatre programme based at YMCA, under the guidance of professional instructors from The Musical Theatre School. School Director Mr John Faulkner has over 30 years experience from London's West End. Participants developed their self-confidence and personalities through learning the basics of singing and dancing and the correct study of both art forms and their history. Each term ended with a concert production.

### Fencing

**52** fencers joined the YMCA Fencing Programme  
**30** fencers in the pre-competitive fencing team



**YMCA Fencing Team  
won accolades in many  
local and international  
competitions  
in 2011.**

- Asian Junior and Cadet Fencing Championships (Bangkok)
- Australian Fencing Championships
- Fencing Singapore International
- National Amateur Fencing Tournament (Shanghai)
- Pesta Sukan Fencing Championships
- Singapore Cadet World Cup
- Singapore Junior Fencing Championships

# YMCA Lifestyle Programmes



## BikeYworks: Mountain Bike Programme

126 participants joined 13 mountain bike workshops (Pulau Ubin) and guided rides (Malaysia and Chiang Mai) including a special workshop for Hwa Chong Institution.

## Y Treks

368 participants and 6 schools embarked with us on 15 trekking trips to Nepal (Poon Hill), Hong Kong, Malaysia (Gunung Belulut and Cameron Highlands). New trek destinations this year included Fraser's Hill, Gunung Datuk and Gunung Lambak. An inaugural open group of 25 pax trekked Hong Kong's famous 100km MacLehose Trail in December 2011. The trek was organised in partnership with the Chinese YMCA of Hong Kong and received overwhelming response.

## Y Adventures

224 participants and 3 schools embarked on YMCA adventures off the beaten trail, featuring horse riding, cycling, caving, rock climbing, white water rafting and waterfalls! Other than Shangri-La and Endau Rompin, we explored 8 new destinations this year: Gua Tempurung, Gua Batu Maloi, Batu Caves, Kota Tinggi, Kota Kinabalu, Gopeng/Ipoh, Sandakan and Taiwan! Our inaugural Taiwan road biking tour in partnership with Orbea Taiwan featured 500km of cycling round island, good food and good fellowship.

## Y Ski

71 participants joined our annual ski trips to Daemyung in South Korea, Hokkaido and Myoko in Japan, organised in partnership with Chuncheon YMCA, Hokkaido YMCA and Tokyo YMCA.

*"Thanks YMCA for the wonderful experience. This trek was certainly not what I imagined it would be. I imagined just walking uphill but not climbing on all fours. Without the encouragement and advice from you all, both Diana and I would not be able to achieve our mission. Your trip leaders are truly amazing, so patient and kind. Thank you so much and I really look forward to the next Y Treks Gunung Datuk!"*

*- Irene Ong, Y Treks Gunung Belulut*

*"Friendly and warm support extended by the YMCA team and young attachments. Thank you to Hokkaido YMCA ski instructors for taking the children down the slopes with care."*

*- Charlie and Karen Chayavirabood, Y Japan Ski Hokkaido*



# YMCA Clubs

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



The Club has a membership of 38 under the leadership of Club President Y's Man Lee Liat Cheng, BBM, double the number at the beginning of its current term starting from July 2011. The Club has been active in carrying out community service during the course of year, leading monthly karaoke and sing-a-long sessions for members of the Parkinson's Disease Society of Singapore, sponsoring and leading groups from a St Luke's Eldercare Centre to enjoy the exhibition of Terracota Warriors held at the Asian Civilisation Museum, and hosting a Chinese New Year lunch for two elderly groups. The Club has also been actively supportive of YMCA through participation of YMCA fundraising and community service programmes.

It also carried out fund raising exercises including a Christmas Charity Concert in December 2011 featuring the Thailand Sanctuary Symphony Orchestra that performed to an enthusiastic audience. The Concert was aimed at raising funds for the relief efforts carried out by Bangkok Y's Men's Club and the YMCA of Bangkok in aid of the victims of the protracted flood in Bangkok.

Membership is open to all members of YMCA. Some members have served and are serving as Board Members of YMCA of Singapore. The Club provides an excellent platform for volunteering and leadership training of its members. It invites youths and working adults who are keen to touch lives and make a difference in the lives of the less privileged to sign up as members in the spirit of volunteerism.

## YMCA Toastmasters Club

In March 2011, Founding President Ernest Chen emerged the Champion for both the International Speech and Table Topic Contests. Chew Ban Seng was 1st runner up for both the International Speech Contests and 2nd runner up for Table Topic. The other winners were Harvin Kaur (2nd runner up, International Speech) and Robert Shingare (1st runner up, Table Topic). Robert went on to represent YMCA of Singapore to compete in Area A1 Contests but was unplaced.

In September 2011, YMCA Toastmasters Club took the initiative to play host to EASB Eagles to conduct the Joint Humorous Speech and Evaluation Contests. The winners from the Contests, Robert Shingare (Humorous) and Chew Ban Seng (Evaluation), represented YMCA of Singapore to compete at A1 Humorous Speech & Evaluation Contests. Ban Seng finished as 1st runner up in the Evaluation Contest.

YMCA Toastmasters Club continues to support the YMCA Conversational English programme for foreigners. Ernest and Ban Seng remain committed to helping these foreigners settle in Singapore. Classes are held every Tuesday evening at Level 2, YMCA of Singapore.



## YMCA Folk Dance Club

In 2011, the YMCA Folk Dance Club organised 3 folk dance courses with an average participation of 15 per course. The group also organised 4 gatherings for its members attended by 60 to 80 members each time. Members were invited to give demonstrations at events of other organisations.

The YMCA Folk Dance Club co-hosted the 1st YMCA Folk Dance Exchange with the Taiwan International Folk Dance Association and the Bonding Western Folk Dance Group at the YMCA of Singapore from 15 to 18 July, 2011. Participants and enthusiastic folk dance supporters hailed from Malaysia, Taiwan, Hong Kong and Singapore.

The YMCA Folk Dance Club celebrates its 50th anniversary in 2012.

# YMCA Christian Development Programmes

As a Christian organisation we seek to connect people together with a Christ-centred focus through our programmes and activities, based on Christian principles and values.



2011 marked an **increase** in the number of engagements among churches, Christian organisations and Christian volunteers. Their support encouraged a **greater reach** in our programmes and activities.



## Highlights for 2011:

- 37 Pastors of various denominations were invited to minister the Word of God and encouraged staff to apply Christian values and principles at work and daily life every Tuesday morning at GROW (God Renews Our Walk, Week & Work) Staff Devotion. Pastors from Adam Road Presbyterian Church shared a 2 month series on “Jesus’ Word”, based on the Sermon on the Mount. Other topics covered included “Transforming Work Experience”, “An Attitude of Humble Service” and “Finding Christ in Our Daily lives”.
- Over 130 participants came for 4 YMCA Public Lectures organised during the year, aimed at helping working adults apply Christian principles in their daily lives and ministries. Topics included “Stewardship & Finance”, “The Dark & Fascinating World of the iPod Generation”, “Winning the Inner Battle” and “Understanding Commitment Phobia”.
- 320 youths participated in 10 Y Knot Christian Youth Outreach sessions, organised by YMCA, supported by Singapore Youth for Christ and Oops Asia. This programme aims to provide an avenue of outreach among Christian youths.
- 220 participants joined the World Week of Prayer and Fellowship from 14 to 18 November. This week-long annual fellowship was co-organised by YMCA of Singapore, Metropolitan YMCA and YWCA. The theme for 2011 was “Young People: A Voice to Influence, A Generation to Treasure” based on 1 Timothy, 4:12; Matthew 5:16. A Prayer & Praise Jam was organised as a closing event to engage the youths.
- 110 needy elderly were invited for a Christmas Lunch at YMCA on 21 December as part of the “YMCA Fulfilling a Christmas Wish” project. Each of the 110 seniors were asked to share with the YMCA their Christmas wish for the year. Their wish list was uploaded on the YMCA website and shared among YMCA members, volunteers, Board members and staff. All wishes were granted and the seniors were presented with their wish items at the Lunch.



# An Advocate for Lifelong Learning

*“For wisdom will come into your heart, and knowledge will be pleasant to your soul; discretion will watch over you, understanding will guard you.” Proverbs 2:10-11*

YMCA of Singapore runs child development and student care programmes across 10 centres in Singapore. The YMCA Education Centre (YEC) provides GCE ‘O’-Levels academic courses as well as Bachelor’s and Masters’ programmes in partnership with world-renowned Universities and Colleges.

As one of the two Social Enterprises of the YMCA of Singapore, surpluses generated by YMCA Education Services are channelled to cover the corporate costs of the organisation and part of the cost of running the numerous YMCA community service programmes.

*“YMCA provides children with very good exposure in many different areas in their curriculum.”*

*Madam Ananthi, mother of Paramesvaran (K1) and Lengesvaran (N2),  
YMCA CDC @ Bukit Batok*

*“I am honoured to make lots of friends from different parts of the world.”*

*Grace Guo, Sec 4 R, YMCA School*



# YMCA Education Programmes

The YMCA Education Centre successfully renewed their EduTrust certification and attained the 4-year award from 16 December 2011 to 15 December 2015 awarded by the Council for Private Education.

## YMCA School

### Highlights for 2011:

- **274 students** enrolled in YMCA School during the year
- YMCA School organised student enrichment programmes for 274 students. The programmes included a 3-day Adventure Camp, weekly CCAs, Learning Journeys to Science Centre, Marina Barrage and visits to Polytechnic Open Houses



Students at a Dining Etiquette workshop conducted by Mr Gerald Lim, General Manager, YMCA International House

*"I'm very happy to study at YMCA School. The teachers and classmates are very kind and helpful to everyone. I can learn a lot of things."*

*- Ung Por Saing, Sec 4 R, YMCA School*

*"I just finished the Strathclyde MBA and it has been a very enriching experience for me. I am at a middle management position in an MNC and I lead a business unit of close to 100 staff. I had benefited from the programme and I hope you will too. There is this Business Simulation session which I particularly enjoyed. We took on roles like CEO, CFO and made decisions that will affect the share price of the company. There are many more important lessons that I learnt. The Strathclyde MBA is very strategy-focused. I believe this focus will be highly beneficial in any industry."*

*- Mr Pang Kia Moh, Edupreneur, Graduate, Strathclyde MBA programme*

## YMCA Tertiary

### Highlights for 2011:

- **257 students** enrolled during the year
- **76 students** graduated from the **Strathclyde Business School (SBS) MBA programme**, with 6 students attaining Distinctions
- **25 students** graduated from the **Australian Maritime College (AMC) Bachelor and Masters programmes**

YMCA organised three successful SBS-MBA alumni networking events in 2011. These sessions provided current and past students the opportunity to network and share their learning experiences. They were also enlightened by talks covering topics of current interest by exponents in their fields, such as "Use your Credit Wisely" conducted by Credit Counselling Singapore and "Success Traits of High Achievers" by DE Inspire. These events received very positive feedback from the attendees.



# YMCA Child Development & Student Care programmes

## 15% increase in enrolment vs 2010

In 2011, our three Child Development Centres (CDCs) and seven Student Care Centres (SCCs) saw a total enrolment of 837 children.

### Highlights for child development programmes in 2011:

- Nurtured **230 students** to maximise their capabilities
- YMCA CDC @ Bukit Batok and Woodlands **received renewal of license** for 24 months by the Ministry of Community Development, Youth and Sports (MCYS)
- Awarded Health Promotion Board (HPB) **Healthy Eating Award** at all three childcare centres
- Implemented **Jolly Phonics** and **Growing with Math** programmes that led to children making headway in language and numeracy capabilities
- Adopted a **Character Development Programme**
- Children produced couplets at the 3rd annual **YMCA-NUS Chinese Calligraphy Competition**
- Children participated in the **25th YMCA PESA** (Plain English Speaking Awards) Preschool Category
- Children brought **cheer to the elderly** at Silver Circle Day Centre's (Marsiling) Christmas Party
- Children were invited by Hiroshima YMCA (Japan) for the 4th year to participate in the **annual Peace Lanterns Programme** by making lanterns to promote world peace after the 1945 atomic bombing

In addition, YMCA organised Children's Day and Parents Day Celebrations for the children and their families, as well as a Graduation Concert at the end of the year which was graced by Mr Liang Eng Hwa, Member of Parliament for Holland-Bukit Timah GRC.

To provide a more conducive learning environment for the children, an application was made to the Ministry of Community Development, Youth and Sports to renovate YMCA CDC @ Bukit Batok. With Ministry of Community Development, Youth and Sports approval, the cyclical maintenance project commenced on 12 December 2011 and is due to be completed by the end of January 2012.

