

REACH FOR THE STARS

SHINE

BEYOND THE LIMITS



Annual Report
FY 2024 / 2025

Corporate Information

Registered Name

SHINE Children and Youth Services

UEN

S76SS0021F

ROS Registration

Number: 0248/1975CAS
Since 26 May 1976

Charity Registration

Number: 000014
Since 01 Dec 1983

IPC Registration

Number: IPC000462
Accorded IPC status from 01 Apr 2023 to 31 Jul 2026

IPC Sector Administrator

Ministry of Social and Family Development (MSF)

Nature of Governing Instrument

The governing instrument of SHINE Children and Youth Services is the Constitution.

SHINE Children and Youth Services is governed by a Board consisting of voluntary members. The Board members and Office-Bearers are elected at an Annual General Meeting and the term of office is for two years. A Board Meeting is held at least four times a year.

Corporate Website

www.shine.org.sg

Corporate Email

scys_hq@shine.org.sg

Services

Educational Psychology
School Social Work
Community Social Work
Mental Health
Targeted Interventions
Training, Consultancy & Research

Service Sites

329 Clementi Ave 2 #01-248
Singapore 120329
Tel: 6778 6867
Email: scys_c01@shine.org.sg

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905
Email: scys_h01@shine.org.sg

202 Yishun Street 21 #01-89
Singapore 760202
Tel: 6759 6821
Email: scys_y01@shine.org.sg

Social Service Hub @ Tiong Bahru
298 Tiong Bahru Road #10-04
Central Plaza
Singapore 168730

grove
*SCAPE, 2 Orchard Link
#04-06 Singapore 237978

Registered Address/Headquarters

463 Hougang Ave 10 #01-964
Singapore 530463
Tel: 6286 9905

Auditor

Odds & Even Associates
151 Chin Swee Road #06-01 Manhattan House
Singapore 169876

Bankers

OCBC Bank
65 Chulia Street
OCBC Centre
Singapore 049513

DBS Bank
12 Marina Boulevard
Marina Bay Financial Centre Tower Three
Singapore 018982

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Chairman and Executive Director's Joint Message



Mr Wan Chee Foong
Chairman



Mr Lee Seng Meng
Executive Director

This past year, SHINE Children and Youth Services embraced the call to “Reach for the Stars, Shine Beyond the Limits” – a theme that reflects not only our aspirations for the children and youth we serve, but also our collective commitment to evolve, excel, and expand our impact.

In a time of growing social complexity and heightened youth vulnerabilities, SHINE remained steadfast in our mission: to enable children and youth to maximise their potential. At the heart of our work is a belief—that every child and youth has untapped potential, and with the right support, they can rise above limitations and thrive. Guided by our five strategic thrusts, we deepened our work in empowering lives of our children and youth, building communities, and advancing collective impact in the social services sector.

1. Impactful and Sustainable Services

We enhanced our programmes to respond dynamically to the evolving needs of children, youth and their families. From school social work, educational psychology, community social work, youth mental wellness to targeted interventions, SHINE continued to deliver evidence-informed, person-centred programmes that build resilience, restore hope, and unlock potential.

Reading Odyssey continued to empower young readers from lower-income families by closing literacy gaps and building confidence in learning. The STAR Programme, our long-term professional mentoring initiative, ensured that

children from disadvantaged backgrounds have access to opportunities for success and social mobility. Through Youth COP, youths stepped up as community champions—demonstrating leadership and a commitment to safer, kinder neighbourhoods.

Each initiative reflects SHINE's belief in youth agency and strengths-based development. Together, they form an ecosystem of support that empowers young people not just to cope—but to contribute meaningfully.

2. Financial Sustainability

To sustain and scale our impact, we strengthened financial stewardship and diversified funding sources. We deepened engagements with corporate and philanthropic partners and explored innovative funding models to ensure long-term viability. Prudent resource management enabled us to invest strategically in service innovation and capacity-building—ensuring that every dollar entrusted to us translated into meaningful impact.

3. People Excellence

Our people are the heart of SHINE. We remain deeply committed to nurturing a values-driven, united, and competent workforce. Over the past year, our staff were invited to share SHINE's work and thought leadership at multiple local and international platforms—including conferences in Canada, Australia, and Indonesia—affirming the relevance and quality of our practice. These opportunities not only showcase SHINE's capabilities but also inspire our people to continually learn, grow and lead with purpose.

4. Operational Excellence

We advanced systems strengthening and process optimisation to enhance service efficiency, quality, and organisational agility. Our efforts in digital transformation and knowledge management are paving the way for smarter operations and better outcomes for those we serve.

5. SHINE's Positioning

We sharpened SHINE's voice and visibility—advocating for children and youth to reach for the stars despite their circumstances, contributing to sector-wide initiatives, and strengthening our position as a trusted and forward-looking partner in the social service sector. Our active participation in collaborative platforms and national workgroups underscores our commitment to thought leadership and systems change.

Across all these areas, what drives us most are the young lives we've touched—stories of perseverance, growth and new beginnings. As we look ahead to our 50th anniversary in 2026, we are ever mindful that SHINE's story is not just about programmes or policies—it is about people. Every child who discovers the joy of reading, every youth who reclaims their self-worth, every team that refuses to give up, every young person who takes a step towards mental wellness, and every community that stands in solidarity—these are the stars we celebrate.

To all who walk this journey with us—our Board, staff, volunteers, donors, partners, and supporters—thank you. Your belief in our mission empowers us to dream bigger, reach higher and shine brighter.

Together, let us continue to reach for the stars and shine beyond the limits.

With gratitude,

Mr Wan Chee Foong
Chairman

Mr Lee Seng Meng
Executive Director

SHINE Achievement And News

Outstanding Social Worker Award 2024

SHINE Children and Youth Services is proud to share that our Principal Social Worker, Melissa Ler-Lim, was conferred the Outstanding Social Worker Award 2024 by President Tharman Shanmugaratnam on 7 March 2025.

Melissa is known for her deep commitment to empowering children, youth, and families through innovative and resilient social work practices. A seasoned professional, she has led teams with empathy, fostered a strong culture of clinical supervision, and contributed significantly to developing social work standards and partnerships.

In 2012, she was a founding member of Singapore's seconded School Social worker model, co-developing the training curriculum and supervising the first cohort of Student Welfare Officers in the Ministry of Education.

Beyond her leadership, Melissa is dedicated to mentoring the next generation of social workers. She supports students and practitioners through supervision, contributes to national frameworks, and has trained NUS undergraduates.



Currently, she oversees training and consultancy at SHINE, while also influencing sector-wide practices through initiatives like the Social Work Supervision Seminar. Her expertise has reached Vietnam and Indonesia, enhancing the global profile of Singapore's social work.

We celebrate Melissa for this well-deserved recognition.



Charity Transparency Awards 2024

Recognised for good transparency and governance standards for the third consecutive year

OVERSEAS PRESENTATIONS

Vancouver, Mar 2025 - 7th International Conference on Youth Mental Health (IAYMH 2025)

Oral Paper "Building Bridges- A Relationship Focused and Community-Based Approach to NSSI Prevention and Mental Health Support Among Youths"



Lyon presenting at IAYMH 2025, Vancouver, Canada

Madrid, June 2024 - International Association for Social Work with Groups (IASWG) Symposium

Oral Paper "Evidence-informed social groupwork teaching for social work undergraduate students"



Jason presenting at the IASWG 2024, Madrid, Spain

Surabaya, July 2024 - Singapore International Foundation Symposium for T-CARE Project

Presentation "Working Collaboratively with Stakeholders"



Jenna and Fadhli at Singapore International Foundation Symposium for T-CARE Project, Surabaya, Indonesia

Abu Dhabi, Dec 2024 - WeProtect Global Alliance Global Summit



Theresa with fellow international delegates at the WeProtect Global Alliance Global Summit, Abu Dhabi, UAE

Gold Coast, Mar 2025 - Child & Adolescent Mental Health Conference (CAMH 2025)

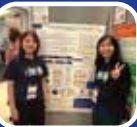
Oral Paper "Understanding Singaporean Youths' Mental Health Literacy and Social Media Usage as a Mental Health Resource"

Poster "Building Relationship Bridges: A Community-Based Approach to NSSI Prevention and Mental Health Support Among Youths"

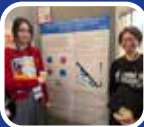
Poster "Exploring Social-Cognitive Aspects of Youth Suicide Assessment and Intervention among Practitioners: Insights from Singapore"



Resilience and Research Team Group CAMH25, Gold Coast, Australia



Lyon and Daphne by their poster at CAMH25, Gold Coast, Australia



Nicole and Elizabeth by their poster at CAMH25, Gold Coast, Australia

LOCAL PRESENTATIONS

Feb 2025 - Evaluation Festival by Singapore Children's Society

Panel Speaker and Presentation "Fostering a culture of research & evaluation"



Elizabeth participating in a panel discussion at the SCS Evaluation Festival

Feb 2025 - Singapore Association of Social Workers Practice Research Seminar

Oral Paper "Analysing Processes and Outcomes in The Scaffold Program (TSP): Lessons from Practice-Research Collaboration"

June 2024 - 3rd Singapore Social Work Practice Research Conference

Oral Paper "Empowering Futures The Daisy Phay Foundation - SHINE Scholarship and Mentoring Programme"



SHINE colleagues together with session moderator after Adrian and Rachel's presentation at 3rd Singapore Social Work Practice Research Conference

Jul 2024 - 'Insight to Impact: Adoption of Evidence-based Practices Across the Sector' Symposium

Plenary Speaker and Presentation "From a Social Service Agency's Perspective: Evaluation for Service Planning"



Jenna presenting at the 'Insight to Impact: Adoption of Evidence-based Practices Across the Sector' Symposium

Sep 2024 - Youth Outreach Conference

Plenary Moderator

Mission, Vision and Core Values



VISION & MISSION

To be a leading social work organisation in enabling children and youth to maximise their potential.



CORE VALUES



Commitment to Serve

We commit to serve clients and stakeholders with professionalism and high ethical standards.



Connection

We create meaningful connections with each other based on trust, clarity and respect.



Competence

We strive towards competence. We commit to growth.



Care & Compassion

We create a caring and compassionate environment for all.



INTENDED IMPACT

That children and youth, aged 5-25 served by SHINE,

- are positively developed with **competence, confidence and character**
- have meaningful **connections** with family and society
- **care** for others
- are **positively engaged** in schools and
- **steer clear of crimes**

Theory of Change



SHINE delivers social work and educational psychology services to children, youth, and their families – in communities, schools, and our service sites – grounded in research, theories, and practice wisdom, and guided by our core values. These services are delivered by qualified professionals, including registered social workers, social work associates, educational psychologists, associate psychologists, and learning specialists.

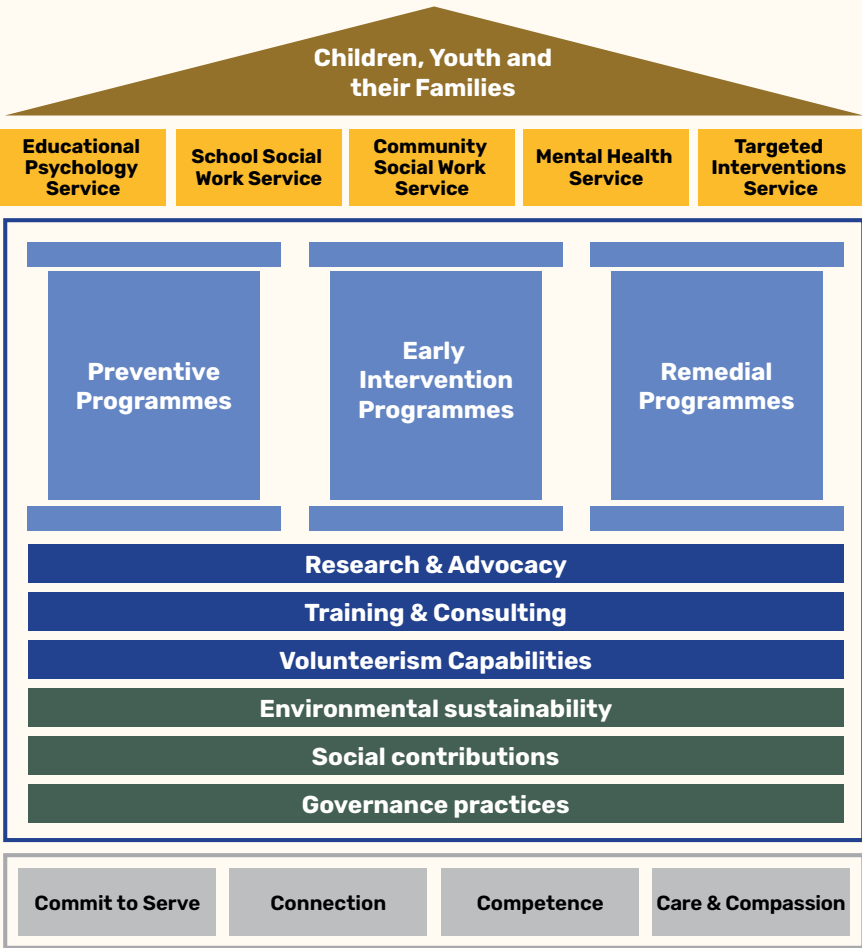
To enable children and youth to maximise their potential

SHINE will.. reach out to..

through..

by rolling out programmes...

..whilst staying true to our core values



informed by ...

- Research
- Theories
- Practice Wisdom

Eco-Friendly Office Practices

Inclusion and Support

Good Governance and Ethical Practices

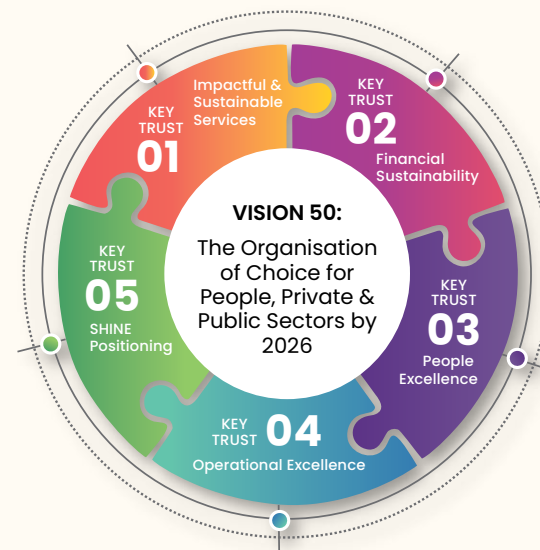
Impact at a Glance



STRATEGIC PLAN FOR SHINE'S VISION 50

SHINE's strategic plan outlines our roadmap toward achieving long-term, meaningful impact for the children, youth, and families we serve. Anchored by five key thrusts, this strategic framework guides our decisions, strengthens our organisational capacity, and ensures we remain responsive to emerging needs.

Together, these key thrusts reflect our commitment to delivering high-quality support, building a resilient organisation, and shaping ourselves as a strong and trusted contributor in the sector.



Our ESG Commitment

At SHINE, we remain committed to fostering positive impact across Environmental, Social, and Governance (ESG) areas. While our initiatives are still evolving, we are mindful of our responsibilities and have taken meaningful steps to contribute to a more sustainable and equitable future.

ENVIRONMENTAL SUSTAINABILITY EFFORTS

Promoting the 3Rs (Reduce, Reuse, Recycle)

We actively encourage environmentally responsible practices among staff, focusing on reducing water and energy usage and minimising waste through the 3Rs approach.

Digitalisation to Reduce Paper Use

As part of our sustainability efforts, we have significantly reduced paper consumption by limiting hardcopy printing and embracing digital tools and platforms.

Use of Certified Sustainable Paper

Where printing is necessary, we use PEFC-certified paper, supporting responsible forest management and contributing to global sustainability efforts.

SOCIAL RESPONSIBILITY EFFORTS

Inclusive and Fair Employment Practices

We uphold a merit-based recruitment process that is free from discrimination, ensuring equal opportunities for all regardless of race, gender, or religion.

Empowering Children and Youth

Through our targeted social work programmes and psycho-educational services, we strive to empower children and youth from vulnerable backgrounds with the support and resources needed to thrive.

Volunteer Development and Support

Recognising the vital role volunteers play, we offer training to enhance their capabilities and engagement.

Supporting Employee Volunteerism

We provide Volunteer Day Leave, which grants employees one day of paid leave annually for volunteering outside of SHINE.

GOVERNANCE PRINCIPLES

Transparency and Accountability

SHINE is proud to have received the Charity Transparency Award 2024 for the third consecutive year, recognising our continued commitment to upholding the highest standards of transparency and good governance.

Accessible Whistleblowing Practices

SHINE is committed to providing all stakeholders with a clear and accessible avenue for raising concerns to ensure everyone has a voice.

Governance Disclosure

We are dedicated to communicating our governance practices openly. As part of this, SHINE publishes its Governance Evaluation Checklist in our annual report, providing transparency and assurance to our stakeholders.

Board Members

(Appointed on 19 August 2023)



Chairman

Mr Wan Chee Foong
CEO, PSA BDP,
PSA International Pte. Ltd.



Vice Chairman

Mr Lim Tuang Liang
Government Chief Sustainability Officer
and Deputy Secretary (Special Duties),
Ministry of Sustainability
and the Environment



Honorary Secretary

Mr Ong Chee Siong, Gabriel
Head of Sales, Asia,
Camco Technologies



Honorary Treasurer

Ms Poh Hwee Hian
Senior Vice President,
Commercial & Marketing Development,
SATS Ltd.

MEMBERS



Mr Lim Song Khiang, Albert, PBM
Director,
EI-Shaddai Resources Pte Ltd and
Kallen Decor Pte Ltd



Mr Lim Tze Chern
Executive Director,
Nomura Singapore Limited



A/P Wong Yuh Ju, Peace
Associate Professor,
National University of Singapore



Ms Chee Yuen Li, Andrea
Managing Director,
AEI Legal LLC



Mr Dinesh Subramaniam
Vice President,
Group Communications,
CapitaLand Investment



Mr Ng Ying Yan, Damien
Managing Director,
AllianceBernstein (Singapore) Ltd.

Service Advisory Committees and Sub-committees

Service Advisory Committee

The Committees support and provide advice, inputs and resources on service programmes, operational issues at the service level and to support staff on the strategic directions of the service. The Service Advisory Committees are resource panels and do not have executive powers.

Community Social Work Advisory Committee

Chairman
Mr Lim Tze Chern
Members
Ms Tuyen Lamy
Mr Lee Sao-Wei, Alex
Mr Ler Soon Tien, Damien
Mr Chan Whee Peng

Sub-committees

Human Resource Committee

The Committee reviews policies, procedures and systems relating to Human Resource, Staff Welfare, and Compensation & Benefits in accordance with applicable laws and the latest Employment Act in Singapore and in conjunction with the scope of services of SHINE.

Chairman
Mr Lim Tuang Liang
Members
Mr Lim Tze Chern
Mr Ng Ying Yan, Damien
Ms Poh Hwee Hian
A/P Wong Yuh Ju, Peace

Finance Committee

The Committee reviews financial policies, procedures and systems in accordance with all-applicable laws, statutory and financial requirements.

Chairman
Ms Poh Hwee Hian
Members
Mr Wan Chee Foong
Mr Ong Chee Siong, Gabriel

Educational Psychology Advisory Committee

Chairman
Ms Poh Hwee Hian
Members
Mr Ong Chee Siong, Gabriel
A/P Yeo Lay See
A/P Jonathan Ramsay
Mr Wang Jin Rong, Alex

School Social Work Advisory Committee

Chairman
Mr Ng Ying Yan, Damien
Members
Mr Gopinath Menon, BBM
Mr Toh Weng Choy
Ms Fung Swee Kim, Maureen
Mr Lue Kok Keong, Eric, PBM
Ms Lisa Gainer

Targeted Interventions Advisory Committee

Chairman
A/P Wong Yuh Ju, Peace
Members
A/P Huan Swee Leng, Vivien
Mr Lee Tiong Peng, PBM
Dr Kumudhini Rajasegaran
A/P Wong Chee Meng, John
Ms Lim Lei Theng

Research Advisory Committee

Chairman
Prof. Ang Pei-Hui, Rebecca
Members
Mr Lee Tiong Peng, PBM
A/P Alfred Choi
Prof. Satvinder Dhaliwal

Audit & Risk Management Committee

This Committee functions as a check and balance mechanism to ensure compliance with the financial practices and policies in accordance with the strategic directions, mission and core values of the organisation. The Committee maintains an oversight of risk management plans including conflict of interest.

Chairman
Mr Lim Song Khiang, Albert, PBM
Members
Ms Lim Lei Theng
Mr Lim Tze Chern

Fundraising Committee

The Committee supports SHINE's annual fundraising plan, map strategies and contribute ideas to achieve the annual target as set by the Board while observing good governance.

Chairman
Mr Dinesh Subramaniam
Members
Mr Ang Kian Peng
Mr Low Hsien Yang, Colin
Ms Lum Kien Theng, Carol

Daisy Phay Foundation – SHINE Scholarship Award Committee

The Committee directs and administers the Daisy Phay Foundation – SHINE Scholarship Fund in accordance with the objectives of the Foundation Fund, for educational purposes, to support full-time students who are good, deserving and studying in junior colleges and will benefit from some financial assistance during their study.