*"Elysia has developed into a more confident child and able to overcome development challenges a child at her age faces. She is progressing well in terms of social behaviour."*

*- Mrs Toh, mother of Elysia Toh (N2)  
YMCA CDC @ Zhenghua*



*"Jerry's final-year results registered an overall of 72% - This, to me was a remarkable improvement over his mid-year results. And this would not have been achieved without your close assistance and support; your strong commitment and passion; your patience; relentless advice and encouragement, which is all evident in Jerry's progress."*

*- Mdm Ong Guat Hoon, mother of Jerry Chia, YMCA SCC @ Tao Nan*

### Highlights for student care programmes in 2011:

- Nurtured **607 students** to reach their maximum potential
- YMCA SCC @ Tao Nan received the 'SPACE @ TNS Partnership Award 2011' for **10 years of excellence** in partnership with Tao Nan School to nurture innovative pupils of exemplary character with a love for learning
- YMCA SCC @ Gan Eng Seng received the '**Partners-in-Education Award 2011**' from the school for the second consecutive year in recognition of the Centre's contributions to nurturing its students
- YMCA SCC @ Loyang received the '**Friends of Loyang Primary School**' award for supporting the school's efforts in enhancing the well-being and holistic development of their pupils

# *A Home Away From Home*

*“For wisdom will come into your heart, and knowledge will be pleasant to your soul; discretion will watch over you, understanding will guard you.” Proverbs 2:10-11*

*“I would like to thank you and your colleagues in helping us make our event last Friday a success.”*

*Ms Pam Ng, Executive, AWARE Training Institute  
(AWARE – Association of Women for Action and Research)*

*“We cannot ask for more because we are fully satisfied.”*

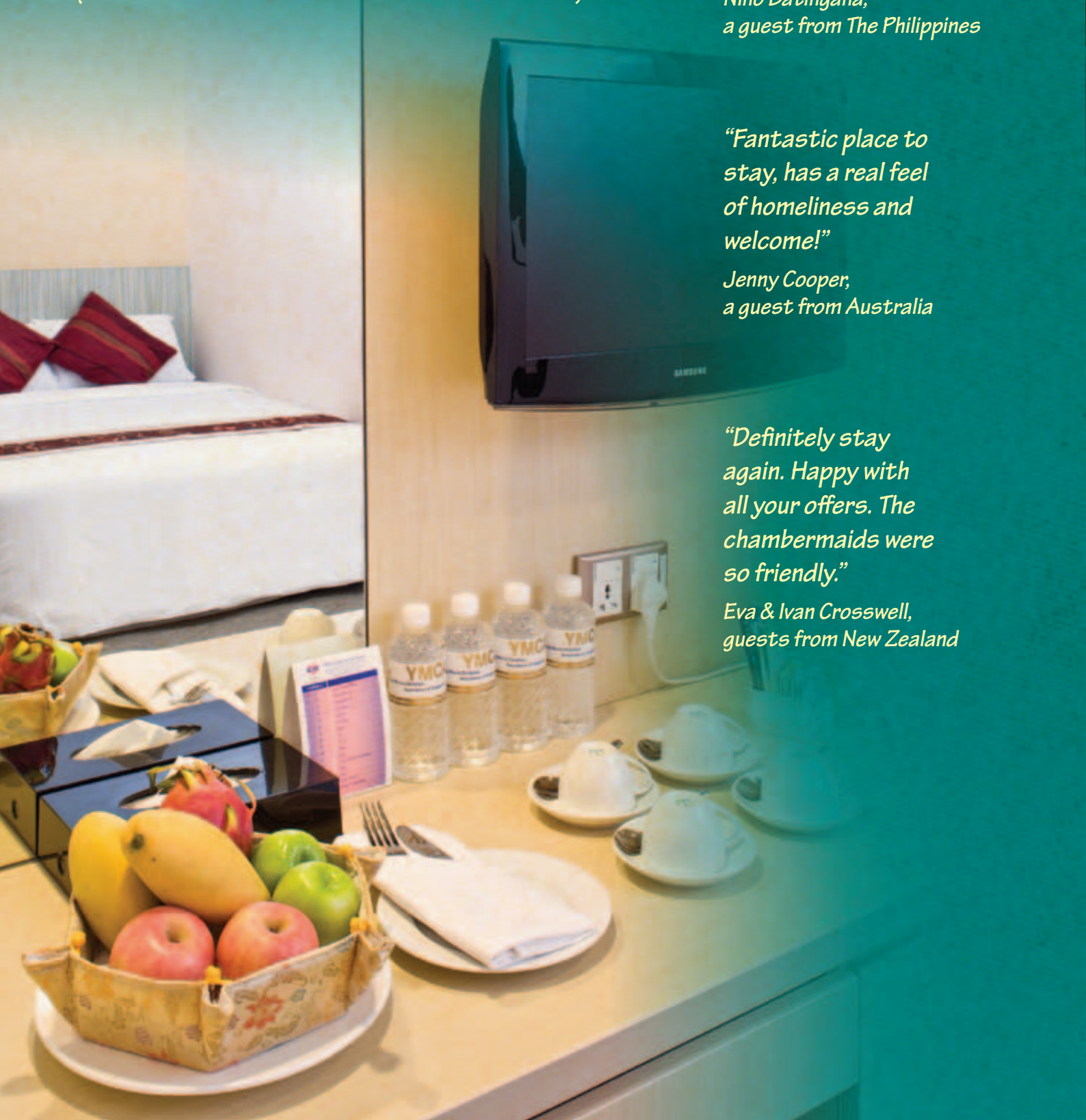
*Nino Batingana,  
a guest from The Philippines*

*“Fantastic place to stay, has a real feel of homeliness and welcome!”*

*Jenny Cooper,  
a guest from Australia*

*“Definitely stay again. Happy with all your offers. The chambermaids were so friendly.”*

*Eva & Ivan Crosswell,  
guests from New Zealand*





# YMCA International House

Since 1928, the YMCA of Singapore's hostel programme has provided the international YMCA community with clean, safe and affordable accommodation in Singapore and a means for the YMCA of Singapore to advance its Christian faith among YMCA members. Within the building, Christian music is played throughout the day. In the hostel rooms, bibles and tent cards with bible verses are made available. Along the corridors of the hostel rooms are paintings and art works with bible verses. Christian movies are played on a dedicated channel accessible through the TV sets in all hostel rooms. There is also a dedicated chapel located within the building.



This year, YMCA undertook the final phase of the room upgrading programme which started 4 years ago. With this upgrading, it employed the latest in green LED technology for internal lighting. The Lobby and Y Café were also given a new lease of life with a fresh modern make-over.

Y Café also saw encouraging growth, with its new refreshing look and the introduction of new periodic menus and weekly blackboard offerings.

## Exclusive Facilities

Guests were able to keep to their fitness regimes with privileged access to the gymnasium and the swimming pool. The members' lounge and complimentary WIFI access provided guests a place to meet other international travellers and to keep in touch with friends and family through internet connectivity.

## Y Café

With a menu filled with scrumptious western delights and mouth-watering local fare, the food at the Y-café tantalised taste buds and left guests wanting more. Chefs at Y café put together a festive Christmas menu especially for guests who spent their holidays away from home.

## Function Rooms and Auditorium

Throughout the year, the function rooms and auditorium were in demand from both internal departments and external organisations. The well equipped rooms proved to be a comfortable and convenient choice of venue for corporate events, church group activities, annual general meetings, seminars and trainings.

*As we continue to serve the community in His name, we pray that God continue to bless the social enterprise programmes the YMCA manages.*

# An Affiliate of the International YMCA movement

***“Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace. There is one body and one Spirit, just as you were called to one hope when you were called; one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all.” Ephesians 4:2-6***

As a Christian organisation affiliated worldwide through the World Alliance of YMCAs, the YMCA of Singapore maintains regular contact with other YMCAs around the world. We are also a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia Pacific. We are also a part of a network of nine twinning YMCAs in the region.

## 8 – 13 March

Mr Stephen Loh (President, YMCA of Singapore), led a delegation comprising Mr Albert Ching (General Secretary, YMCA of Singapore), Mr Eric Teng (Immediate Past President, YMCA of Singapore), Mr Eric Chan (Council Member, National Council of YMCAs in Singapore), Mr David Lua (Council Member, National Council of YMCAs in Singapore), Mr Oliver Loke (Executive Member, World Alliance of YMCAs and Volunteer Leader, YMCA of Singapore) and Mr James Yoon (President of Uni-Y @ SMU) for the APAY Executive Committee & Related Meetings in Hong Kong. At the meeting, Mr Ching was invited to present at a workshop on ‘Resource Mobilisation’. During the trip, Mr Ching, Mr Chan, Mr Loke and Mr Lua represented YMCA of Singapore at the launch ceremony of the 110<sup>th</sup> Anniversary Celebration of the Founding of the YMCA Movement in Hong Kong.

## 31 March – 2 April

Mr Oliver Loke, an elected youth member of the World Alliance of YMCAs (WAY) Executive Committee, represented YMCA at the World Alliance Executive Committee Meeting in Geneva, Switzerland.

Mr Loke and Mr Ken Colloton, Elected President of the World Alliance of YMCAs, conducted a co-presentation on “Mega Trends Affecting the YMCA Movement in the Next 50 Years”.

Mr Loke also sits on the Image and Impact Taskforce Sub Committee of WAY.

## 3 – 6 September

Mr Oliver Loke led a delegation of seven volunteer leaders and staff to the 2nd APAY Youth Assembly in Penang, Malaysia. They were involved in drafting the youth assembly statement, shared about Uni-Y Singapore’s programmes and took part in mangrove planting as part of a local community service project.

## 9 – 12 September

Following the 2nd APAY Youth Assembly, Mr Stephen Loh (President, YMCA of Singapore) and a delegation of 11 staff and volunteers, along with a team from Metropolitan YMCA of Singapore represented the National Council of YMCAs of Singapore at the 18th General Assembly of APAY in Penang, Malaysia.

## 26 – 29 October

Mr Albert Ching (General Secretary, YMCA of Singapore) was invited to attend the YMCA International Conference in San Francisco, California, USA to facilitate a “Global Resource Mobilisation” seminar.

## 28 – 29 October

Mr Tay Puan Siong (Member, YMCA Advisory Council) and Mr Peter Tay (Director, YMCA of Singapore) represented the YMCA of Singapore at the Chinese Hong Kong YMCA 110th Anniversary Celebrations.

## 5 – 6 December

Mr Albert Ching (General Secretary, YMCA of Singapore) was invited to attend the 29th YMCA Advanced Studies Programme (ASP) in Hong Kong to share two modules on “Resource Mobilisation and Youth Development”.

*Throughout the year, YMCA of Singapore also contributed monetary support through our counterpart overseas to fund relief efforts for the earthquake and nuclear disaster in Japan, earthquake in Christchurch, New Zealand, as well as relief efforts for flood victims in Thailand.*



# Fundraising



## 2011 YMCA Flag Day

Islandwide on 26 March 2011

**1,909 students, YMCA volunteers and staff** mobilised to sell flags

**\$112,679.30** raised for YMCA Community Service Programmes



## Inaugural Appeal Luncheon

Orchard Parade Hotel on 21 June 2011

Attended by about **200 guests**

**\$111,530.00** raised for the YMCA Community Service Programmes



## 12<sup>th</sup> YMCA Charity Golf

Tanah Merah Country Club on 28 & 29 July 2011

Presented by NTUC FairPrice Foundation Ltd

Over **260 golfers** in 69 flights

**\$460,219.20** raised for the YMCA – Lim Kim San Volunteers Programme Fund

Corporations that participated in the Lim Kim San Corporate Challenge included

Addicon Logistics Management • Arrowcrest Technologies Pte Ltd • Bank of Singapore Ltd • Citi Singapore Ltd • CMLA Capital Partners Pte Ltd • DBS Bank Ltd • EpiCentre Pte Ltd • ESRI Singapore Pte Ltd • Far East Organization Pte Ltd • GMG Global Ltd • Kangqi International Pte Ltd • Keppel Fels Ltd • Knight Frank Pte Ltd • Lee Kim Tah Holdings Limited • LIPPO Realty (Singapore) Pte Ltd • Lum Chang Holdings Pte Ltd • PB Tankers Ltd • Pembroke Investments Pte Ltd • PricewaterhouseCoopers Ltd • Sim Law Practice LLC • Singapore Press Holdings Ltd • Stamford Tyres International Pte Ltd • Superior Multi-Packaging Ltd • Tecity Group • Times Publishing Group • TPS Corporate Services Pte Ltd • Wala Wala Group (Imagining) • Xi Yan Pte Ltd



## “Dates with Flowers”

A voluntary project by Miss Victoria Lock Shu-Ann, aged 11

**\$11,200.00** raised for the YMCA – Lim Kim San Volunteers Programme Fund



Dates with  
**FLOWERS**  
CALENDAR 2012



JANUARY 2012						
SUN	MON	TUE	WED	THUR	FRI	SAT
01	02	03	04	05	06	07
08	09	10	11	12	13	14
15	16	17	18	19	20	21

# Thanksgiving

## Corporate Donors

### \$200,000 and above

Tan Chin Tuan Foundation  
YMCA Education Centre Ltd

### \$50,000 and above

Lee Foundation Singapore  
NTUC FairPrice Foundation Limited

### \$10,000 and above

Far East Organization  
Kangqi International Pte Ltd  
Singapore Tote Board  
Tanah Merah Country Club  
Tuas Power Supply Pte Ltd

### \$5,000 and above

Addicon Logistics Management (S) Pte Ltd  
Arrowcrest Technologies Pte Ltd  
Bank of Singapore Limited  
Barker Road Methodist Church Boardroom Limited  
Citibank N.A. Singapore  
CMIA Capital Partners Pte Ltd  
Credit Suisse  
DBS Bank Ltd  
Epicentre Pte Ltd  
ESRI Singapore Pte Ltd  
GMG Global Ltd  
Keppel FELS Limited  
Knight Frank Pte Ltd  
Lee Kim Tah Holdings Limited  
Lippo Realty (Singapore) Pte Ltd  
Lum Chang Holdings Limited  
PB Tankers Ltd  
PriceWaterhouseCoopers LLP  
Sim Law Practice LLC  
Singapore Press Holdings Limited  
Stamford Tyres International Pte Ltd  
STT Communications Ltd  
Superior Multi-Packaging Ltd  
Times Publishing Limited  
Wala Wala Cafe Bar Pte Ltd  
Waylion Advisory and Consulting Pte Ltd

### \$3,000 and above

Institute of Southeast Asian Studies  
New Creation Church  
Procter & Gamble Pte Ltd

### \$1,000 and above

Brandtology Pte Ltd  
Bridgestone Tyre Sales Singapore Pte Ltd  
Byteworks International Pte Ltd  
Consortium 168 Architects Pte Ltd  
Deloitte & Touche Financial Advisory Services Pte Ltd  
Evar Air-Conditioning & Engineering Pte Ltd

Furmat Construction Pte Ltd  
Ho Bee Foundation  
Hong Kiat Construction Pte Ltd  
Intellectual Ventures Asia Pte Ltd  
International Y's Men's Club of Singapore  
Jntec Aluminium & Glass Construction Pte Ltd  
Kim Seng Heng Engineering Construction (Pte) Ltd  
Lourve Design Associates Pte Ltd  
Lubrizol Southeast Asia (Pte) Ltd  
MACS-UIB Insurance Brokers Pte Ltd  
Master Clean Facility Services Pte Ltd  
MediaCorp Pte Ltd  
Nakano Singapore (Pte) Ltd  
NEC Asia Pacific Pte Ltd  
Seah Construction Pte Ltd  
Toyochem Ink Pte Ltd  
Travelgolf & Leisure Services Pte Ltd  
Tyrepac Pte Ltd

### \$500 and above

Koyo Engineering (SEA) Pte Ltd  
Kreston David & Yeung Co PAC  
National Volunteer & Philanthropy Centre  
Portek International Limited  
XID Technologies Pte Ltd

### \$100 and above

AEGIS Insurance Services Pte Ltd  
Candy Stand Pte Ltd  
Church of the True Light  
Cobb & Services Pte Ltd  
Davis Langdon & Seah Singapore Pte Ltd  
Diving Training Centre  
Essential Trusts Pte Ltd  
Fuji Xerox Singapore Pte Ltd  
Informa Global Markets (Singapore) Pte Ltd  
iPic Security and Investigations Pte Ltd  
KT Digital Imaging Pte Ltd  
Sashi Kala Devi Associates  
Singapore Human Resources Institute  
Singapore Precision Industries Pte Ltd  
Sprinkler Fire Systems Pte Ltd  
The American School Trust Ltd  
United Premas Limited  
XJ Digital International Pte Ltd  
Yan Link Foods Industries

## Individual Donors

### \$10,000 and above

Boey Siew Kin  
Chew Kwee San  
Eric Teng Heng Chew  
Goh Yew Lin  
Ivy Singh  
Khoo Boon Hui

Loh Boon Chye  
Wang Gee Hock  
Wong Fong Fui

### \$5,000 and above

Clifton Tan Tiong Jin  
Ivan Chan Lui Ming  
Lee Lung Nien  
Leong Kwong Wing  
Magdalene Sik Swee Hiang  
Peter Tay Yew Beng  
Tracey Oh Kim Hong

### \$3,000 and above

Chan Swee Chin  
Christopher Lock  
Lee Liat Cheng  
Leslie Wong Kin Wah  
Soh Gim Teik  
Tan Tuan Hong  
Teo Zi-Ming

### \$1,000 and above

Albert Ching Liang Heng  
Alfred Lee Hood Yew  
Anthony Teo  
Chen Woei Fen  
Chia Pee Boon  
Edmund Ng  
Esther Tay Yan Peng  
Foo Say Mui  
Gordon Hargreave  
Ho Tian Yee  
Ivan Choo Chee Hoe  
Jimmy Beng Kian Siew  
Jimmy Goh Cheng Bee  
Joseph Lau Tse Kit  
Lawrence Lua Gek Pong  
Lee Kut Cheung  
Lim Choon Hong  
Ng Kee Thiam  
Ng Saing Leong  
Ooi Boon Hoe  
Packiam Ammal Williams  
Penny Lee Yoke Sim  
Richard Ong Chin Chye  
Robert Chen  
Ronald Ong Whatt Soon  
Samuel Chan Wei Mun  
Serene Ng Li Ching  
Stephen Loh Sur Yong  
Tan Geck Neo  
Tan Gee Paw  
Tan Thuan Hor  
Tay Eng Hoe  
Tay Puan Siong  
Teo Eng Cheong  
Teo Miang Yeow  
Woon Toon Jin

### \$500 and above

Alvin Lim Hwee Hong  
Alvin Tay  
Chris Tan Teck Hock  
Chun Wai Kok  
Cindy Yeo  
Colin Chen Yee Seng  
Cynthia Ho Shan Leung  
Goh Tiong Ean  
Grace Cheo  
James Tan Jin Woo  
Kelvin Low  
Koh Chee Hiang  
Koh Tuan Yew  
Larry Tan Weng Wah  
Lee Chee Peng  
Leong Wai See  
Loh Aik Kian  
Mary Ho Yat Eng  
Ong Eng Tong  
Poon Fook Kuan  
Simon Phua Kheng Jin  
Simpson Tan Xuan Xin  
Tan Sze Wee  
Wee Tiang Kong  
Wong Chiang Yin

### \$200 and above

Andrew Low Thian Khye  
April Chin Siew Ling  
Catherine Tang Sheng Lin  
Cheng Kenneth Ngui  
Christine Wong  
Chua Chin Guan  
Chua Lay Cheng  
Eugene Aw Yong  
Fong Kung Sup  
Foo See Chin  
Goh Chee Kong  
Ivan Chua Boon Chwee  
John Goh Khee Guan  
Lena Soh  
Lim Bee San  
Lim Hock Sheng  
Lim Sok Kung  
Lynette Yeo Kin Lyn  
Moh Swee Cheong  
Ng Foong Ming  
Ng Kock Leong  
Ng Yew Tong  
Ong Chong Wei  
Ong Teong Hoon  
Pierre Habib  
Robert Loh Choo Kiat  
Sim Guan Seng  
Susan Chua Chay Koon  
Tan Hong Kuan  
Tan Yi Liang  
Teng Thian Yiak  
Thiris Arfan Lie

Victor Koh  
Victor Poh  
Wen Hong Ming  
Yam Kok Hong

### **\$100 and above**

Aileen Li Bao Hui  
Aileen Soh  
Alice Yong  
Andrew Leo Cheang Sen  
Chai Wong Yin  
Cheng Su Chen  
Chia Sheh Meng  
Chin Kor Yee  
Ee Kuo Ren  
Gratina Chiang Beng Suat  
Gu Lele  
Guy Mak Kum Fah  
Ha Wai Kay  
Helen Tan Toh Keng  
Jennifer Yin Ling  
Jimmy Cheok Soo Beng  
Joanne Wong  
Joey Su Hui Zhu  
Joy Khoo Sze Hui  
Judith Lee Eng Keow  
Khoo Siew Chiung  
Kiew Kuay Seow  
Lam Zhao Yang  
Laurence Lien Tsung Chern  
Leonard Jude Liew Khien  
Lim Xiao Rui  
Loh Chay Hiah  
Loh E Chung  
Lucy Lim  
Mark Ong Kong Hwee  
Mildred Sim Beng Meng  
Morgan Zhou You Qin  
Naomi Tan  
Ng Seo Hong  
Norman  
Oh Shao Wei  
Ong Lay Khim  
Raymond Huang  
Raymond Lim  
Ruvini Ariyaratne  
Seah Wong Chi  
Tan Hua Chiow  
Tan Kok Ann  
Tara Tan Siew Leng  
Won Seak Chin  
Wong Wui Choy  
Yan Jihong

### **\$50 and above**

Adrian Mazenauer  
Agnes Yap Wei Ling  
Alex Chang  
Angeline Tan  
Ben Lai  
Chan Chuen Tuck  
Chancy Lim Chenxi  
Chia Boon Beng  
Chia Ee Toh

Chia Wai Peng  
Chia Wee Gek  
Chng Sook Hwee  
Chong Wee Leong  
Christopher Cheng  
Christopher Wang  
Christopher Yeow Shih Shin  
Claris Oon  
Daniel Tan Yong Tai  
Derrick Tan Yeow Liang  
Devi Christina Kierniawan  
Eddie Chew Kong Ming  
Elsie Kwow Ah Fong  
Ervina  
Foo Choon Yong  
Freddie Lee  
Gan Kim Kek  
Geetha  
Gerald Lim Buan Siang  
Glady Foo Soon Yee  
Goh Hui Miang  
Gracie Ngoi  
Helena Schalenbourg  
Ingrid Arfan Lie  
Ivy Ang Fang Ling  
James Ji Jiayu  
Jean Chai  
Jessica Ker  
Jimmy Gan Hock Huat  
Joanne Lee Kym Mun  
John Yeo  
Josephine Lim  
Joy Alfreds  
Joy Yu Chia Er  
Kelly Ooi  
Kelvin Chua  
Khor Eng Wee  
Kisahwan Tan  
Koh Juay Meng  
Lee Kean Guan  
Lee Swee Keyew  
Lim Eng Heng  
Lim Kim Hai  
Lim Poh Geok  
Lim Teck Heng  
Mahendran M  
Mariani Tjhin  
Marjorie Regalado  
Maung Tun Tauk Phyo  
Michael Kitara Tay  
Nicholas Chua  
Ong Soon Lian  
Peter Cheong  
Poh Wee Long  
Raymond Sim Hock Kee  
Richard Lee  
Roger Lim Kay Heng  
Roxanne  
Ryan Chua Rui En  
Samantha Ang  
Samuel Tay  
Sathish Babu  
Seit Wen Wei

Sharon Teo  
Solomon Lee Kum Chuin  
Stanly Hadi Daniharja  
Steven Kee Siew Hoong  
Tan Jia Kien  
Tan Kee Eng  
Tan Shu Ling  
Tan Yan Xi  
Teo Beng Lay  
Teo Chor Kheng  
Teo Meng Hwa  
Wong Tuan Liew  
Yan Oi Leng  
Yang Ming Zhu  
Yeo Zheng Lin

### **Corporate Donors-In-Kind**

AET Engineering Pte Ltd  
Amara Sanctuary Resort Sentosa  
Asiapac Books Pte Ltd  
AT Reservation Network Pte Ltd  
Auric Pacific Marketing  
Axxel Marketing  
Ayuthaya Spa  
Baker's Heaven  
Batam View Beach Resort  
Bishan Home for Intellectually Disabled  
Brewer's Coffee Pte Ltd  
Bridgestone  
British Council  
Byteworks International Pte Ltd  
Canon Singapore Pte Ltd  
Cheers Holdings Pte Ltd  
Citibank N.A. Singapore  
City Golf Holdings Pte Ltd  
Concorde Hotel Singapore  
Creative Technology Ltd  
Crystal Time (S) Pte Ltd  
Cybersecurity Technologies Pte Ltd  
DTEM Pte Ltd  
Estee Lauder Cosmetics Pte Ltd  
F&N Foods Pte Ltd  
Fraser's Hospitality  
Gasmart Pte Ltd  
General Mills Sales Singapore Pte Ltd  
Goh Joo Hin Pte Ltd  
Goldlion Enterprise (Singapore) Pte Ltd  
Golf Digest  
Grand Copthorne Waterfront Singapore  
Grand Hyatt Singapore  
Holiday Inn Atrium Singapore  
Institute of Southeast Asian Studies  
Jurong Christian Church  
Lenovo  
L'Oreal Singapore Pte Ltd  
Luxasia Pte Ltd  
MACS-UIB Insurance Brokers Pte Ltd  
Mandarin Orchard Singapore  
Marina Bay Sands Pte Ltd  
Master Clean Facility Services Pte Ltd  
McDonald's Singapore

Motor Image Enterprises Pte Ltd  
Munchy Moo  
Naili Printing Industry  
National Council of Social Service  
Nestle Singapore (Pte) Ltd  
NTUC Fairprice Co-operative Limited  
OSIM  
Ozing  
Panpac Education Pte Ltd  
Pao Xiang Bah Kut Teh  
Park Hotel Group  
Pest Busters Pte Ltd  
Public Utilities Board  
Quantum Reservation Pte Ltd  
Quintessentially Singapore  
Rendezvous Hotel Singapore  
Royal Selangor International  
Shangri-La Hotel, Singapore  
Singapore Airlines  
SPH Magazines Pte Ltd  
Subway  
Tai Hua Food Industries Pte Ltd  
Tan Meng Yew Electric Co  
TaylorMade-adidas Golf  
Teba Engineering and Enterprise  
The Boys' Brigade 26<sup>th</sup>  
Singapore Company  
The Boys' Brigade 28<sup>th</sup>  
Singapore Company  
Times Publishing Limited  
Transview Holdings Limited  
Tuck Lee Ice Pte Ltd  
Wan Yang Health Product & Foot  
Reflexology Centre  
World Golfers Championship Singapore  
Xi Yan Singapore  
Y Café  
Yakult Singapore Pte Ltd  
Yung Shung Printrade Pte Ltd  
Zone X Leisure Pte Ltd

### **Individual Donors-In-Kind**

Dennis Lee Poh Wah  
Eric Feng  
Ernest Chen Hai Siang  
Esther Tay Yen Peng  
Jim Ang  
Kisahwan Tan  
Lee Khoon Choy  
Leslie Wong Kin Wah  
Peter Sim Swee Yam  
Ruth Wong Kan Seng  
Stephen Loh Sur Yong  
Steven Chia Oon Seet  
Tan Eng Beng  
Tay Puan Siong  
Teo Zi-Ming

# Corporate Governance Report

YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

## 1. Board Governance

The Association is governed by a volunteer Board of Directors (“BOD”) whose members are elected according to the Association’s constitution.