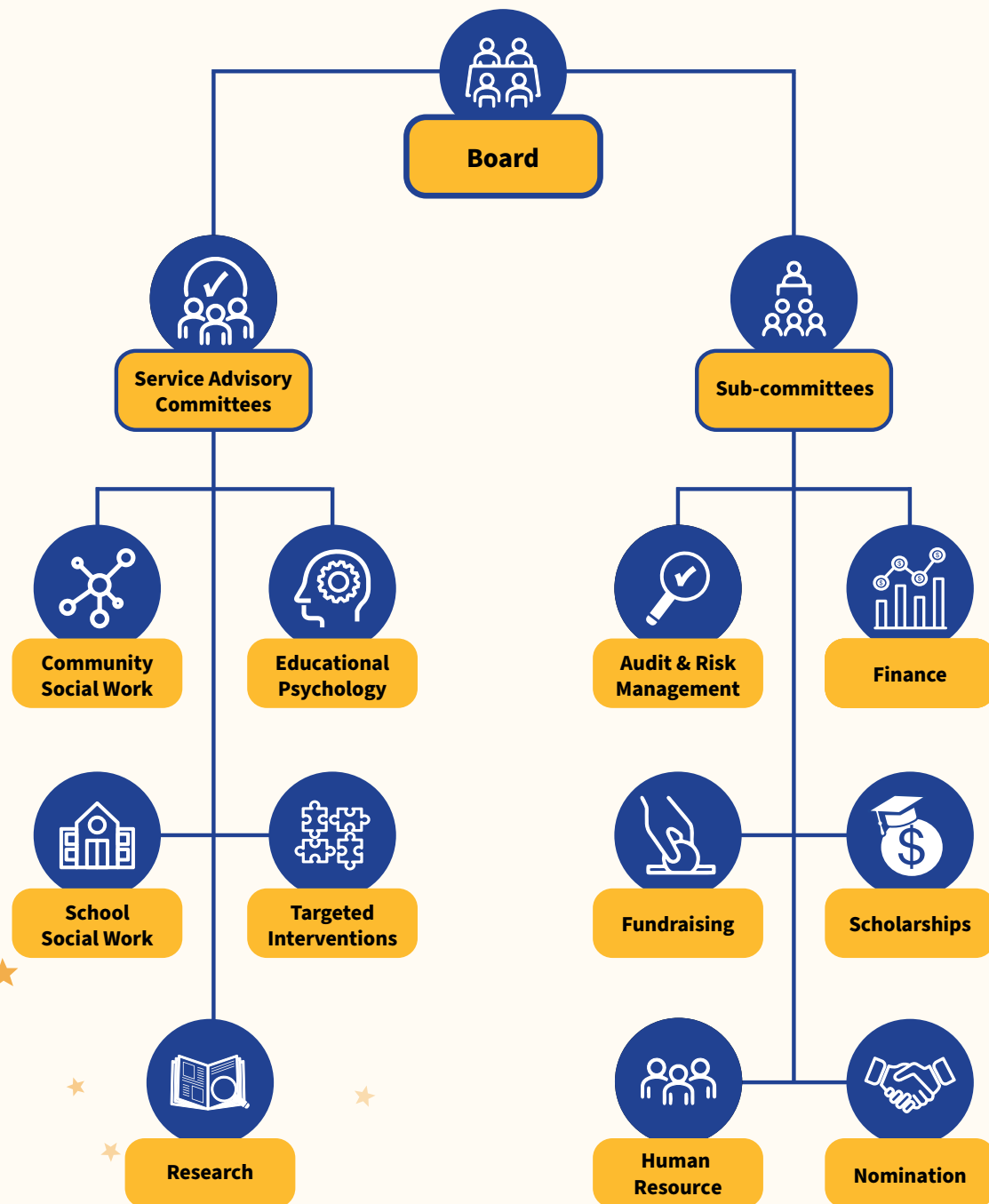
Chairman
Mrs Ivy Goh
Members
Mr Ong Chee Siong, Gabriel
Mr Low Hsien Yang, Colin
Mr Ng Ying Yan, Damien

Nomination Committee

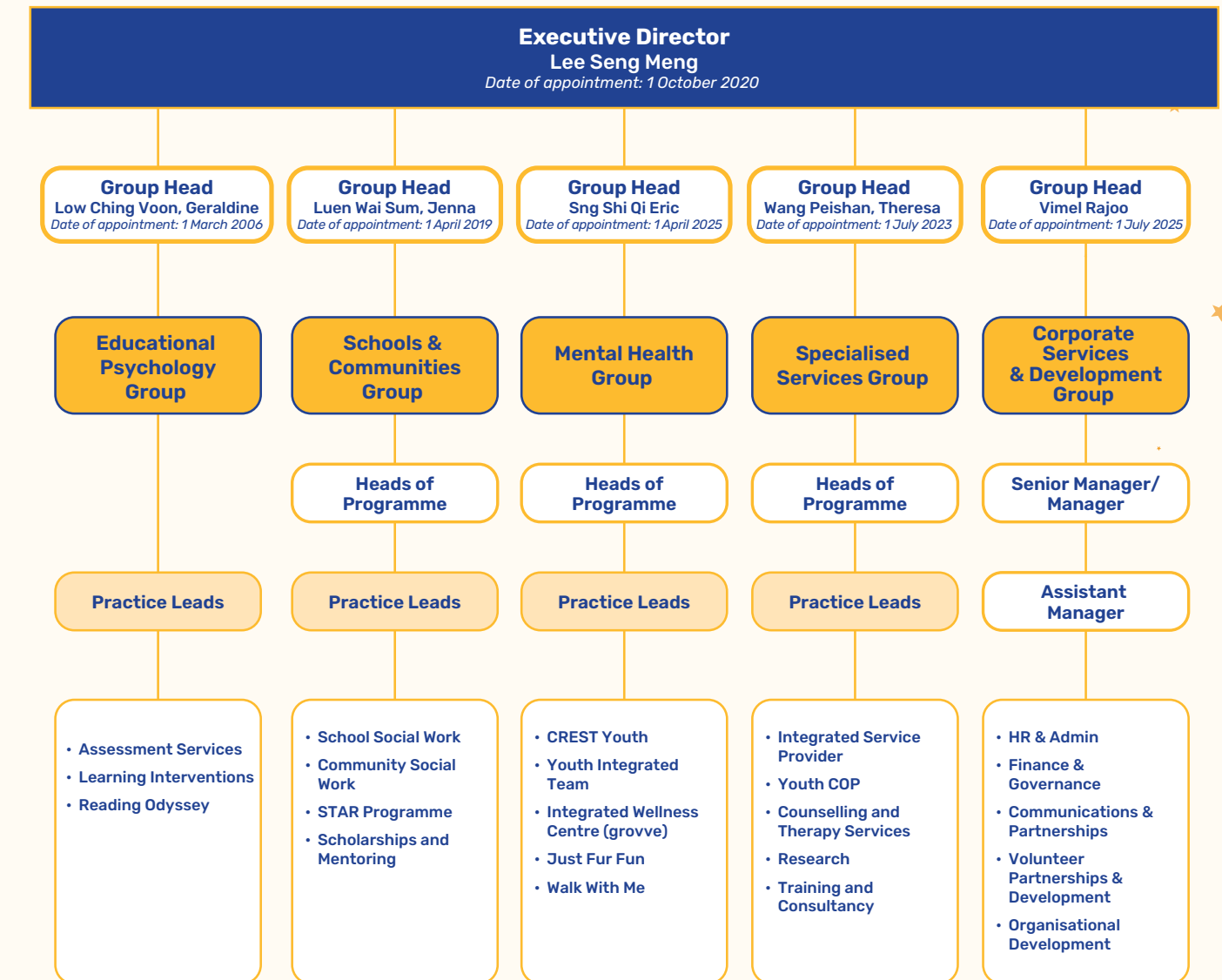
The Committee assists the Board in ensuring that the Board retains an appropriate structure, size, diversity and balance of skills to support the strategic objectives and values of the organisation. The Committee oversees arrangements for Board appointments including election process and succession planning.

Chairman
A/P Ang Seng Bin, BBM
Members
Mr Goh Chee Kong, PBM
Ms Morene Sim
Mr Wan Chee Foong

Organisation Structure



Staff Structure



Significant Milestones in the Last Decade



- 1976
Registered School Social Work Service Association of Singapore (SSWSAS) with office at Penang Lane
- 1975
Pro-tem Committee was established

- Mission & Vision statement was broadened to reflect SHINE's work with children and youth. Intended Impact Statement and Theory of Change were articulated to facilitate consistent and clear understanding of SHINE's work
- Appointed by Ministry of Education (MOE) to provide consultation and training for the pilot of Student Welfare Officers scheme in Singapore
- Invited by the International Association of Schools of Social Work (IASSW) to provide training to social work educators and practitioners on the topic of "Social Work in Schools" in Ho Chi Minh City from 9 to 12 November 2015



- Hougang Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development
- Organisation name changed to SHINE Children and Youth Services
- Then Speaker of Parliament, Mr Tan Chuan-Jin, appointed as SHINE Children and Youth's patron

1970s

2015

2016

2017

2018

2019

- 1977
Granted Institution of a Public Character (tax-exempt) status by Inland Revenue Authority of Singapore
- 1978
Changed organisation name to Students Care Service (SCS)

- Awarded full 3-year CARF Accreditation for attaining international service standards and best practices in youth diversion/intervention programmes
- Presented at ASEAN Workshop on Development Cooperation on Social Welfare in Bangkok, Thailand from 12 to 16 September, 2016
- Invited by the International Association of Schools of Social Work (IASSW) to provide training on the topic of "Social Work in Schools" in Hanoi from 12 to 15 October 2016
- Organised and presented "International Conference on Children and Youth Work Practice" from 15 to 16 November 2016, officiated by Minister for Ministry of Social and Family Development, Mr Tan Chuan-Jin
- Clementi Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development



- Submitted maiden Coalition Alternative Report to the United Nations Convention of the Rights of the Children in support of the well-being of children in Singapore
- One of the 10 non-profits to be awarded the Tote-Board Non-Profit Sector Transformation Initiative grant
- Visit by First Lady of Guyana, Mrs Sandra Granger, to SHINE Clementi on 21 June 2019
- Staff, Mr Lee Seng Meng, awarded the Outstanding Social Worker Award (OSWA) for 2019

Significant Milestones in the Last Decade

- “Nothing Is Impossible” Campaign Launched
- Presented paper “Needs Assessment of School-Going Secondary School Students During the HBL Period” at the NUS-SSR Seminar Series
- Presented paper “School Attendance in Low-Income Families and Children: Beliefs and Strategies” at the 5th International Conference Practice Research, Melbourne, Australia



2020

2021

2022

2023

2024



- Visit by British High Commissioner, Her Excellency Kara Owen, to SHINE Clementi on 6 January 2020
- Launched ResiLlence - Youth Mental Health Service of SHINE, officiated by Mr Eric Chua, Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Culture, Community and Youth
- Awarded the Star Partner Award at the Public Sector Transformation (PST) Awards Ceremony on 21 October 2020 in recognition of strong contributions to better outcomes for the Public Service through the Youth COP programme
- Awarded the People's Association Community Spirit Awards 2020 - Community Partnership Merit Award, recognition of commendable contributions towards the community through the Integrated Care Programme @ North East



- Awarded the Charity Transparency Award 2022 at The Charity Transparency and Governance Awards Ceremony on 9 November 2022 in recognition of good governance standards
- Appointed by Social Service Institute as a Training Network Model 2.0 (TNM 2.0) Centre of Excellence, recognised for domain expertise in Children and Youth and Volunteer Management



Awarded the Charity Transparency Award 2023 for the second consecutive year in recognition of good transparency and governance standards



Youth COP programme awarded Ministry of Home Affairs' National Day Award 2023



SHINE Children and Youth Services proudly announces that Melissa Ler-Lim, our Principal Social Worker, was conferred the Outstanding Social Worker Award 2024 by President Tharman Shanmugaratnam.



Awarded the Charity Transparency Award 2024 for the third consecutive year in recognition of good transparency and governance standards

Educational Psychology Group



Addresses educational risks and disadvantages faced by children with persistent challenges coping with learning and related social demands in the mainstream setting

Programme 1: EN3 - Engage Enrich Enable

EN3 supports children and youth with learning difficulties and their caregivers by:

- Collaboratively identifying their challenges
- Providing timely assessments to understand cognitive, learning, and social needs
- Equipping them with information to make informed decisions on support and interventions



Programme 2: ALPS programme

The ALPS (Actualising Learning Potential of Students) programme supports children facing educational risks by strengthening their learning, literacy, and language abilities, while also building cognitive and social skills essential for lifelong learning. At the same time, it empowers parents to better support their children, improving their chances of long-term educational and life success.



Programme 3: Reading Odyssey

SHINE's Reading Odyssey (RO) supports children from vulnerable backgrounds in improving their reading skills. Through community partnerships and volunteer-led activities like guided reading and games, RO helps children read for meaning and understanding, boosting their confidence, school performance, and love for lifelong learning.



EN3 - Engage Enrich Enable

Year Started: 1983



ABOUT THE PROGRAMME:

EN3 Psychoeducational Assessment and Consultation Services - providing insight into a child/youth's learning profile, strengths and developmental needs.



- EN3 addresses the challenge of identifying hidden learning difficulties/disabilities, co-occurring social, behavioural issues, and factors impacting on these areas.
- Education can promote social mobility, but students—especially those with learning differences and difficulties—must have their learning needs properly identified and supported. Many face barriers such as limited access, low awareness, or financial constraints.
- Psychoeducational assessments help bridge this gap by revealing how a child learns, enabling caregivers and educators to provide targeted support that promotes academic progress, confidence and well-being, thereby expanding future opportunities.
- The team works with community partners to identify children/youth in need who face persistent difficulties coping with academic and social demands including those suspected to have underlying conditions (e.g. such as Dyslexia, Autism and ADHD) impacting on their learning and behaviours.
- Through assessments, students and those working with them are enriched with information on learning strengths, needs, underlying cognitive processes impacting learning and related social issues.
- Findings enable informed decisions to be made about intervention, supports, school placements, and resources to address learning, behavioural and social emotional issues.

IMPACT STORY

From Misunderstood to Empowered: Kenny's Journey of Growth

Kenneth (pseudonym), a Primary 5 student, was referred by his social worker due to worsening academic struggles. He was failing most subjects, avoiding tasks, and hiding homework. Despite no obvious reading issues, teachers assumed he needed more effort and supervision. His single father, battling depression, grew increasingly anxious and critical, straining their relationship.

A psychoeducational assessment revealed an uneven cognitive profile—average verbal and spatial skills, but significant challenges in non-verbal reasoning, working memory, and processing speed, especially affecting Mathematics and comprehension. However, Kenneth had strong visual memory and was reading at or above grade level.

These findings shifted perceptions of Kenneth from being inattentive to having cognitive difficulties. Tailored strategies were shared with his father and tutors to build a strengths-based support system.

Crucially, the assessment also helped repair the father-son bond. Understanding Kenneth's needs, his father began focusing on support and emotional connection. With continued help from the social worker, their relationship is becoming more positive and supportive.

“The assessment done on the children were very detailed and insightful and helped me in understanding my student and their strengths/weaknesses more.”
Loving Heart

ALPS - Language and Literacy Intervention

Year Started: 1983

ABOUT THE PROGRAMME:

The ALPS (Actualising Learning Potential of Students) programme supports children facing educational risks by strengthening their learning, literacy, and language abilities, while also building cognitive and social skills essential for lifelong learning. At the same time, it empowers parents to better support their children, improving their chances of long-term educational and life success.



- ALPS plays a part in developing learning, literacy and language skills in children aged 6 to 12 who are behind their peers in their skills by 2 to 3 years and who face co-occurring mild social and behavioral challenges.
- Over a year, via multisensory activities and opportunities to practice cognitive/thinking skills, children increase in their literacy and language skills and show increased confidence to learn.
- At the same time, it incorporates engagement and education sessions for caregiver/parents, providing them with knowledge and to feel supported and confident in parenting their children.
- ALPS addresses educational risks of children with limited access to relevant and affordable learning support.
- Through holistic interventions pegged according to a child's level of abilities, it empowers children to be life-long learners.
- Through increasing their literacy and language skills, children are able to focus and learn well in school thereby improving their opportunities for education and life success.
- Caregivers/Parents engagement and education activities enable them to increase their understanding of their children's needs and better support them in their learning.

“ Teachers at SHINE are able to narrow down to the problems my children face and also give me updates now and then about them. Both my boys look forward to attending the sessions.

Parent of S and Z

“ My daughter's reading skill improved, she is able to communicate her ideas and thinking more frankly rather than hiding it inside.

Parent of A, 8 yrs old

“ My child feels happy and enjoys the classes. He gets to make new friends.

Parent of A, 9 yrs old

“ I see improvement in communication and social skills, as well as self-confidence and the courage to speak up.

Parent of KY, 10 yrs old

“ I learnt about asking questions (ways of asking) and guiding my child to understand the story they read.

Parent of KT, 10 yrs old



IMPACT STORY

Fariq's Journey: Building Confidence Through Literacy Support

When Fariq first joined SHINE's ALPS literacy and language intervention programme, he faced significant challenges—he struggled with reading, was largely non-verbal, and often unresponsive to basic instructions. These communication barriers impacted not only his learning but also his ability to engage socially.

Based on initial screening results, his Learning Specialist tailored a personalised intervention plan. Through simple conversations, choice-based questions, consistent modelling and repetition, the Specialist patiently built rapport with Fariq. The focus was to gently encourage him—nurturing his curiosity and affirming every small step forward.

Fariq also received support through cognitive skill-building and multi-sensory techniques to develop his word recognition and reading ability. Over time, his progress was visible. After five months, he was reading beyond Kindergarten 1 level. More notably, he began to engage—greeting his Learning Specialist, talking about his day in simple sentences, and even volunteering answers during sessions. His comprehension, memory retention, and task independence showed marked improvement.

Fariq's growth extended beyond the programme. His school teacher observed his increased confidence to read, participate in class discussions, and take ownership of his learning.

This progress highlights the importance of addressing not just academic needs, but also the emotional and social aspects that accompany learning difficulties. Fariq's journey reflects how holistic, personalised support in a nurturing environment can empower children to overcome challenges and thrive—both in school and in life.

Reading Odyssey

Year Started: 2015

ABOUT THE PROGRAMME:

Reading Odyssey - empowering children to read for meaning, knowledge and understanding



No. of clients served in FY24/25

233

children served across 18 sites in Singapore

12

communities partnered

32

volunteers engaged



Outputs & Outcomes Achieved

89%

of children assessed show improvement in Word Reading and/or Reading Level

90%

of children display increased confidence in reading

- The Reading Odyssey (RO) programme powered by inter-agency collaborations and volunteer partnerships, serves children (aged 6 to 12) who are vulnerable* due to their social circumstances or unmet needs. (*from low-income backgrounds, with reading/learning difficulties, and limited access to appropriate learning support and enrichment).
- The Reading Odyssey serves to uplift the aspirations, abilities, and potential of children who are vulnerable by providing targeted, research-based support to improve their reading skills and build confidence.
- Through the Guided Reading Approach, the programme aims to build confidence and the ability to read for meaning, knowledge and understanding. Aside from increasing opportunities to read and learn, it promotes the development of information processing skills in children.
- The programme enables children to read more frequently, be more engaged in school learning, and develop them as life long learners, thereby improving their opportunities for educational and life success.



I have been a volunteer with RO since 2017. I believe in the programme's intention of elevating the children's self-confidence through learning and reading. The programme also provides many opportunities to interact with the children (via discussion of the stories), which allows me to journey with them through their time in the programme and help them improve.

Programme Volunteer



I learnt how to engage children in reading and deep dive into expanding their vocabulary and comprehension of the book which they are reading. It was memorable when a child who does not really speak then started to communicate more and show a little more interest in reading.

Programme Volunteer

IMPACT STORY

From Disruption to Discovery: Yan's Reading Odyssey

Yan (pseudonym) joined SHINE's Reading Odyssey programme in January 2023 when he was in Primary 2. At the time, he frequently displayed disruptive behaviour—resisting participation in cognitive games, avoiding storytelling sessions, and moving around the room, distracting others.

Instead of enforcing compliance, the team adopted a supportive behaviour management approach that emphasised positive reinforcement and built trust over time. Gradually, Yan's attitude began to shift. He became more engaged during group storytelling, listened attentively to volunteers, and actively joined in games with his peers. What was once described as "rowdy, uncooperative, and noisy" transformed into "curious, enthusiastic, and cooperative."

Over the course of two years, Yan made tremendous progress. His reading ability grew from a Primary 3 to a Primary 6 word list, and his comprehension improved significantly—rising three levels. More importantly, he developed a genuine love for reading and a newfound motivation to learn.

Yan's story is a powerful example of how consistent encouragement, quality interactions, and a blend of storytelling, guided reading, and cognitive activities can unlock a child's potential. His journey illustrates how a nurturing environment can help children not only succeed academically but also rediscover the joy of learning.

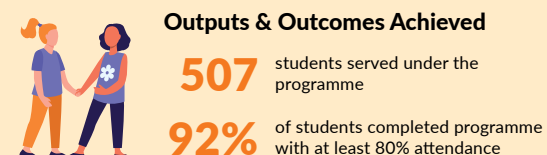
Schools & Communities Group

Works with students and schools through school social work interventions to achieve better educational outcomes; uplifting children and youths in public rental housing communities towards social mobility and brighter futures.