The BOD comprises the President, Vice President, Treasurer and other elected Board Members. The General Secretary (paid staff) is the executive officer of the Board without power to vote. The BOD sets the overall direction of the Association, is responsible for the promotion of the Policy and Programme of the Association and ensures that the Association’s principles and values are adhered to.

A directorship term is 4 years. 4 members of the BOD retire annually by rotation but remain eligible for re-election, subject to a maximum of 2 terms of 4 consecutive years each. Such persons are eligible for re-election as a Director only after a lapse of at least 1 year.

Members of the BOD have participated in self-evaluation surveys to assess their performance and effectiveness in leading the Association.

### Office Bearers

At the first meeting of the BOD held after the Annual General Meeting, a President, a Vice President and Treasurer of the Association are elected from among members of the BOD for a period of one year or until their successors are elected. The elected Treasurer does not hold office for more than 4 consecutive terms and such person is only be eligible for re-election as Treasurer after a lapse of at least 1 year.

### Executive Committee

The Executive Committee (“ExCo”) comprises the President, Vice President, Treasurer and at least one other Director. It has executive powers to administer the affairs of the Association in accordance with its Constitution, Rules and Regulations and the Board’s policy and provides guidance and oversight to the Management on the operations of the Association. These include the setting of policies on operational matters and approval of expenditures within the financial limits provided in the Chart of Authority Manual (“COA Manual”). ExCo keeps the BOD fully apprised of the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

ExCo is also the Staff Committee of the Association and oversees Human Resource policies and matters concerning the staff, including staff remunerations.

### Audit Committee

The Audit Committee is appointed by the BOD to assist the BOD in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process and monitoring compliance with laws and regulations and the code of conduct.

The Audit Committee is guided by the Audit Committee Charter in its roles and responsibilities.

Since 2007, a full time Internal Auditor was appointed to assist the Audit Committee in carrying out its roles and responsibilities.

### Nominations Committee

The Nominations Committee’s activities are guided by the Association’s Constitution and its purpose is to make recommendation to the Board regarding the composition of the BOD.

The Nominations Committee recommends to the BOD the candidates to the Board, candidates to be elected to Offices and Board members to serve on the Audit Committee.

## 2. Conflicts of Interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.

Board members do not vote or participate in decision-making on matters where they have a conflict of interest.

### 3. Strategic Planning

The BOD reviews and approves the mission of the Association. The mission is documented and communicated to the members of the Association as well as members of the public through various communication channels including the annual report and the Association's website.

The BOD also reviews and approves strategic plans for the Association to ensure that the programmes conducted are in line with the Association's objectives.

### 4. Human Resource Management

The BOD approves documented human resource policies for staff. There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts.

### 5. Financial Management and Controls

The BOD ensures that internal control systems for financial matters are in place with documented procedures. The BOD also reviews and enhances monitoring on controls, processes, key programmes and events.

The BOD reviews and approves an annual budget for the Association's plans and regularly monitors financial performance.

The financial statements of the Association are drawn up in accordance with the Statement of Recommended Accounting Practice and Singapore Financial Reporting Standards.

The Association discloses its reserves policy in its annual report.

#### Whistle Blowing Policy

The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where corruption, acts of fraud, theft/misuse of the Association's properties, assets or resources, breach of laws etc. may be suspected.

#### Reserves Policy

YMCA targets for an optimum of three years of operating reserves from surpluses generated through our social enterprises. These reserves will be the source of funding to ensure that our beneficiaries and the needy in the community will still be helped even when donations dry up or the economy is at a downturn, creating sustainability and continuity to the programmes that we have been running. As at the end of 2011, our ratio of reserves to annual operating expenditure stands at 2.192 years.

The restricted funds set up by the YMCA and their purposes are as follows:

- I. Building Asset Capitalisation Reserve was set up to match amounts on capital projects undertaken with past funds designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects.
- II. Disaster Relief Fund was set up for the purpose of supporting the major volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka.
- III. Proyouth Village Fund was set up for the purpose of road repair in Proyouth Village in Siem Reap, Cambodia.
- IV. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund was set up to fund tertiary education for overseas needy students.

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Auditor's Report, Notes to the Financial Statements No. 8 'Other Funds' on page 60. YMCA has also designated a percentage of its annual surpluses from our social enterprises for asset renewal as our capital replacement fund. This allows the Association to focus our fundraising efforts to sustain its programmes.

#### Investment Committee

The Investment Committee is governed by the Investment Charter and the Investment Policy which are periodically reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association's funds in generating higher returns in the long run within a reasonable amount of risk.

## 6. Disclosure and Transparency

The Association makes available to its members and stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members, Advisory Council members and members of the management team.

No Board member receives any remuneration as members of the BOD are all volunteers.

No staff is involved in setting his or her own remuneration. Staff remuneration is subject to remuneration guidelines approved by the BOD.

The Association discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000, or states the fact that none of its top three highest paid staff receives more than \$100,000.

Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

## 7. Fundraising Practices

The Association has established internal guidelines on fundraising that are adhered to for all fundraising events. These guidelines adopted from the best practices set out by the National Council of Social Services and the Charity Council.

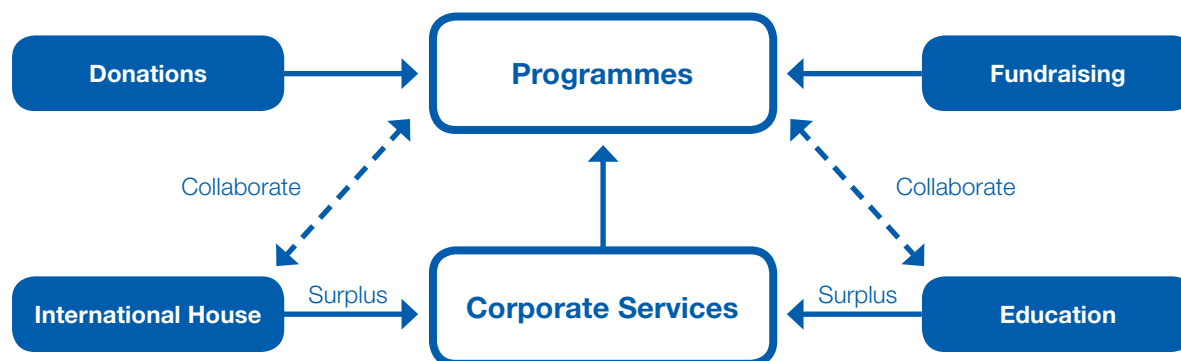
The policy for fundraising calls for it to be conducted for community programmes and not for general purposes. Each donation received, if not already designated to a community programme by the donor will be so designated by the ExCo. None of the funds raised will be used for general purposes of YMCA.

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

The funds raised are for supporting YMCA Community Service Programmes, YMCA Project Bridge and YMCA-Lim Kim San Volunteers Programme.

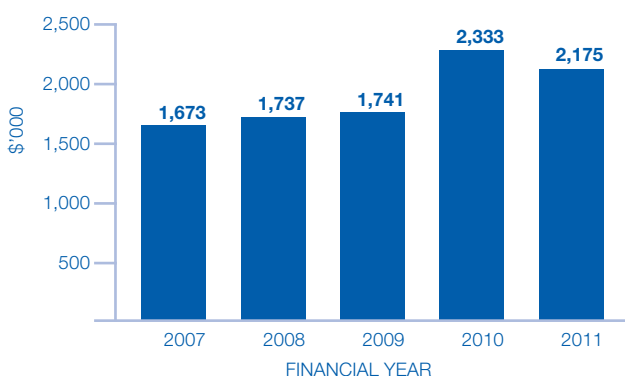
The operating surpluses of its social enterprises in Hostel and Education and the support of its regular donors and fund raising has allowed YMCA to adopt a two-prong approach to achieve its financial stability.

### Two-Prong Approach for Financial Stability

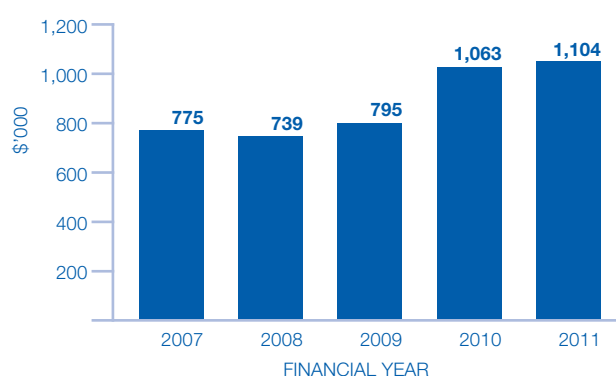


Our social enterprises, and donations and fund raising have showed a steady growth over the past five years (except for a dip in Donation and Fund Raising in 2008), allowing YMCA to expand and provide new programmes to meet the evolving needs of the community, as well as sustaining current programmes to provide a lasting impact on our beneficiaries and volunteers.

### Net Surpluses of Social Enterprises



### Net Surpluses of Donation and Fund Raising





# *Audited Financial Statements*

## *And Other Financial Information For The Year Ended 31 December 2011*

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## **STATEMENT BY BOARD OF DIRECTORS**

In the opinion of the Board of Directors, the consolidated financial statements of Young Men's Christian Association of Singapore (the "Association") and its subsidiary (collectively, the "Group") and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association as set out on pages 41 to 67 are properly drawn up so as to give a true and fair view of the state of affairs of the Group and of the Association as at 31 December 2011, and the financial activities, changes in general and specific funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.

On behalf of the Board of Directors,



**STEPHEN LOH SUR YONG**  
President

Singapore, 20 March 2012



**CHEW KWEE SAN**  
Treasurer

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YOUNG MEN'S CHRISTIAN ASSOCIATION OF SINGAPORE

## REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Young Men's Christian Association of Singapore (the "Association") and its subsidiary (the "Group"), which comprise the balance sheets of the Group and of the Association as at 31 December 2011, and the statements of financial activities, statements of changes in general and specific funds of the Group and of the Association and the consolidated statement of cash flows of the Group for the financial year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 41 to 67.

### Management's Responsibilities for the Financial Statements

The management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311, Statement of Recommended Accounting Practice ("RAP 6") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair statements of financial activities and balance sheets and to maintain accountability of assets.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association are properly drawn up in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311, Statement of Recommended Accounting Practice ("RAP 6") and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Group and of the Association as at 31 December 2011 and the financial activities, changes in general and specific funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

### In our opinion:

- a) the accounting and other records required by the above regulations to be kept by the Association and its subsidiary incorporated in Singapore of which we are the auditors have been properly kept in accordance with those regulations; and
- b) the fund-raising appeals held during the financial year have been carried out in accordance with regulation 6 of the Charities (Fund-raising appeals) Regulations 2007 issued under the Charities Act, Cap. 37 and proper accounts and other records have been kept of the fund-raising appeals.

During the course of our audit, nothing has come to our attention that causes us to believe that:

- a) the total fund-raising expenses of the Association exceeded 30% of the total gross receipts from fund-raising; and
- b) the donation monies received have not been used in accordance with the Association's objectives.