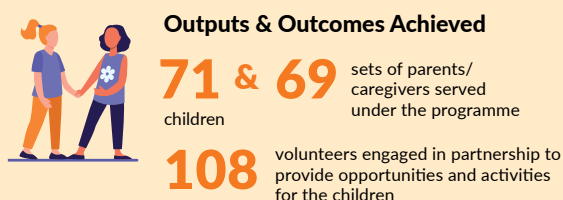
Programme 1: The Scaffold Programme (TSP)

An early intervention school social work programme for lower secondary school students to achieve better school outcomes.



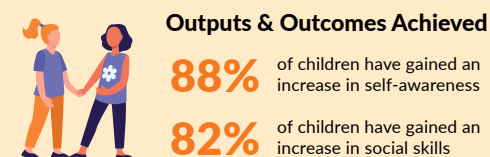
Programme 3: STAR Programme

STAR is a one-to-one, long-term mentoring programme that supports children's social-emotional and educational development, with the aim of supporting them to succeed in life and achieve social mobility, no matter their circumstances.



Programme 2: SYNC

A school social work programme to increase socio-emotional competencies in primary school students.

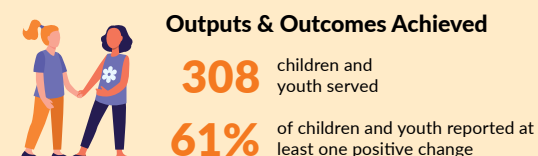


Programme 4: Daisy Phay Scholarship and Mentoring Programme

The programme supports financially disadvantaged tertiary students with a two-year scholarship and mentorship from experienced professionals to guide them through pre-university education.

Programme 5: Clubhouse Collective @ Jalan Bukit Merah

To increase the likelihood of improved social mobility outcomes of children and youth residing in 8 rental flats of Jalan Bukit Merah, through the Collective Impact (CI) approach.



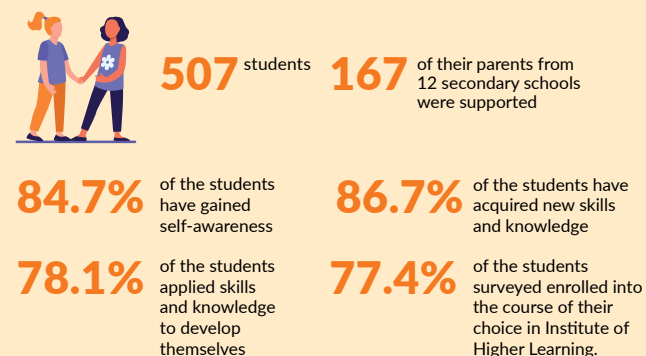
The Scaffold Programme (TSP)

Year Started: 2014

ABOUT THE PROGRAMME:

A school social work early intervention programme for lower secondary students.

Outputs & Outcomes Achieved



- The Scaffold Programme (TSP) provides school social work support to improve student outcomes, reduce referrals, and strengthen parent-child and school-student relationships.
- Over a year, students join groupwork sessions based on Positive Youth Development and the School-to-Job curriculum, along with holiday activities, family interventions, outreach, and casework.
- The TSP team also partners with schools to create a supportive environment for students' holistic development.
- Over time, students are expected to experience improvements in school attendance, stronger school connectedness, greater resilience and self-regulation, and healthier relationships with peers and parents – all of which can contribute to better academic outcomes and psychosocial well-being.

“Before being a Nebula Student Leader, I was afraid to speak up in big groups. Now, I am more confident to do public speaking and even be a good Vice-Captain by directing my team to plan for events.

Cai Yi

IMPACT STORY

Building Identity and Strengths through a School-based Drop-in Space

Since 2018, SHINE has partnered with Northland Secondary School to support students' holistic development. In 2022, the Nebula Leadership Programme was introduced to nurture students with diverse strengths into student leaders who take ownership of the after-school drop-in space.

In their first year of training, students go through the TSP to work on personal challenges, develop socio-emotional skills, and envision their future. Over a three-year journey, students build confidence, apply the skills they have learnt, and grow into more resilient individuals who contribute meaningfully to their school community.

In 2023 alone, 54 Nebula Student Leaders (NSL) engaged nearly 400 students in the drop-in space through activities and peer support. For Cai Yi, a Secondary 4 NSL, Nebula became a turning point. Initially uninterested, he declined the opportunity to join, assuming it would be boring. But after being approached a second time, he gave it a chance. Through Nebula's interactive sessions, he discovered new skills and gradually grew more confident in engaging others.

As a trainee leader, Cai Yi consistently attended his duties and made efforts to step out of his comfort zone. His growth was recognised when he was appointed Vice-Captain of Nebula, which gave him more opportunities to speak in public and take on greater responsibilities. Cai Yi attributes his development to Nebula, saying the platform helped him become a more confident and responsible person. With support and encouragement from adults, and platforms to apply his strengths, he gained a clearer sense of self and purpose.

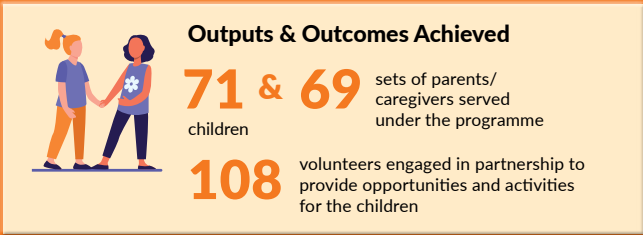
The Nebula Leadership Programme exemplifies how a supportive and structured school-based initiative can empower youths to discover their potential and become leaders in their own right.

STAR Programme

Year Started: 2023

ABOUT THE PROGRAMME:

STAR is a one-to-one, long-term mentoring programme that supports children’s social-emotional and educational development, with the aim of supporting them to succeed in life and achieve social mobility, no matter their circumstances.



Programme Objectives

STAR is a one-to-one, long-term professional mentoring programme that ensures that children in their developmental years, no matter what their circumstances are, have access to opportunities for social-emotional learning and educational support so that they can succeed in life. The programme aims to maximise the potential of our children, with the long-term goal of enabling social mobility.

Profile Served

Children from low-income families living in government rental flats starting from the age of 6 years old.

“What” of Programme

Each child is assigned a Professional Mentor who conducts one-to-one weekly mentoring to develop the child’s Core Assets, support the child’s learning, and develop the child’s interests and talents.

Parents are also paired with a Parenting Support Specialist who works and journeys with them to increase competency and capacity in parenting, as well as to support parents on how they can be more involved in the child’s learning and development.

By providing a consistent and nurturing adult figure who intentionally supports the child’s development from Kindergarten 2 to Secondary 1, and by working alongside parents to create a conducive environment for the child to thrive, the child is better equipped with essential social-emotional competencies and life skills to cope with challenges, build sustained positive relationships, increase social capital, and maximise their educational potential.



Aaron with his Professional Mentor, Azad, doing a Nothing is Impossible challenge – Complete a 3 km run @ Marina Barrage

IMPACT STORY

Growing into Confidence, Compassion, and Leadership

When Aaron (pseudonym) first joined STAR programme in 2023 when he was 6 years old, he was a quiet boy who did not have a lot of confidence. Aaron sometimes struggled with managing his emotions, especially when things did not go his way. During group activities with other children, Aaron often chose to sit out and not join in as he was sometimes overwhelmed or fearful of not being able to do the activities well. When it came to learning, Aaron was reluctant to try to read books as he could only read a few simple words but enjoyed being read to during mentoring sessions with his Professional Mentor, Azad.

Azad worked closely with Aaron and his parents to support him in preparing for Primary 1. Through the consistent one-to-one mentoring sessions and efforts by Azad in bringing Aaron’s parents and teachers together to support in his learning, Aaron has blossomed into a confident young boy. In the past one year in Primary 1, teachers have commended Aaron for his positive attitude towards learning and the pride he displays in his work. Aaron has also developed a joy for reading through the weekly reading sessions with Azad. In addition, Aaron has also shown great improvement in managing his emotions and is more attuned to the needs of others, often taking the initiative to offer a helping hand to his friends and others around him.

Azad has also uncovered Aaron’s budding leadership potential through his mentoring sessions by engaging him in planning different activities for himself. Most recently, with support from Azad, Aaron has also planned an outing during the school holidays with some of his other friends in the STAR Programme. He chose the location, came up with a list of things to bring and rules for all the children to follow.

Aaron’s growth in just 2 out of 8 years in the STAR Programme speaks for the potential of the impact of consistent one-to-one professional mentoring, the power of the village STAR Programme provides for the child, and most importantly shows us the potential a child can achieve when he is given intentional support and attention.

“ Being in the programme has enabled Aaron to be exposed to many kinds of experiences and activities. His mentoring sessions has encouraged him to grow and improve in so many aspects which benefit him in his school life. Aaron is able to read more fluently and understand his school work better.

It has been a great experience for me as a parent of the STAR Programme as I get to meet many parents during events and share opinions and different parenting styles which can help improve ours at the same time. The STAR Programme journey has brought many good memories and experiences for me as a parent.

I enjoyed every activity organised by SHINE especially the parents stress relieving sessions like canvas painting.

Mdm Lisa*, Parent of Aaron* (8 years old), who was enrolled in STAR Programme in 2023.

**Not their real names*

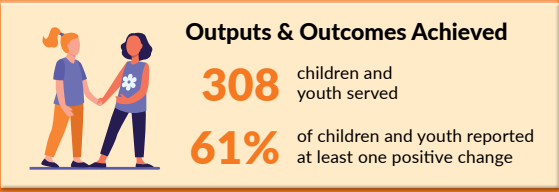


Community Social Work-Clubhouse Collective @ Jalan Bukit Merah

Year Started: 2021

ABOUT THE PROGRAMME:

Clubhouse Collective is a community-based initiative that aims to improve social mobility outcomes for children and youth (ages 5–21) living in eight public rental blocks in Jalan Bukit Merah, using a Collective Impact model.



Clubhouse Collective is a community-based initiative that seeks to improve social mobility outcomes for children and youth residing in public rental housing. This is done via on-the-ground programmes as well as systems-level partnerships with key stakeholders and the local community who are invested in helping children and youth have their best shot at being socially mobile.

- 1. A shared common agenda
- 2. Mutually reinforcing activities
- 3. Shared measures to track impact and outcomes
- 4. Continuous communication
- 5. SHINE as a backbone agency to lead, coordinate and mobilise change efforts

Clubhouse Collective pioneers the use of the Collective Impact framework in Singapore to tackle complex poverty issues for children and youth that require coordinated, multi-agency, transformative solutions rather than isolated or straightforward interventions. Here are 5 key components to the framework -

Through the Clubhouse Collective’s Theory of Change, collective partners aim to build the assets of children and youth in the four capitals of social mobility (human, economic, social, cultural).