### KRESTON DAVID YEUNG PAC

Public Accountants and Certified Public Accountants

Singapore, 20 March 2012

## BALANCE SHEETS

As at 31 December 2011

	Note	GROUP		ASSOCIATION	
		2011 S\$	2010 S\$	2011 S\$	2010 S\$
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	10,132,376	10,151,494	10,131,597	10,151,494
Available-for-sale financial assets	4	6,427,948	3,297,243	6,427,948	3,297,243
<b>Total non-current assets</b>		16,560,324	13,448,737	16,559,545	13,448,737
<b>Current assets</b>					
Inventories, cost		6,933	4,999	6,933	4,999
Receivables	5	597,936	582,707	527,515	557,407
Prepayments		45,644	64,460	43,069	61,315
Deposits		20,015	39,242	15,982	39,242
Fixed deposits	6	4,835,154	2,334,378	4,835,154	2,334,378
Cash and bank balances	7	3,170,947	6,723,378	1,900,059	6,382,105
<b>Total current assets</b>		8,676,629	9,749,164	7,328,712	9,379,446
<b>TOTAL ASSETS</b>		<b>25,236,953</b>	<b>23,197,901</b>	<b>23,888,257</b>	<b>22,828,183</b>
<b>FUNDS AND LIABILITIES</b>					
<b>Funds</b>					
<b>Unrestricted funds</b>					
Accumulated Fund		13,711,068	12,777,492	13,711,898	12,806,245
Capital Replacement Fund		775,704	629,417	775,704	629,417
Fair Value Reserve		(499,676)	(29,574)	(499,676)	(29,574)
Other Funds	8	1,518,157	1,315,240	1,518,157	1,315,240
<b>Restricted funds</b>					
Building Asset Capitalisation Reserve		5,562,867	5,140,260	5,562,867	5,140,260
Other Funds	8	204,398	282,719	204,398	282,719
Club Accounts	9	3,850	4,547	3,850	4,547
<b>Total funds</b>		21,276,368	20,120,101	21,277,198	20,148,854
<b>Current liabilities</b>					
Payables and accruals	10	3,953,016	3,077,800	2,551,577	2,110,525
Amount due to a subsidiary	11	–	–	59,482	568,804
Provision for taxation		7,569	–	–	–
<b>Total liabilities</b>		3,960,585	3,077,800	2,611,059	2,679,329
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>25,236,953</b>	<b>23,197,901</b>	<b>23,888,257</b>	<b>22,828,183</b>

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.

## STATEMENTS OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2011

		Unrestricted Funds	Restricted Funds	2011 Total	2010 Total
	Note	S\$	S\$	S\$	S\$
<b>GROUP</b>					
<b>Incoming resources</b>					
<b>Incoming resources from generated funds</b>					
<i>Voluntary income</i>					
Donations		502,783	–	502,783	459,450
<i>Activities for generating funds</i>					
Child care and student care		3,377,888	–	3,377,888	3,108,526
Education		–	–	–	1,771,875
YMCA Education Centre Limited		3,590,163	–	3,590,163	751,573
International house		6,375,880	–	6,375,880	5,739,904
Lifestyle programmes - fitness & dance		456,920	–	456,920	535,287
Lifestyle programmes - outdoors & adventure		426,302	–	426,302	562,913
Membership and corporate communication		157,895	–	157,895	90,578
Fund raising events		634,429	–	634,429	735,101
Other income	12	450,932	–	450,932	291,692
Amortisation of Building Asset Capitalisation Reserve		696,946	–	696,946	454,823
		16,670,138	–	16,670,138	14,501,722
<i>Investment income</i>					
Interest and dividend income		274,197	–	274,197	148,953
		16,944,335	–	16,944,335	14,650,675
<b>Incoming resources from charitable activities</b>					
Community services *		396,887	–	396,887	224,860
International programmes		1,474,319	–	1,474,319	1,184,494
Lifestyle programmes – performing arts		–	–	–	920
		1,871,206	–	1,871,206	1,410,274
<b>TOTAL INCOMING RESOURCES</b>		18,815,541	–	18,815,541	16,060,949
<b>Less: Resources expended</b>					
<b>Costs of generating funds</b>					
Child care and student care		2,940,000	–	2,940,000	2,564,207
Education		–	–	–	1,264,102
YMCA Education Centre Limited		1,806,979	–	1,806,979	780,326
International house		4,960,607	–	4,960,607	4,430,631
Lifestyle programmes – fitness & dance		570,592	–	570,592	519,098
Lifestyle programmes – outdoors & adventure		445,418	–	445,418	549,203
Membership and corporate communication		429,190	–	429,190	386,703
Fund raising events		222,860	–	222,860	131,172
Other operating expenses		1,871,316	–	1,871,316	581,305
		13,246,962	–	13,246,962	11,206,747
<b>Resources expended on charitable activities</b>					
Community services *		1,541,646	–	1,541,646	1,313,832
International programmes		1,461,395	–	1,461,395	1,146,078
Lifestyle programmes – performing arts		58,140	–	58,140	91,591
		3,061,181	–	3,061,181	2,551,501
<b>Governance costs</b>		90,792	–	90,792	95,778
<b>TOTAL RESOURCES EXPENDED</b>	13	16,398,935	–	16,398,935	13,854,026
Net incoming resources before other recognised gains/(losses)		2,416,606	–	2,416,606	2,206,923
<b>Add/(less): Other recognised gains/(losses)</b>					
Gain/(Loss) on disposal of property, plant and equipment		31	–	31	325
Loss on disposal of available-for-sale financial assets		(6,735)	–	(6,735)	(19,668)
		(6,704)	–	(6,704)	(19,343)
Net movement in funds		2,409,902	–	2,409,902	2,187,580
<b>Less: Taxation</b>	15	(7,569)	–	(7,569)	–
Net movement in funds after taxation		2,402,333	–	2,402,333	2,187,580
Fund balances at beginning of the year		14,692,575	5,427,526	20,120,101	18,074,949
Net movement in specific funds	Page 44	(1,589,655)	343,589	(1,246,066)	(142,428)
<b>Fund balances at end of the year</b>		<b>15,505,253</b>	<b>5,771,115</b>	<b>21,276,368</b>	<b>20,120,101</b>

\* Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge, YMCA FACES (Financial Assistance and Capability for Employment Scheme), YMCA-Lim Kim San Volunteers Programme, and YMCA Youth Development Programmes.

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.

# STATEMENTS OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2011

					ASSOCIATION	
		Unrestricted Funds	Restricted Funds	2011 Total	2010 Total	
		S\$	S\$	S\$	S\$	
Note						
<b>Incoming resources</b>						
<b>Incoming resources from generated funds</b>						
<i>Voluntary income</i>						
	Donations	741,941	–	741,941	459,450	
<i>Activities for generating funds</i>						
	Child care and student care	3,377,888	–	3,377,888	3,108,526	
	Education	–	–	–	1,771,875	
	International house	6,424,770	–	6,424,770	5,739,904	
	Lifestyle programmes - fitness & dance	456,920	–	456,920	535,287	
	Lifestyle programmes - outdoors & adventure	426,302	–	426,302	562,913	
	Membership and corporate communication	157,895	–	157,895	90,578	
	Fund raising events	634,429	–	634,429	735,101	
	Other income	12 1,911,949	–	1,911,949	291,692	
	Amortisation of Building Asset Capitalisation Reserve	696,946	–	696,946	454,823	
		14,829,040	–	14,829,040	13,750,149	
<i>Investment income</i>						
	Interest and dividend income	272,824	–	272,824	148,953	
		15,101,864	–	15,101,864	13,899,102	
<b>Incoming resources from charitable activities</b>						
	Community services *	396,887	–	396,887	224,860	
	International programmes	1,474,319	–	1,474,319	1,184,494	
	Lifestyle programmes – performing arts	–	–	–	920	
		1,871,206	–	1,871,206	1,410,274	
<b>TOTAL INCOMING RESOURCES</b>		16,973,070	–	16,973,070	15,309,376	
<b>Less: Resources expended</b>						
<b>Costs of generating funds</b>						
	Child care and student care	2,940,000	–	2,940,000	2,564,207	
	Education	–	–	–	1,264,102	
	International house	4,960,607	–	4,960,607	4,430,631	
	Lifestyle programmes – fitness & dance	570,592	–	570,592	519,098	
	Lifestyle programmes – outdoors & adventure	445,418	–	445,418	549,203	
	Membership and corporate communication	429,190	–	429,190	386,703	
	Fund raising events	222,860	–	222,860	131,172	
	Other operating expenses	1,871,316	–	1,871,316	581,305	
		11,439,983	–	11,439,983	10,426,421	
<b>Resources expended on charitable activities</b>						
	Community services *	1,541,646	–	1,541,646	1,313,832	
	International programmes	1,461,395	–	1,461,395	1,146,078	
	Lifestyle programmes – performing arts	58,140	–	58,140	91,591	
		3,061,181	–	3,061,181	2,551,501	
<b>Governance costs</b>		90,792	–	90,792	95,778	
<b>TOTAL RESOURCES EXPENDED</b>		13 14,591,956	–	14,591,956	13,073,700	
Net incoming resources before other recognised gains/(losses)		2,381,114	–	2,381,114	2,235,676	
<b>Add/(less): Other recognised gains/(losses)</b>						
	Gain/(Loss) on disposal of property, plant and equipment	31	–	31	325	
	Loss on disposal of available-for-sale financial assets	(6,735)	–	(6,735)	(19,668)	
		(6,704)	–	(6,704)	(19,343)	
Net movement in funds		2,374,410	–	2,374,410	2,216,333	
Fund balances at beginning of the year		14,721,328	5,427,526	20,148,854	18,074,949	
	Net movement in specific funds	Page 45 (1,589,655)	343,589	(1,246,066)	(142,428)	
<b>Fund balances at end of the year</b>		<b>15,506,083</b>	<b>5,771,115</b>	<b>21,277,198</b>	<b>20,148,854</b>	

\* Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge, YMCA FACES (Financial Assistance and Capability for Employment Scheme), YMCA-Lim Kim San Volunteers Programme, and YMCA Youth Development Programmes.

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.

## STATEMENTS OF CHANGES IN GENERAL AND SPECIFIC FUNDS

For the financial year ended 31 December 2011

	GROUP						
	Accumulated Fund	Capital Replacement Fund	Fair Value Reserve	Building Asset Capitalisation Reserve	Other Funds	Club Accounts	Total
	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Balance at 01.01.2010	12,091,695	172,315	(180,115)	4,884,803	1,107,029	(778)	18,074,949
Net surplus for the year							
– Unrestricted funds	1,853,179	–	–	–	334,401	–	2,187,580
– Restricted funds	–	–	–	–	156,529	5,325	161,854
Net fair value gains on available-for-sale financial assets recognised directly in fund	–	–	120,639	–	–	–	120,639
Reversal of net fair value loss on available-for-sale financial assets realised	–	–	29,902	–	–	–	29,902
Transfers during the year	(1,167,382)	457,102	–	710,280	–	–	–
Amortisation of Building Asset Capitalisation Reserve	–	–	–	(454,823)	–	–	(454,823)
<b>Balance at 31.12.2010</b>	<b>12,777,492</b>	<b>629,417</b>	<b>(29,574)</b>	<b>5,140,260</b>	<b>1,597,959</b>	<b>4,547</b>	<b>20,120,101</b>
Balance at 01.01.2011	12,777,492	629,417	(29,574)	5,140,260	1,597,959	4,547	20,120,101
Net surplus/(deficit) for the year							
– Unrestricted funds	2,199,416	–	–	–	202,917	–	2,402,333
– Restricted funds	–	–	–	–	(78,321)*	(697)*	(79,018)
Net fair value gains on available-for-sale financial assets recognised directly in fund	–	–	(480,502)#	–	–	–	(480,502)
Reversal of net fair value loss on available-for-sale financial assets realised	–	–	10,400#	–	–	–	10,400
Transfers during the year	(1,265,840)#	146,287#	–	1,119,553*	–	–	–
Amortisation of Building Asset Capitalisation Reserve	–	–	–	(696,946)*	–	–	(696,946)
<b>Balance at 31.12.2011</b>	<b>13,711,068</b>	<b>775,704</b>	<b>(499,676)</b>	<b>5,562,867</b>	<b>1,722,555</b>	<b>3,850</b>	<b>21,276,368</b>

Note 8

Note 9

# Net movement in Unrestricted Funds (S\$1,589,655)

\* Net movement in Restricted Funds S\$343,589

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.

## STATEMENTS OF CHANGES IN GENERAL AND SPECIFIC FUNDS For the financial year ended 31 December 2011

ASSOCIATION							
	Accumulated Fund	Capital Replacement Fund	Fair Value Reserve	Building Asset Capitalisation Reserve	Other Funds	Club Accounts	Total
	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Balance at 01.01.2010	12,091,695	172,315	(180,115)	4,884,803	1,107,029	(778)	18,074,949
Net surplus for the year							
– Unrestricted funds	1,881,932	–	–	–	334,401	–	2,216,333
– Restricted funds	–	–	–	–	156,529	5,325	161,854
Net fair value gains on available- for-sale financial assets recognised directly in fund	–	–	120,639	–	–	–	120,639
Reversal of net fair value loss on available-for-sale financial assets realised	–	–	29,902	–	–	–	29,902
Transfers during the year	(1,167,382)	457,102	–	710,280	–	–	–
Amortisation of Building Asset Capitalisation Reserve	–	–	–	(454,823)	–	–	(454,823)
<b>Balance at 31.12.2010</b>	<b>12,806,245</b>	<b>629,417</b>	<b>(29,574)</b>	<b>5,140,260</b>	<b>1,597,959</b>	<b>4,547</b>	<b>20,148,854</b>
Balance at 01.01.2011	12,806,245	629,417	(29,574)	5,140,260	1,597,959	4,547	20,148,854
Net surplus/(deficit) for the year							
– Unrestricted funds	2,171,493	–	–	–	202,917	–	2,374,410
– Restricted funds	–	–	–	–	(78,321)*	(697)*	(79,018)
Net fair value gains on available- for-sale financial assets recognised directly in fund	–	–	(480,502)#	–	–	–	(480,502)
Reversal of net fair value loss on available-for-sale financial assets realised	–	–	10,400#	–	–	–	10,400
Transfers during the year	(1,265,840)#	146,287#	–	1,119,553*	–	–	–
Amortisation of Building Asset Capitalisation Reserve	–	–	–	(696,946)*	–	–	(696,946)
<b>Balance at 31.12.2011</b>	<b>13,711,898</b>	<b>775,704</b>	<b>(499,676)</b>	<b>5,562,867</b>	<b>1,722,555</b>	<b>3,850</b>	<b>21,277,198</b>

Note 8

Note 9

# Net movement in Unrestricted Funds (S\$1,589,655)

\* Net movement in Restricted Funds S\$343,589

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS

### For the financial year ended 31 December 2011

	2011	2010
	S\$	S\$
<b>Cash flows from operating activities</b>		
Net surplus for the year	2,409,902	2,187,580
Adjustments for: –		
Depreciation of property, plant and equipment	1,592,160	1,391,967
Amortisation of Building Asset Capitalisation Reserve	(696,946)	(454,823)
Bad debts written off	6,658	2,735
Gain on disposal of property, plant and equipment	(31)	(325)
Loss on disposal of available-for-sale financial assets	6,735	19,668
Interest and dividend income	(274,197)	(148,953)
Dividend in specie	(25,300)	(8,677)
<b>Operating surplus before working capital changes</b>	<b>3,018,981</b>	<b>2,989,172</b>
Increase in inventories	(1,934)	(138)
Decrease in receivables, prepayments and deposits	35,519	105,218
Increase in payables and accruals	875,216	524,835
<b>Cash generated from operations</b>	<b>3,927,782</b>	<b>3,619,087</b>
Net cash generated from activities: -		
Other specific funds	(78,321)	156,529
Club activities	(697)	5,325
<b>Net cash generated from operating activities</b>	<b>3,848,764</b>	<b>3,780,941</b>
<b>Cash flows from investing activities</b>		
Proceeds from disposal of available-for-sale financial assets	510,515	319,423
Purchase of available-for-sale financial assets	(4,092,757)	(828,701)
Proceeds from disposal of property, plant and equipment	70	748
Purchase of property, plant and equipment	(1,645,762)	(1,178,026)
Fixed deposits subject to restriction	(4,000,000)	–
Grants received	72,681	48,499
Interest and dividend received	254,834	156,953
<b>Net cash used in investing activities</b>	<b>(8,900,419)</b>	<b>(1,481,104)</b>
<b>Cash flow from financing activity</b>		
Fixed deposits subject to restriction	(584,159)	–
<b>Net cash used in financing activity</b>	<b>(584,159)</b>	<b>–</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(5,635,814)</b>	<b>2,299,837</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>8,976,906</b>	<b>6,677,069</b>
<b>Cash and cash equivalents at end of year</b>	<b>3,341,092</b>	<b>8,976,906</b>
<b>Cash and cash equivalents comprise:–</b>		
Cash and bank balances	3,170,947	6,723,378
Fixed deposits	4,835,154	2,334,378
	8,006,101	9,057,756
Less: Fixed deposit subject to restriction	(4,665,009)	(80,850)
	<b>3,341,092</b>	<b>8,976,906</b>

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.



# NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1. GENERAL

Young Men's Christian Association of Singapore (the "Association") is registered in Singapore under the Societies Act and the Charities Act. The principal activities of the Association consist of community services, education and child care services, sports and recreation and running of an international house. The Association is a member of National Council of Social Service. The Association has been registered as an Institute of Public Character since 2001 valid to 30 June 2014.

The address of registered office and principal place of operation of the Association is at One Orchard Road, Singapore 238824.

The subsidiary, YMCA Education Centre Limited, was incorporated in the Republic of Singapore on 21 September 2010 under the Companies Act, Chapter 50 as a company limited by guarantee.

The principal activities of the subsidiary are the provision of non-higher and higher education programmes. The subsidiary has been registered under the Enhanced Registration Framework with Council for Private Education for a period of 4 years and is valid from 11 October 2010 to 10 October 2014. The subsidiary was also given the EduTrust award which is valid from 16 December 2011 to 15 December 2015.

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association are expressed in Singapore dollar.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### a) Basis of Preparation

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association have been prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the Statement of Recommended Accounting Practice ("RAP 6") and Singapore Financial Reporting Standards ("FRSs").

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for annual period beginning on or after 1 January 2011. The adoption of these new/revised FRSs and INT FRSs have no material effect on the financial statements.

### b) Significant Accounting Estimates and Judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's accounting policies, reported amounts of assets, liabilities, income and expense and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

The critical accounting estimates and assumptions used and areas involving a high degree of judgement are described below.

*Critical assumptions used and accounting estimates in applying accounting policies*

#### Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management estimated the useful lives of these property, plant and equipment to be within 3 to 50 years. Changes in the expected level of usage could impact the economic useful lives and the residual values, if any, of these assets, therefore future depreciation charges could be revised.

#### Income tax

Significant judgement is required in determining the estimation of the Group provision for income tax. The Group recognises liabilities for expected tax issues based on estimates of whether additional tax will be due. When the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

# NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### b) Significant Accounting Estimates and Judgements (continued)

#### *Critical judgements made in applying accounting policies*

In the process of applying the entity's accounting policies, management had made the following judgements that have the most significant effect on the amounts recognised in the financial statements.

#### Impairment of property, plant and equipment

The Group assesses annually whether property, plant and equipment have any indication of impairment in accordance with the accounting policy. The recoverable amounts of property, plant and equipment have been determined based on value-in-use calculations. These calculations require the use of judgement and estimates.

#### Impairment of available-for-sale investments

The Group reviews its debt securities classified as available-for-sale investments at end of each reporting period to assess whether they are impaired. The Group also records impairment charges on available-for-sale equity investments when there has been a significant or prolonged decline in the fair value below their cost. The determination of what is "significant" or "prolonged" requires judgement. In making this judgement, the Group evaluates, among other factors, historical share price movements and the duration and extent to which the fair value of an investment is less than its cost.

#### Allowance for credit losses

The Group makes allowances for credit losses based on assessment of the recoverability of trade and other receivables. Allowances are applied to trade and other receivables where events or changes in circumstances indicate that the balances may not be collectible. The identification of credit losses requires the use of judgement and estimates. Where the expected outcome is different from original estimate, such difference will impact carrying value of trade and other receivables and doubtful debt expenses in the period in which such estimate had been changed.

### c) Subsidiary

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

### d) Basis of Consolidation

#### *Pooling of interests method*

For business combinations outside the scope of FRS 103 i.e. business combination involving companies under common control, pooling of interests method is used.

Under merger accounting, the assets, liabilities, revenue, expenses and cash flows of all the entities within the Group are combined after making such adjustments as are necessary to achieve consistency of accounting policies. The comparative figures for the preceding financial years have been presented on similar basis. This manner of presentation reflects the economic substance of the combining companies, which are under common control throughout the relevant period, as a single economic enterprise, although the legal parent-subsidiary relationships were not established until after the acquisition date.

### e) Property, Plant and Equipment and Depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on a straight-line method so as to write off the cost of these assets over their estimated useful lives as follows: -

Leasehold land & building	2%
Plant and machinery	12.5%
Renovation	12.5% to 20%
Computer equipment	20% to 33.3%
Office equipment	20%
Furniture and fittings	20%
Computer software	33.3%

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### e) Property, Plant and Equipment and Depreciation (continued)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the assets is included in the statement of financial activities in the year the asset is derecognised.

#### f) Government Grants

A government grant is recognised when there is reasonable assurance that the conditions attaching to it will be complied with and the grant will be received.

Asset-related grants are deducted from the cost of acquisition of the asset to arrive at the carrying amount which is then depreciated in accordance with the accounting policy on property, plant and equipment and depreciation.

#### g) Inventories

Inventories comprising goods like souvenirs for resale, are stated at the lower of cost and net realisable value. Cost is determined on the specific identification basis.

#### h) Impairment of Non-Financial Assets

The Group assesses at the end of each reporting period whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses are recognised in the statement of financial activities in those expense categories consistent with the function of the impaired asset, except for assets that are previously revalued where the revaluation was taken to the asset revaluation reserve. In this case, the impairment is also recognised in the asset revaluation reserve up to the amount of any previous revaluation.

An assessment is made at the end of each reporting period as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of financial activities unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### i) Financial Assets

##### *Initial recognition and measurement*

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition. When financial assets are recognised initially, they are measured at fair value, plus, directly attributable transaction costs.

##### *Subsequent measurement*

The subsequent measurement of financial assets depends on their classification as follows:-

##### Loans and Receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of financial activities when the loans and receivables are derecognised or impaired, and through the amortisation process.

##### Available-for-sale financial assets

Available-for-sale financial assets include equity and debt securities. Equity investments classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial asset are recognised in the fair value reserve within fund, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in the statement of financial activities. The cumulative gain or loss previously recognised in fair value reserve fund is reclassified from fair value reserve to statement of financial activities as a reclassification adjustment when the financial asset is derecognised.

##### *Derecognition*

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in fair value reserve within fund is recognised in the statement of financial activities.

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the market place concerned.

#### j) Cash and Cash Equivalents

Cash and cash equivalents consist of cash in hand and at bank and fixed deposits net of fixed deposits subject to restriction which form part of the Group's cash management that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

#### k) Impairment of Financial Assets

The Group assesses at the end of each reporting period whether there is any objective evidence that a financial asset is impaired.

##### Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Group first assesses individually whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial asset with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

# NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

## 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### k) Impairment of Financial Assets (continued)

#### Financial assets carried at amortised cost (continued)

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the statement of financial activities.

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has incurred, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the statement of financial activities.

#### Available-for-sale financial assets

In the case of equity investments classified as available-for-sale, objective evidences of impairment include (i) significant financial difficulty of the issuer or obligor, (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its costs. 'Significant' is to be evaluated against the original cost of the investment and 'prolonged' against the period in which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its acquisition cost (net of any principal repayment and amortisation) and its current fair value, less any impairment loss previously recognised in the statement of financial activities, is transferred from fund and recognised in the statement of financial activities. Reversals of impairment losses in respect of equity instruments are not recognised in the statement of financial activities; increase in their fair value after impairment are recognised directly in fund.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the statement of financial activities. Future interest income continues to be accrued based on the reduced carrying amount of the asset and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income. If in a subsequent year, the fair value of a debt instrument increases and the increases can be objectively related to an event occurring after the impairment loss was recognised in the statement of financial activities, the impairment loss is reversed in the statement of financial activities.

### l) Funds

Unless specifically indicated, fund balances are not represented by any specific accounts, but are represented by all assets of the Group.

### m) Building Asset Capitalisation Reserve

Designated donations for the renovation/construction of the YMCA building are credited to the Building Asset Capitalisation Reserve. These amounts are recognised in the statement of financial activities over the period necessary to match the depreciation on the portion of the certification of the renovation/construction funded by such donations.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### n) Club Accounts

Club accounts are maintained for clubs involved in various activities. Income and expenditure of the clubs are taken directly to the club accounts.

#### o) Financial Liabilities

##### *Initial recognition and measurement*

Financial liabilities are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value, plus, directly attributable transaction costs.

##### *Subsequent measurement*

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of financial activities when the liabilities are derecognised, and through the amortisation process.

##### *Derecognition*

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of financial activities.

#### p) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

#### q) Contingencies

A contingent liability is:-

A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or A present obligation that arises from past events but is not recognised because:

- i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group.

#### r) Income Recognition

Income is recognised to the extent that it is probable that the economic benefits will flow to the Group and the income can be reliably measured, regardless of when the payment is made.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### r) Income Recognition (continued)

Income is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Group assesses its revenue arrangements to determine if it is acting as principal or agent. The Group has concluded that it is acting as a principal in all of its revenue arrangements.

Income is recognised on the following basis: -

- i) *Donations* – when money is received or pledged and collection is certain
- ii) *Education and Child and Student Care* – over the period of instruction and care given to the student and child
- iii) *Other services* – when services are rendered
- iv) *Interest* – using the effective interest method
- v) *Dividend* – when the Group's right to receive payment is established
- vi) *Rental* – on a straight-line basis over the lease terms

#### s) Employee Benefits

##### *Defined Contribution Plans*

The Group makes contribution to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions are recognised as an expense in the period in which the related service is performed.

##### *Employee Leave Entitlement*

Employee entitlement to annual leave is recognised when it accrues to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the balance sheet date.

#### t) Foreign Currency Transactions

##### *Functional and Presentation Currencies*

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates ("the functional currency"). The financial statements of the Group are presented in Singapore dollar, which is the functional currency of the Group.

##### *Transactions and Balances*

Transactions in foreign currencies are converted at rates closely approximating those ruling at transaction dates. Monetary assets and liabilities in foreign currencies are translated into Singapore dollar at rates of exchange ruling at the end of reporting period. Exchange differences arising from such transactions are taken to the statement of financial activities.