Key stakeholders involved in the planning and execution of the first Block Party in the community



September 2024 Leadership Table Meeting with Minister Indranee Rajah (Grassroots Advisors) and Mr & Mrs Harjit (OurSpace@Kim Tian Donors).



Clubhouse Ambassadors (wearing Clubhouse lanyards) hard at work manning the Clubhouse booth

“Today’s meeting was great. Every agency shared their views genuinely. I believe this will be the start of many more suggestions.”

Participant

“THK is happy to be part of the team.”

Members from THK FSC

IMPACT STORY

From Participation to Contribution: Clubhouse Ambassadors Leading the Way

After two years of active engagement in Clubhouse activities, a number of children and youths began expressing a desire to give back to their community. More than just participants, they wanted to take on meaningful roles—helping to decorate the Clubhouse for festive seasons, assisting staff in preparing the space for programme sessions, and sharing thoughtful feedback through focus group discussions to enhance future programming.

Since 2023, one dedicated youth has gone a step further, consistently volunteering for Reading Odyssey, the Clubhouse’s literacy programme, showing sustained commitment and a genuine spirit of contribution.

This sense of ownership and initiative grew even stronger in 2025, when seven children and two youths volunteered as Clubhouse Ambassadors during a community Block Party attended by 201 guests. These Ambassadors enthusiastically welcomed visitors to the Clubhouse booth and confidently led engaging activities such as the Emotions Volcano, Body Map, and Plant Potting.

Though it was their first time in a public-facing role, the children impressed everyone with their energy, warmth, and ability to connect with guests of all ages. The two older youths stepped up as mentors, patiently guiding the younger Ambassadors and modelling leadership throughout the event.

This experience highlights the potential of our young members—not just to participate, but to lead, contribute, and shape the community they are part of. Their growth reflects the empowering environment Clubhouse seeks to create—one where children and youths feel valued, capable, and inspired to make a difference.

Youth COP

Year Started: 2007

ABOUT THE PROGRAMME:

Youth leadership-developmental programme aimed at developing youth between the ages of 13 to 16 who are vulnerable to risks of delinquency to serve as crime-prevention leaders in schools and communities.



No. of clients served in FY24/25

277 youths & family engaged



Outputs & Outcomes Achieved

>2000 members of public / general youth benefitted from various Youth COP crime-prevention efforts and engagement

6 schools and Neighbourhood Police Centres (NPC) partnered



Youth COP-lympics 2024 in collaboration with JP Morgan Singapore

- In this programme, youth will be recognised as assets with strengths and ability to contribute to making Singapore a safer and more secure place for all to live in. This transformational journey nurtures talents, uplifts aspirations, and fosters a culture of unity and respect for the youth, enabling them to move beyond their challenges and strengthen their positive identity formation into young adulthood and beyond.
- Tri-partite partnership with the Singapore Police Force to equip youths with knowledge of laws, socio-emotional skills to serve as crime-prevention leaders. Social workers provide youth and families with developmental and social work support to enable youth to thrive and remain crime-free.

IMPACT STORY

Reversing Labels. Rebuilding Identity. Rewriting the Future.

Helmi joined the programme with a clear purpose—he wanted to better understand Singapore’s legal system and improve his decision-making. After a selection process that included interviews, Helmi was accepted into the programme, marking the start of a transformative two-year journey.

Throughout this period, Helmi took part in a wide range of activities designed to build life skills, deepen knowledge of the law, and develop leadership qualities. He participated in outreach patrols led by police officers, helped organise crime prevention roadshows in schools and the wider community, and engaged in bonding activities that nurtured friendships and trust. These experiences pushed him beyond his comfort zone, allowing him to gain confidence and form meaningful relationships.

Once reserved and reluctant to engage with others, Helmi became noticeably more open and socially connected. He began making friends more easily, took initiative in group settings, and even showed the courage to support and positively challenge his peers when needed.

His progress was also guided by regular one-to-one sessions with his social worker, where he was given space to reflect on his choices and personal growth. Through these sessions, Helmi developed greater self-awareness, tackled personal challenges head-on, and recognised his own strengths.

His growth was formally recognised when he advanced in rank and was acknowledged during the programme’s appointment ceremony. This public recognition affirmed his belief in his ability to change and spurred him on to carry this growth into other areas of his life.

Helmi’s journey is a powerful reminder that when a young person’s effort is met with opportunity and support, transformation is not just possible—it’s inevitable. His story is one of hope, identity, and resilience.



Youth COP leaders engaging with Minister Sun Xueling at Clementi Division Roadshow

- Youth COP develops youth with a positive identity of a contributor, strengthening their resilience by building up their sense of self, competencies and social resources. Thus enabling youth to build a new narrative and take positive actions to pursue positive goals and milestones. This will increase their protective factors and shift their life trajectories towards more positive and long-term outcomes.



Proud parent pinning the Youth COP badge for a leader


Mental Health Group

We offer a range of tier 1 to 3 community-based youth mental health programmes to support young people, aged 12 to 25 years, and their caregivers, to improve mental well-being and thrive despite challenges.



Programme 1: CREST-Y Outreach 2.0 & Project C²

A community safety network supporting youth at higher risk of mental health conditions by raising awareness, promoting early identification, involving families and peers in recovery, and connecting them to health and social support services.



No. of clients served in FY24/25


8344 youths and caregivers outreached

Outputs & Outcomes Achieved

100% reported satisfaction with mental health services provided

Programme 3: Just Fur Fun

A group-based animal-assisted programme using feline companionship to support youth mental health by enhancing emotional regulation, promoting healthy coping, and encouraging help-seeking and social connection.



1 year funding by CapitaLand Hope Foundation for Just Fur Fun between 1 Jun 24 and 31 May 25

Programme 2: YIT @ West and YIT @ NE

A programme aimed at youths with mental health needs and their caregivers to remain well-supported in the community. It raises awareness through targeted outreach, offers assessment, therapeutic intervention, and case management, and builds strong support networks by engaging families, peers, schools, and community partners.



No. of clients served in FY24/25

947 youths served

270 parents/caregivers supported

Special Project: grovve

grovve aims to be a vibrant and inclusive space where youths gather, connect, uplift one another, and navigate their mental wellness journeys in a supportive community.



Mar 2025 Started grovve's operations

CREST-Y Outreach 2.0 & Project C²

Year Started: 2024

ABOUT THE PROGRAMME:

Redefining youth-professional partnerships to transform youth mental health through co-production and outreach empowerment



Outputs & Outcomes Achieved

25 youths were empowered in total to impact up to

>600 other youths' mental health

9 planning sessions for a full-day co-produced group session for younger service users

136 planning hours for a full-day co-produced group session for younger youths

CREST-Y Outreach 2.0

This initiative adopts an empowerment model in youth mental health outreach, where young people are given a platform to serve as mental health advocates within their schools and communities. Peer Support Leaders (PSLs) are actively involved in supporting roadshow activities designed to provide psychoeducation on mental health—working alongside professionals. This allows them to take on meaningful roles while receiving ongoing support for their own mental health growth.

The model aims to enhance self-confidence, emotional coping, and mental health literacy among youths who are actively supporting their peers. By equipping them with the knowledge and skills to do so, the programme fosters a sense of ownership and peer influence, helping to normalise conversations around mental health.

Beyond individual development, the initiative contributes to building strong, supportive youth communities that promote early help-seeking. Empowering young people in this way not only increases awareness and identification of mental health issues but also strengthens pathways for support—for both themselves and their peers. This has led to sustained mental health conversations within schools, even after SHINE concludes our direct engagement.

Project C²

A youth-led co-production pilot programme where youth service users (aged 17 to 25) co-plan, co-implement and co-evaluate a mental health support session for younger service users (aged 15 to 16), with professionals and volunteers over a 6-month period.

The programme aimed to strengthen youths' self-efficacy, self-esteem through co-production as these are identified protective factors against social isolation. Through the process, the programme also looked at enhancing emotional coping of youths. By actively involving participants in the design, implementation and evaluation of meaningful projects,

the initiative sought to address the growing sense of social disconnection and isolation in the aftermath of the pandemic.

Through co-production, youths were given the opportunity to see the tangible impact of their contributions. This not only affirmed their sense of agency, but also fostered greater prosocial behaviour—encouraging them to participate more actively and meaningfully in their own communities.

IMPACT STORY

From Behind the Scenes to Centre Stage: Building Confidence Through Collaboration

Julian (pseudonym) came into Project C² with experience in large-scale event planning where responsibilities were generally spread across a big team. He rarely stepped outside of his comfort zone to interact with people he didn't know well. There was also limited opportunities for him to go beyond his comfort zone in this aspect, to enable contribution and strengthen mental well-being.

Through Project C², he was able to do so—working closely with a tight-knit group of fewer than 10 peers to plan and execute a meaningful mental health project. This allowed him to experience firsthand, how impactful a small team can be and how every contribution mattered through collaboration, including his. This was especially given that the project was well-received, earning a 4.33/5 satisfaction rating. The process significantly boosted Julian's confidence in sharing ideas, collaborating in small teams, and taking initiative. Since completing the programme, Julian has sought out more opportunities to contribute—demonstrating Project C²'s role in empowering youths to grow into engaged and confident changemakers, especially in their own recovery journey.

Youth Integrated Team (YIT) SHINE @ West

Year Started: April 2023

ABOUT THE PROGRAMME:

YIT is a coordinated mental health care intervention programme for youths and caregivers.



Outputs & Outcomes Achieved

208

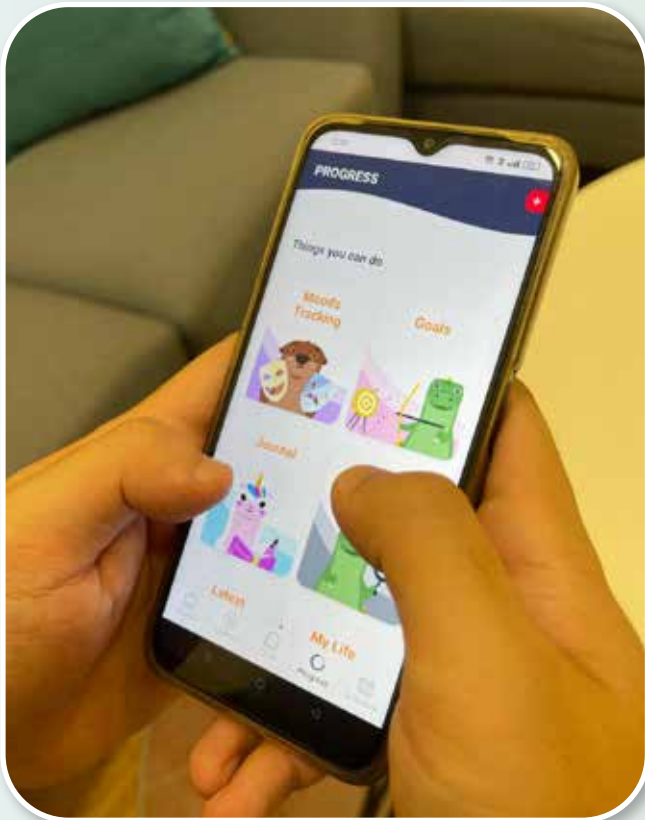
targeted youths on mental health related information

745

youths served for mental health services

218

parents/caregivers worked with in the youths' recovery journeys



Introducing Zoala, our digital mental health app. Mental health support on-the-go, just a fingertip away!

- YIT provides youths (aged 12 to 25) with accessible community-based mental health services, such as assessments, interventions, and case management services, from a multi-disciplinary team of counsellors, social work practitioners, and psychologists. Programme objectives include:
 1. Promote the recognition of early signs of mental health conditions
 2. Provide care intervention for youths and their caregivers through providing assessments, therapeutic interventions and case management
 3. Collaborate with community and healthcare partners to build a supportive environment for youths with mental health issues
 4. Facilitate the formation of supportive relationships with families and peers in the recovery journey of youths
- Many youths have complex mental health needs but low help-seeking behaviours, exacerbated by stigma and loss of confidentiality. We seek to lower these barriers and increase accessibility to services, through a multi-disciplinary community-based team approach that supports youths through therapeutic interventions and case management services, leading to improved mental well-being.

IMPACT STORY

Finding Strength Through Change: Alex's Story

When Alex (pseudonym) first learned that his family would be migrating to the UK, he was overwhelmed with fear, anxiety, and a deep sense of loss. The idea of leaving behind loved ones, familiar routines, and the life he had always known filled him with uncertainty. As the days passed, the emotional weight grew heavier, and he began to struggle with his mental well-being.

In the midst of this emotional turmoil, Alex recalled a talk he had once attended by CREST Youth SHINE @ West about mental well-being and the support services available under the Resil!ence programme. The fact that the services were free and confidential gave him the courage to reach out for support—a step he never imagined taking. Alex was connected with Vannie, a counsellor from the Youth Integrated Team SHINE @ West.

Through mental health screening and regular counselling sessions, he slowly began to feel supported and understood. While the process wasn't always easy, Vannie stood by him throughout, helping him navigate difficult emotions and build strategies to cope. She encouraged him to reflect, identify his strengths, and believe in his own resilience.

Even after Alex relocated to the UK, Vannie continued to check in with him online despite the time difference. Her consistent encouragement across the distance became a source of stability during his early days in a new environment. With her support, Alex found the courage to reach out to his new school counsellor—something he would never have done before. That decision marked a powerful turning point: he had learned to advocate for his mental health, even in unfamiliar territory.

Today, while Alex acknowledges that his journey is ongoing, he carries with him a renewed sense of confidence and self-worth. He understands that seeking help is not a sign of weakness, but of strength—and that he is never truly alone.

By sharing his story, Alex hopes to inspire other young people who may be struggling to take that first step toward support—just like he did.



“Zoala has been really helpful for me. I often get quick and timely advice, especially during moments when there's no one else I can talk to about my problems. It feels reassuring to have a virtual space that listens and supports

Youth A

“RL! has given me a safe, supportive space where I don't feel judged. The resources, guidance, and community helped me realize I'm not alone - and that it's okay to ask for help.

Youth N



Just Fur Fun (JFF)

Year Started: 2024

ABOUT THE PROGRAMME:

A group-based animal-assisted programme using feline companionship to support youth mental health by enhancing emotional regulation, promoting healthy coping, and encouraging help-seeking and social connection.



Outputs & Outcomes Achieved

101 youths served

9 programme runs

18.81% of our participants reached out for further mental health support from ResilLence post-programme

11.37% increase in post-test scores, indicating general improvement in participants' emotional awareness and regulation following the programme



Youths participating in group activities designed to foster reflection and peer connection

- Just Fur Fun (JFF) seeks to improve youths' (aged 12 to 18) help-seeking tendencies and improve therapeutic alliances with mental health services and professionals. The programme's objectives include:
 1. provide support to youths through animal companionship
 2. enhance their emotional awareness and regulation
 3. promote healthy coping skills and self-care tips to manage stress and challenges
 4. strengthen help-seeking tendencies to improve mental health
- JFF also provides the opportunity for participants to share and engage with their peers in a safe space. They interact with felines, reflect on personal insights, and gain knowledge, while also strengthening their professional relationships with mental health services and professionals.
- JFF addresses the gap between youths' complex mental health needs and low help-seeking behaviour. By offering an animal-assisted programme, it lowers barriers to engagement. The presence of felines promotes calmness and reduces stress, while groupwork builds the youths' social capital – laying the foundation for long-term help-seeking and improved mental well-being.



Capturing memories and moments of connection with their new furry friend



Feeding the cats during a designated playtime session

“Friends made along the way helped us, JFF also allowed us to make new friends, and bonded us together. It was comfortable sharing with each other.”

Youth 1

“I like that we get to talk about deep things while petting cats. The people organising the programme were very caring and made the activities very comfortable.”

Youth 2

IMPACT STORY

Bridging Bonds Through Cats

Before joining the Just Fur Fun (JFF) programme, Alan (pseudonym) who attended the session had limited opportunities to interact with animals as his family didn't own a pet. Through the session, not only did he get to interact with cats as a new experience, but also picked up important social skills – learning how to make new friends, approach peers confidently, and express himself in a group setting.

Another particularly heartwarming moment came during the bus ride home after the first session. Jenny and Lisa (pseudonyms), who had previously been distant with each other, were seen chatting and even sitting side by side – something that hadn't happened all year. The shared experience of caring for and interacting with the cats appeared to soften tensions and rebuild trust.

These positive shifts—were made possible by the programme's calm, structured environment, which encouraged reflection and meaningful engagement. For many, the sessions offered a safe space to connect, grow, and relate to others in new ways. Several youths shared that they not only enjoyed the experience but would be keen to participate in similar programmes in the future—underscoring how animal-assisted activities can be a powerful medium for social-emotional learning and healing.

SHINE Charity Golf 2024

Year Started: 2011



The SHINE Charity Golf Committee was established in 2011 by the late Mr. Eric Low JP, BBM (L), PBM, in response to a pressing need for fundraising. At the time, reductions in government funding meant that several of SHINE's programmes were at risk of being scaled back or discontinued due to limited resources.

Recognising this challenge, and drawing on his experience, Mr. Low rallied a group of loyal friends and supporters to form a dedicated committee. Their shared belief in SHINE's mission and their commitment to giving back laid the foundation for what would become an annual signature fundraising event.



Total Funds Raised to Date:

\$3,874,926

including matching grants

Number of Years Held

12

SHINE Charity Golf Event 2024: A Decade of Dedication and Impact

Year after year, the SHINE Charity Golf event continues to flourish—and 2024 was no exception. The twelfth edition of this meaningful tradition was successfully held on 30 August 2024, at the scenic Laguna National Golf Resort Club. This year's event was led by Dinesh Subramaniam, the newly appointed chairman of the SHINE Golf Committee, together with a passionate and hardworking team of volunteers. Their steadfast commitment to SHINE's cause—empowering children and youth to reach their full potential—was evident in every detail of the day.

The Heart of the Event: Volunteer Commitment

The committee not only contributes their time and networks but also gives generously through in-kind donations. From thoughtfully curated goodie bags and golf balls to refreshments and prized items for the dinner auction, every contribution plays a role in enriching the experience for participants. Their dedication goes far beyond logistics—they willingly invest personal resources and social capital to ensure the event's success.

Enhancing the Participant Experience

This year's SHINE Charity Golf stood out not only for its cause but also for the exceptional experience it offered to every participant. From start to finish, the event reflected thoughtful touches and meticulous planning that elevated the day into something truly memorable.



Beyond the game itself, the committee went the extra mile to ensure that the event was engaging, enjoyable, and meaningful.

A highlight of the day was the introduction of novelty games stationed at various holes on the course, creatively designed to do more than entertain—they served as educational moments, giving golfers a deeper understanding of SHINE's mission and the impact of its programmes. These interactive stations not only added a fun twist to the golfing experience but also helped connect participants more personally with the cause they were supporting.

The experience continued into the evening with a vibrant post-game dinner and auction, where camaraderie, laughter, and generosity filled the room. Guests were treated to a warm, welcoming atmosphere, delicious food, and a well-curated selection of auction items, many of which were donated by supporters and partners. The auction was not just a fundraising highlight—it was a lively and heartfelt celebration of community spirit.

A Note of Gratitude

SHINE is deeply grateful to the sponsors, donors, golfers, and volunteers who made this year's event a success. Your support ensures that we can continue to reach the young lives that need us most. Every dollar raised contributes to programmes that empower the next generation.

Looking Ahead

SHINE Charity Golf has grown not only in scale but also in heart. What began as a fundraising initiative has become a symbol of hope, resilience, and unity. As we look forward to future editions, may the legacy of this event continue to inspire many more to stand with SHINE in our mission to help children and youth thrive.



Nothing Is Impossible 2024

A Movement Built on Hope—and Gratitude

SHINE Nothing Is Impossible (NII) is our flagship fundraising campaign that celebrates the strength, resilience, and potential of children and youth

In 2024, we marked four years of this powerful movement. NII inspired people across Singapore to rise to challenges, give generously, and rally their communities in support of brighter futures.

Celebrating 4 Years of Nothing Is Impossible



We launched NII 2024 with joy and purpose at SHINE @ Clementi, surrounded by partners, supporters, and families.

Mr. Eric Chua, Senior Parliamentary Secretary, MINLAW and MCCY, kicked off the day with an uplifting speech before joining children from our STAR Programme in Knighthood-themed activities.



SPS Mr. Eric Chua, NII Ambassadors Ms. Irene Ang and Ms. Evelyn Tan shared their reasons for supporting SHINE—and how NII moved them to act.

We Look Back, With Gratitude



Running With a Purpose

SPS Mr. Eric Chua pushed personal limits by running 48 km in support of SHINE. The final 3 km, was completed with SHINE staff, youth beneficiaries, and NII ambassador Ms. Irene Ang.



Fairy Tale-Themed Charity Concert

It was a beautiful reminder of the confidence and joy that creative expression can unlock. Together with Pacifica Music Academy and LASALLE, SHINE's young beneficiaries and volunteers performed in a magical Fairy Tale-themed concert.

Going Green with ResiLience

- Hiking at 6 am
- Cycling 25 km
- Collecting over 100 kg of trash



United in cause, the team showed that with determination and purpose, nothing is impossible—even for the planet. Our ResiLience team took on bold eco-challenges to raise awareness and funds while caring for the environment.