#### u) Leases

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased item, are classified as operating leases. Operating lease payments are recognised as an expense in the statement of financial activities on a straight-line basis over the lease term.

#### v) Income Taxes

##### Current tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in the statement of financial activities except to the extent that the tax relates to items directly in fund, in which case it is recognised in fund. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### v) Income Taxes (continued)

##### Deferred tax

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items recognised directly in fund, in which case it is recognised in fund. Deferred tax items are recognised in correlation to the underlying transaction directly in fund and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

#### w) Related Parties

A related party is defined as follows:-

- (a) A person or a close member of that person's family is related to the Group and Association if that person:
  - (i) Has control or joint control over the Association;
  - (ii) Has significant influence over the Association; or
  - (iii) Is a member of the key management personnel of the Group or Association or of a parent of the Association.
- (b) An entity is related to the Group and the Association if any of the following conditions applies:
  - (i) The entity and the Association are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
  - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
  - (iii) Both entities are joint ventures of the same third party.



## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### w) Related Parties (continued)

- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Association or an entity related to the Association. If the Association is itself such a plan, the sponsoring employers are also related to the Association.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

# NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

## 3. PROPERTY, PLANT AND EQUIPMENT

	Leasehold Land & Building		Plant and Machinery		Renovations		Computer Equipment		Office Equipment		Furniture & Fittings		Computer Software		Total	
	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
<b>Cost</b>																
At 01.01.2010	12,079,195	1,320,243	12,070,083	319,470	269,197	1,170,784	207,579	27,436,551								
Additions	-	69,316	856,749	37,736	93,536	101,324	19,365	1,178,026								
Grant received	-	-	(18,056)	(12,943)	-	-	(17,500)	(48,499)								
Disposals	-	(552)	-	-	-	(27,435)	-	(27,987)								
At 31.12.2010 and 01.01.2011	12,079,195	1,389,007	12,908,776	344,263	362,733	1,244,673	209,444	28,538,091								
Additions	-	9,022	1,121,139	98,860	206,180	203,011	7,550	1,645,762								
Grants received	-	-	(39,719)	(29,455)	(1,383)	(2,124)	-	(72,681)								
Disposals	-	-	(116)	-	-	-	-	(116)								
<b>At 31.12.2011</b>	<b>12,079,195</b>	<b>1,398,029</b>	<b>13,990,080</b>	<b>413,668</b>	<b>567,530</b>	<b>1,445,560</b>	<b>216,994</b>	<b>30,111,056</b>								
<b>Accumulated Depreciation</b>																
At 01.01.2010	6,034,827	1,253,944	8,138,142	261,144	124,562	1,012,789	196,786	17,022,194								
Depreciation for the year	241,584	18,205	980,170	37,053	49,984	58,828	6,143	1,391,967								
Disposals	-	(132)	-	-	-	(27,432)	-	(27,564)								
At 31.12.2010 and 01.01.2011	6,276,411	1,272,017	9,118,312	298,197	174,546	1,044,185	202,929	18,386,597								
Depreciation for the year	241,584	22,414	1,136,853	32,633	80,273	72,419	5,984	1,592,160								
Disposals	-	-	(77)	-	-	-	-	(77)								
<b>At 31.12.2011</b>	<b>6,517,995</b>	<b>1,294,431</b>	<b>10,255,088</b>	<b>330,830</b>	<b>254,819</b>	<b>1,116,604</b>	<b>208,913</b>	<b>19,978,680</b>								
<b>Net Book Value</b>																
At 31.12.2011	5,561,200	103,598	3,734,992	82,838	312,711	328,956	8,081	10,132,376								
At 31.12.2010	5,802,784	116,990	3,790,464	46,066	188,187	200,488	6,515	10,151,494								

The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.

# NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

## 3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	ASSOCIATION											
	Leasehold Land & Building					Plant and Machinery					Total	
	S\$	S\$	S\$	S\$	S\$	Renovations	Computer Equipment	Office Equipment	Furniture & Fittings	Computer Software		
<b>Cost</b>												
At 01.01.2010	12,079,195	1,320,243	12,079,195	12,070,083	319,470	269,197	1,170,784	207,579	27,436,551			
Additions	-	69,316	-	856,749	37,736	93,536	101,324	19,365	1,178,026			
Grant received	-	-	-	(18,056)	(12,943)	-	-	(17,500)	(48,499)			
Disposals	-	(552)	-	-	-	-	(27,435)	-	(27,987)			
At 31.12.2010 and 01.01.2011	12,079,195	1,389,007	12,908,776	13,990,080	413,668	567,530	1,444,710	216,994	30,110,206			
Additions	-	9,022	1,121,139	98,860	206,180	202,161	7,550	1,644,912				
Grants received	-	-	(39,719)	(29,455)	(1,383)	(2,124)	-	(72,681)				
Disposals	-	-	(116)	-	-	-	-	-	(116)			
<b>At 31.12.2011</b>	<b>12,079,195</b>	<b>1,398,029</b>	<b>13,990,080</b>	<b>413,668</b>	<b>567,530</b>	<b>1,444,710</b>	<b>216,994</b>	<b>30,110,206</b>				
<b>Accumulated Depreciation</b>												
At 01.01.2010	6,034,827	1,253,944	8,138,142	261,144	124,562	1,012,789	196,786	17,022,194				
Depreciation for the year	241,584	18,205	980,170	37,053	49,984	58,828	6,143	1,391,967				
Disposals	-	(132)	-	-	-	(27,432)	-	(27,564)				
At 31.12.2010 and 01.01.2011	6,276,411	1,272,017	9,118,312	298,197	174,546	1,044,185	202,929	18,386,597				
Depreciation for the year	241,584	22,414	1,136,853	32,633	80,273	72,348	5,984	1,592,089				
Disposals	-	-	(77)	-	-	-	-	(77)				
<b>At 31.12.2011</b>	<b>6,517,995</b>	<b>1,294,431</b>	<b>10,255,088</b>	<b>330,830</b>	<b>254,819</b>	<b>1,116,533</b>	<b>208,913</b>	<b>19,978,609</b>				
<b>Net Book Value</b>												
At 31.12.2011	5,561,200	103,598	3,734,992	82,838	312,711	328,177	8,081	10,131,597				
At 31.12.2010	5,802,784	116,990	3,790,464	46,066	188,187	200,488	6,515	10,151,494				

The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 4. AVAILABLE-FOR-SALE FINANCIAL ASSETS

	GROUP AND ASSOCIATION	
	2011	2010
	S\$	S\$
<i>Quoted investments</i>		
<u>Bonds*</u>		
Balance at beginning of the year	1,256,700	1,224,225
Additions during the year	2,017,000	255,000
Disposals during the year	(506,850)	(252,875)
Net fair value gains recognised in fund	74,475	30,350
<b>Balance at end of the year</b>	<b>2,841,325</b>	<b>1,256,700</b>
<u>Equities</u>		
Balance at beginning of the year	1,566,833	907,680
Additions during the year	1,737,479	582,378
Disposals during the year	–	(4,884)
Net fair value (losses)/gains recognised in fund	(395,339)	81,659
<b>Balance at end of the year</b>	<b>2,908,973</b>	<b>1,566,833</b>
<u>REITs</u>		
Balance at beginning of the year	473,710	516,510
Additions during the year	363,578	–
Disposals during the year	–	(52,500)
Net fair value (losses)/gains recognised in fund	(159,638)	9,700
<b>Balance at end of the year</b>	<b>677,650</b>	<b>473,710</b>
<b>Total available-for-sale financial assets at end of the year</b>	<b>6,427,948</b>	<b>3,297,243</b>
*Bonds comprise of:-		
1% p.a. corporate bond due 20.07.2013	264,075	263,300
2.95% p.a. corporate bond due 20.06.2022	230,750	235,000
3.27% p.a. corporate bond due 19.02.2020	267,500	251,550
2.5% p.a. corporate bond due 23.06.2013	2,079,000	–
5% p.a. corporate bond due 06.09.2011	–	255,450
1% p.a. corporate bond due 15.04.2011	–	251,400
	<b>2,841,325</b>	<b>1,256,700</b>

### 5. RECEIVABLES

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Trade receivables	501,228	504,265	430,807	479,940
Event advances	42,493	56,377	42,493	56,377
Interest receivables	20,453	1,090	20,453	1,090
Other receivables	33,762	20,975	33,762	20,000
	<b>597,936</b>	<b>582,707</b>	<b>527,515</b>	<b>557,407</b>

Trade receivables are non-interest bearing and are generally on 14 days credit terms. They are recognised at their original invoiced amounts which represent their fair values on initial recognition.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 5. RECEIVABLES (CONTINUED)

These receivables are unsecured and the analysis of their aging at the balance sheet date is as follows:-

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Not past due	78,667	30,766	15,387	13,619
Past due 1-30 days	284,246	132,526	284,221	125,348
Past due 31-60 days	21,175	221,089	21,150	221,089
Past due 61-90 days	29,574	43,350	22,483	43,350
Past due 91-120 days	54,037	1,684	54,037	1,684
Past due more than 120 days	33,529	74,850	33,529	74,850
	<b>501,228</b>	<b>504,265</b>	<b>430,807</b>	<b>479,940</b>

Trade receivables include amount of S\$422,561 and S\$415,420 (2010: S\$473,499 and S\$466,321) for the Group and the Association respectively which are past due at the balance sheet date but not impaired.

### 6. FIXED DEPOSITS

Fixed deposits earned interest at 0.19% to 0.80% (2010: 0.16% to 0.32%) per annum and matured within 3 months to 24 months (2010: 3 month to 6 months). As at 31 December 2011, a financial institution had issued letters of guarantee of S\$211,217 (2010: S\$80,850) to third parties on behalf of the Group and the Association, with a charge on fixed deposits (Note 23).

### 7. CASH AND BANK BALANCES

Cash and bank balances are denominated in the following currencies: -

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
New Zealand Dollar	5	5	5	5
Singapore Dollar	3,088,484	6,706,360	1,898,269	6,372,965
United States Dollar	1,785	6,110	1,785	6,110
Malaysian Ringgit	-	911	-	911
Hong Kong Dollar	-	84	-	84
Japanese Yen	-	1,104	-	1,104
Australian Dollar	80,673	8,804	-	926
	<b>3,170,947</b>	<b>6,723,378</b>	<b>1,900,059</b>	<b>6,382,105</b>

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 8. OTHER FUNDS

	GROUP AND ASSOCIATION			
	At beginning of year	Receipt	Expense	At end of year
	S\$	S\$	S\$	S\$
<u>Unrestricted Funds</u>				
Community Service Fund	15,106	496,614	(511,720)	–
YMCA FACES	107,207	270,270	(69,114)	308,363
Project Bridge Fund	206,326	26,320	(126,477)	106,169
YMCA–Lim Kim San Volunteers Programme Fund	986,601	302,218	(185,194)	1,103,625
	1,315,240	1,095,422	(892,505)	1,518,157
<u>Restricted Funds</u>				
Disaster Relief Fund	88,289	32,871	(54,085)	67,075
Proyouth Village Fund	26,743	8,676	(4,945)	30,474
Rebuilding Community Programme @ Dujiangyan Fund	167,687	123,887	(204,725)	86,849
YMCA - Seet Hong Kiat and Kuah Siew Eng Education Fund	–	20,000	–	20,000
	282,719	185,434	(263,755)	204,398
	<b>1,597,959</b>	<b>1,280,856</b>	<b>(1,156,260)</b>	<b>1,722,555</b>

Community Service Fund was set up for the purpose of funding community service programmes.

YMCA FACES (Financial Assistance and Capability for Employment Scheme) seeks to provide short-term supplementary financial aid to needy families, address the growing need for employment of people with special needs and provide meaningful work training attachment opportunities for the YMCA Project Bridge youth.

Project Bridge Fund was set up mainly for the purpose of providing academic programmes and personal developments for early school leavers and youth-at-risk.

YMCA – Lim Kim San Volunteers Programme Fund was set up for the purpose of promoting volunteerism and to recruit, retain and motivate volunteers.

Disaster Relief Fund was set up for the purpose of supporting the major volunteer relief and rehabilitation works undertaken by the Group and the Association.

Proyouth Village Fund was set up for the purpose of road repair in Proyouth Village in Siem Reap, Cambodia.

Rebuilding Community Programme @ Dujiangyan Fund was set up for the purpose of supporting the Group and Association's rebuilding community programmes in Sichuan, China.

YMCA – Seet Hiong Kiat and Kuah Siew Eng Education Fund was set up to provide educational sponsorship for needy beneficiary students overseas who desire to pursue higher education but do not have adequate means to do so.

### 9. CLUB ACCOUNTS

	GROUP AND ASSOCIATION			
	At beginning of year	Receipt	Expense	At end of year
	S\$	S\$	S\$	S\$
Toastmasters Club	2,151	8,559	(6,465)	4,245
Folk Dance Club	1,941	2,187	(4,523)	(395)
Y* Spark's Fencing	455	854	(1,309)	–
	<b>4,547</b>	<b>11,600</b>	<b>(12,297)</b>	<b>3,850</b>

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 10. PAYABLES AND ACCRUALS

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Trade payables	483,850	453,455	480,842	438,335
Advance billing	51,769	81,708	51,769	81,708
Accrued operating expenses	972,132	321,842	305,517	222,295
Other payables	672,908	763,459	671,062	517,255
Deposits payable	631,778	554,069	631,778	554,069
Funds/Fees received in advance	1,140,579	903,267	410,609	296,863
	<b>3,953,016</b>	<b>3,077,800</b>	<b>2,551,577</b>	<b>2,110,525</b>
Payables and accruals are denominated in the following currencies: -				
Singapore Dollar	2,404,721	2,092,825	2,089,199	1,731,954
Australian Dollar	355,947	-	-	-
	<b>2,760,668</b>	<b>2,092,825</b>	<b>2,089,199</b>	<b>1,731,954</b>

### 11. AMOUNT DUE TO A SUBSIDIARY

Amount due to a subsidiary is non-trade, unsecured, interest-free, repayable on demand and is to be settled in cash.

### 12. OTHER INCOME

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Other income comprises of:-				
Management fee income	-	-	1,461,017	-
Rental	362,215	211,837	362,215	211,837
Sundries	88,717	79,855	88,717	79,855
	<b>450,932</b>	<b>291,692</b>	<b>1,911,949</b>	<b>291,692</b>

### 13. TOTAL RESOURCES EXPENDED

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Total resources expended for the year are arrived at after charging/ (crediting): -				
Bad debts written off	6,658	2,735	6,658	2,735
Depreciation	1,592,160	1,391,967	1,592,089	1,391,967
Exchange difference	103	(1,924)	266	(1,924)
Staff costs* comprise:-				
- Salaries and other costs	6,975,837	5,950,099	6,975,837	5,950,099
- Employer's contribution to CPF	644,803	443,550	644,803	443,550
- Grant from jobs credit scheme	-	(92,253)	-	(92,253)

\* Includes key management personnel compensation as disclosed in Note 14 below.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 14. KEY MANAGEMENT PERSONNEL COMPENSATION

Key management personnel of the Group and the Association are those having the authority and responsibility for planning, directing and controlling the activities of the Group and the Association. The members of the Board of Directors and the Senior Management Team are considered as key management personnel of the Group and the Association.

	GROUP AND ASSOCIATION	
	2011	2010
	S\$	S\$
Key management personnel compensation comprises:-		
Salaries and other short-term employee benefits	534,463	380,837
Employer's contribution to CPF	44,373	31,962
Grant from jobs credit scheme	-	(1,930)
<b>Balance at end of the year</b>	<b>578,836</b>	<b>410,869</b>

The number of key executives who received emoluments above S\$100,000 for the financial year is two employees (2010: 2) with emoluments above S\$100,000 but less than S\$150,000.

None of the directors received any emoluments in respect of their service as directors of the Group and the Association for both of the financial years.

### 15. TAXATION

	GROUP	
	2011	2010
	S\$	S\$
Provision in respect of the results of the year/period: -		
Current taxation	7,569	-

The reconciliation of the tax expense and the results for the financial year/period multiplied by the applicable tax rate is as follows: -

	GROUP	
	2011	2010
	S\$	S\$
Profit/(Loss) before taxation	2,409,902	2,187,580
Non-taxable income	(15,225,379)	(15,011,644)
Non-deductible expenses	13,088,753	12,795,311
Unabsorbed tax losses carried forward	-	28,753
Less: Unabsorbed tax losses brought forward	(28,753)	-
Chargeable income (before exempt amount)	244,523	-
Less: Exempt amount	(200,000)	-
Chargeable income (after exempt amount)	44,523	-
Tax at 17%	7,569	-

The Association has been registered as a charity under the Charities Act and is exempted from income tax for the financial year under the provisions of the Income Tax Act Cap. 134.

At the balance sheet date, the Group has unabsorbed tax losses of approximately S\$NIL (2010: S\$28,753) available for offsetting against future taxable profits of the Group subject to agreement with the Comptroller of Income Tax and compliance with relevant sections of the Income Tax Act. No deferred tax asset is recognised due to uncertainty of its recovery.

### 16. TAX EXEMPT DONATIONS

The Association received tax exempt donations amounting to S\$1,090,044 (2010: S\$810,960) during the financial year.



## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 17. RELATED PARTY TRANSACTIONS

The following transactions took place between the Group/Association and the related parties at mutually agreed terms during the financial year:-

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Transactions with related parties:-				
Purchase of services from a director related company	6,578	5,956	3,817	5,956
Transactions with a subsidiary				
Donations	–	–	239,158	–
Management fee income	–	–	1,461,017	256,637
Function room rental income	–	–	48,890	41,095

All transactions with these related parties are priced on an arm's length basis.

### 18. CAPITAL COMMITMENTS

Capital expenditure contracted but not provided for in the financial statements: -

	GROUP AND ASSOCIATION	
	2011	2010
	S\$	S\$
Renovation	312,970	–
Computer equipment	139,999	–
	452,969	–

### 19. OPERATING LEASE COMMITMENTS

*Operating lease commitments – as lessee*

Rental of copiers for the year amounts to S\$29,583 and S\$19,748 (2010: S\$21,156 and S\$19,143) for the Group and the Association respectively.

At balance sheet date, the Group and the Association were committed to make the following lease payments in respect of the rent of copiers with a term of more than one year: -

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
Within one year	32,340	20,525	26,220	20,525
After 1 year but within 5 years	74,723	42,847	54,319	42,847
	107,063	63,372	80,539	63,372

None of the leases include contingent rent.

*Operating lease commitments – as lessor*

Rental of premises for the year amounts to S\$362,215 and S\$ S\$362,215 (2010: S\$211,837 and S\$211,837) for the Group and the Association respectively.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 19. OPERATING LEASE COMMITMENTS (CONTINUED)

*Operating lease commitments – as lessor (Continued)*

At balance sheet date, the Group and the Association were committed to receive the following lease payments in respect of the rent of the premises with a term of more than one year:-

	GROUP AND ASSOCIATION	
	2011	2010
	S\$	S\$
Within 1 year	313,852	313,852
After 1 year but within 5 years	102,015	431,819
	415,867	745,671

None of the leases include contingent rent.

### 20. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The management of the Group monitors and manages the financial risk relating to the operations of the Group to ensure appropriate measures are implemented in a timely and effective manner. These risks include market risk, credit risk and liquidity risk.

#### Foreign Currency Risk

The Group has minimal dealings in foreign currencies and as such, the Group is not significantly exposed to foreign currency risk. Sensitivity analysis is not performed as the impact is not significant.

#### Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's interest rate exposure relates primarily to its investment portfolio in fixed deposits and bonds. As at balance sheet date, the Group is not significantly exposed to interest rate risk. Sensitivity analysis is not performed as the impact is not significant.

#### Price Risk

The Group is exposed to securities price risk because of the investments held by the Group which are classified on the balance sheet as available-for-sale financial assets. To manage its price risk arising from investments in securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the asset allocation set by the Group, which is reviewed on a regular basis.

#### Credit Risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted the policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group does not expect to incur material credit losses on its financial assets.

#### Financial assets that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors. Cash and cash equivalents that are neither past due nor impaired are placed with financial institutions with high credit ratings.

#### Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 5.

#### Liquidity Risk

The Management manages the liquidity prudently and aims at maintaining an adequate level of liquidity.

The maturity profile of the Group's financial liabilities is within twelve months from the balance sheet date.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 21. RESERVES POLICY

The following table sets out the reserves position as at the balance sheet date: -

GROUP	2011 S\$	2010 S\$	% Increase/ (Decrease)
<b>Unrestricted Funds (*Reserves)</b>			
– Accumulated Fund	13,711,068	12,777,492	7
– Capital Replacement Fund	775,704	629,417	23
– Fair Value Reserve	(499,676)	(29,574)	>100
– Other Funds	1,518,157	1,315,240	15
	15,505,253	14,692,575	
<b>Restricted Funds</b>			
– Building Asset Capitalisation Reserve	5,562,867	5,140,260	8
– Other Funds	204,398	282,719	-28
– Club Accounts	3,850	4,547	-15
Total Funds	21,276,368	20,120,101	
<b>Ratio of *Reserves to annual operating expenditure</b>	<b>2.207</b>	<b>2.374</b>	

ASSOCIATION	2011 S\$	2010 S\$	% Increase/ (Decrease)
<b>Unrestricted Funds (*Reserves)</b>			
– Accumulated Fund	13,711,898	12,806,245	7
– Capital Replacement Fund	775,704	629,417	23
– Fair Value Reserve	(499,676)	(29,574)	>100
– Other Funds	1,518,157	1,315,240	15
	15,506,083	14,721,328	
<b>Restricted Funds</b>			
– Building Asset Capitalisation Reserve	5,562,867	5,140,260	8
– Other Funds	204,398	282,719	-28
– Club Accounts	3,850	4,547	-15
Total Funds	21,277,198	20,148,854	
<b>Ratio of *Reserves to annual operating expenditure</b>	<b>2.207</b>	<b>2.379</b>	

The reserves that the Group has set aside provide financial stability and the means for the development of the Group's principal activities. The Group targets for an optimum of three years of operating reserves from surpluses generated through its social enterprises. These reserves will be critical when donations dry up or the economy is at a downturn. The Group has set aside a percentage of its surpluses for large scale asset renewal as capital replacement fund. This allows the Group fundraising efforts to sustain its programmes and not to be detracted from fundraising for asset renewal purposes when the need arises.

The Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil the Group's continuing obligations.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 22. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The following table sets out the financial instruments as at the balance sheet date:-

	GROUP		ASSOCIATION	
	2011	2010	2011	2010
	S\$	S\$	S\$	S\$
<u>Financial assets</u>				
Available-for-sale financial assets	6,427,948	3,297,243	6,427,948	3,297,243
Loans and receivables:-				
Receivables	555,443	526,330	485,022	501,030
Deposits	20,015	39,242	15,982	39,242
Fixed deposits	4,835,154	2,334,378	4,835,154	2,334,378
Cash and bank balances	3,170,947	6,723,378	1,900,059	6,382,105
<b>Total financial assets</b>	<b>15,009,507</b>	<b>12,920,571</b>	<b>13,664,165</b>	<b>12,553,998</b>
<u>Financial Liabilities</u>				
At amortised cost:-				
Payables and accruals	2,760,668	2,092,825	2,089,199	1,731,954
Amount due to a subsidiary	–	–	59,482	568,804
<b>Total financial liabilities</b>	<b>2,760,668</b>	<b>2,092,825</b>	<b>2,148,681</b>	<b>2,300,758</b>

### 23. CONTINGENT LIABILITY

As at 31 December 2011, a financial institution had issued letters of guarantee of S\$211,217 (2010: S\$80,850) to third parties on behalf of the Group and the Association, with a charge on fixed deposits (Note 6).

### 24. FAIR VALUES

*Fair value of financial instruments that are carried at fair value*

Fair value hierarchy

The Group classifies fair value measurement using fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 – Inputs for the asset or liability that is not based on observable market data (unobservable inputs).

Determination of fair value

*Quoted bonds, equities and REITs:* Fair value is determined directly by reference to their published market bid prices at the balance sheet date.

Available-for-sale financial assets of the Group and the Association measured at fair value of S\$6,427,948 (2010: S\$3,297,243) are sourced from quoted prices in active markets for identical investments which is included in Level 1.

*Fair value of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value*

The carrying amounts of the financial assets (other than available-for-sale instrument) and financial liabilities are recorded in the financial statements at their approximate fair values, determined in accordance with the accounting policies disclosed in Note 2 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

### 25. FRS AND INT FRS NOT YET ADOPTED

The Group has not applied the following Standards and Interpretations that have been issued but not yet effective:

Description		Effective for annual periods beginning on or after
Framework	<i>The Conceptual Framework for Financial Reporting 2010 (Chapters 1 and 3)</i>	1 March 2011
FRS 19 (Revised)	<i>Employee Benefits</i>	1 January 2013
FRS 27	<i>Separate Financial Statements</i>	1 January 2013
FRS 28	<i>Investments in Associates and Joint Ventures</i>	1 January 2013
FRS 110	<i>Consolidated Financial Statements</i>	1 January 2013
FRS 111	<i>Joint Arrangements</i>	1 January 2013
FRS 112	<i>Disclosure of Interests in Other Entities</i>	1 January 2013
FRS 113	<i>Fair Value Measurements</i>	1 January 2013
Amendments to FRS 1	<i>Presentation of Items of Other Comprehensive Income</i>	1 July 2012
Amendments to FRS 12	<i>Deferred Tax: Recovery of Underlying Assets</i>	1 January 2012
Amendments to FRS 101	<i>Severe Hyperinflation and Removal of Fixed Dates for First-time Adoptors</i>	1 July 2011
Amendments to FRS 107	<i>Disclosures - Transfers of Financial Assets</i>	1 July 2011

The initial application of these Standards, Amendments and Interpretations are not expected to have any material impact on the Group's financial statements.

The Group has not considered the impact of Accounting Standards issued after the balance sheet date.

### 26. AUTHORISATION OF FINANCIAL STATEMENTS

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association for the financial year ended 31 December 2011 were authorised for issue in accordance with a resolution of the Board of Directors dated 20 March 2012.

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