Campaign Impact

To every runner, artist, donor, volunteer, and cheerleader—thank you. Your contributions made NII 2024 a heartfelt success. Together, we are fuelling dreams and lifting communities.



Total Funds Raised to Date:
(since FY21)

>\$1,021,472



>100 campaigns started by
individuals and groups

Givers Connection

ABOUT THE PROGRAMME:

Givers Connection is an annual appreciation and recognition event for SHINE's partners and volunteers.



Outputs & Outcomes Achieved

949

volunteers partnered in FY24/25

37

Service-based partnerships in FY24/25

Renamed Givers Connection, SHINE organises an annual partners' appreciation event to recognise the many individuals and groups who have given their time, talents, and resources to empower the children and youth we serve. Partners who have contributed in various ways, be it volunteering, donating or through other partnerships, are invited to this event where we appreciate them in helping us achieve our mission and vision. Long-serving volunteers and partners who have gone above and beyond are recognised with the Long Service Award and Friends of SHINE Award.



Mr Damien Ler receiving his 25-year Long Service Award



Mr Gopinath Menon, BBM, receiving his 40-year Long Service Award



Tiles painted by volunteers

The Volunteer Partnerships and Development team aims to foster and facilitate meaningful partnerships with our volunteers so that SHINE can continue to deliver broader and deeper impact. By leveraging partners and volunteers, we expand our capabilities and capacities to enhance our service delivery to the children and youth.

It was a cosy and heartwarming afternoon at Givers Connection 2024. We were joined by our Givers as we came together to celebrate their collective contributions that have shaped the lives of children and youth across SHINE. The event featured tile coaster painting, lively performances by SHINE youth and heartfelt videos that expressed our appreciation to volunteers for their invaluable contributions.

One of the highlights was the awards presentation, where we recognised the remarkable dedication of our long-serving volunteers. Among them were Mr Damien Ler, who marked 25 years of service, and Mr Gopinath Menon, BBM, who was honoured for an extraordinary 40 years of unwavering commitment towards SHINE's cause.



Volunteers painting their tiles

As we look back with gratitude and forward with hope, we extend our heartfelt thanks to every individual and organisation who has supported us over the years. Here's to more years of maximising the potential of children and youth together!

DONORS AND PARTNERS

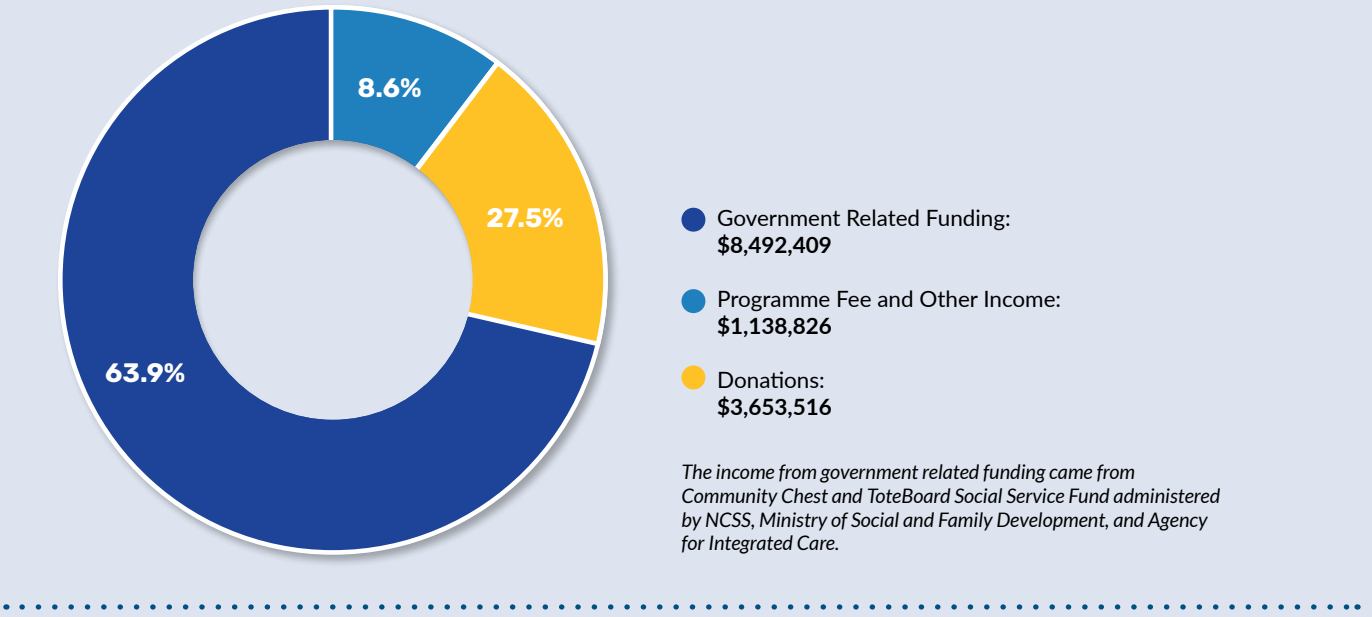
\$5,000 and above donors			
<ul style="list-style-type: none">4R Dental Pte LtdAegis Building & Engineering Pte LtdAng Kian PengAng Su Yin AngelinaAzalea Investment Management Pte. LtdBill SmartBinjaiTreeCapitaland Hope FoundationChan Siew Sim SusanChangi FoundationChong MengCommunity ChestDo Good International FoundationEagle Wings of Hope FundEddie LooEddy NgEric Quah Hock LeeGateway Capital SG Pte LtdGLP Pte LtdIshk Tolaram Foundation	<ul style="list-style-type: none">James Tan Teng ChuanJL Building Products & Services (S) Pte LtdJonathan KuahKampung Spirit FundKoh Brothers Development Pte LtdLauer & Sons Investments Pte. LtdLawrence WuLee Cher Eng LukeLee Li MengLee Seng MengLeonard Tan Tse LiangLim Chee KongLim Kim HoeLim Kwok PinLim Li Pheng MariaLim Tuang LiangLucky Square Pte LtdM. Tech Products Pte LtdMalayan Daching Co Pte LtdManas Tamotia	<ul style="list-style-type: none">Marina Bay Sands Pte LtdMellford Pte LtdMitsubishi Electric Asia Pte LtdNational Council of Social ServiceNg Kim Suan FoundationNippon Paint (Singapore) Company Private LimitedOctava Foundation LimitedOil Brokerage International Pte LtdOneRHT FoundationOng Chiew SuanOng Seow LeongOversea-Chinese Banking Corporation LimitedPang Sze KhaiPSA Corporation LtdRobert Ong Chee MengSingapore Pools (Private) LimitedST Engineering Defence Aviation Services Pte. Ltd.Sun Venture Pte. LtdSingapore CourtsTan Chin Tuan Foundation	<ul style="list-style-type: none">TBG Enterprise Pte LtdTehc International Pte. LtdTeoh Hai ThowTey Qi XiangThe Community Foundation of SingaporeThe MOH Family FoundationThean Pik Yuen ValerieThomas Joseph Lim Kim GuanTouch Community Services LimitedUHP Technology Pte LtdUK Online Giving FoundationVinayak Scaffold & Services Pte. LtdWan Chee FoongWee Tze WeeWee Wei Yi LynetteWWTBf Pte LtdXu YangqiYeo Shung Ping AdelineYeoh Ban Aik, Peter

Contributors / Partners			
<ul style="list-style-type: none">=DREAMS (Singapore) Limited1880 Members ClubAlAAllkin Family Service Centres (Ang Mo Kio and Cheng San)Allkin SingaporeAng Mo Kio Police Division SPF Greenleaf ProjectAnglo Chinese School (Independent)Anglo-Chinese School (Barker Road)APSN Delta Senior SchoolAssumption Pathway SchoolBank of SingaporeBendemeer Primary SchoolBenevityBeyond Social ServicesBishan Neighbourhood Police CentreBlangah Rise PrimaryBollywood FarmsBowen Secondary SchoolBoys' TownBrickland Grassroots OrganisationsBukit Batok Secondary SchoolBukit Merah East Neighbourhood Police CentreBukit Merah Secondary SchoolCampus ImpactCanberra Secondary SchoolCantonment Primary SchoolCapitaland Hope FoundationCDACCentral Narcotics Bureau of SingaporeCentre of Evidence and ImplementationChangi FoundationCHATCHIJ St Joseph's ConventCHIJ St. Theresa's ConventChildren's Wishing WellChua Chu Kang Primary SchoolClementi Neighbourhood Police CentreClementi Primary SchoolClementi Town Secondary SchoolClementi Whitley Secondary SchoolCLUB Ministries, Community of Praise Baptist ChurchCommunity Foundation of SingaporeConcord Primary SchoolDe La Salle SchoolDr Charleen ChiongDr Gerard Chung, Department of Social Work, NUSDr Teo You YennEconomic Mobility Pathways (EMPath)Etonhouse Community FundEvery Child Matters (ECM) by Preschool Market	<ul style="list-style-type: none">Extreme FitnessFairfield Methodist Secondary SchoolFei Yue Family Services Centre @ Bukit BatokFei Yue Family Services Centre @ Choa Chu KangField AssemblyFoundation of Rotary Clubs FSCFuhua Primary SchoolGan Eng Seng PrimaryGan Eng Seng SchoolGreendale Secondary SchoolHappy Tutors Learning CentreHenry Park Primary SchoolHoly Innocents' High SchoolHougang Neighbourhood Police CentreHougang Secondary SchoolHwa Chong International SchoolInner Wheel ClubInstitute of Mental HealthIPS Policy LabITE College EastJP Morgan SingaporeKent Ridge Secondary SchoolKim Tian West RCKitesenseKK Women's and Children's HospitalKranji Secondary SchoolLions BefriendersLoving Heart Multi Service CentreLutheran Care and Community ServicesMendakiMental Health Film Festival SingaporeMethodist Girls' schoolMind What MattersMinistry Of Education (MOE) UPLIFT Programme OfficeMinistry of Social and Family Development (Child Protective Service)MOH Office for Healthcare TransformationMontfort Care Child ProtectionMontfort Care KIDSTARTMontfort Secondary SchoolMontfort Triple PMrs Lee Choon Guan Endowed Research Grant, National University of SingaporeMSF - Probation and Community Rehabilitation Service (PCRS)MSF, Child Protection ServiceMSF, Rehabilitation and Protection GroupMWS Covenant FSCNanyang Community ClubNanyang PolytechnicNational Council of Social ServiceNational Healthcare Group Polyclinics (Sembawang)National University Hospital Singapore	<ul style="list-style-type: none">National University HospitalNational University of SingaporeNational University of Singapore - Ridge View Residential CollegeNew Creation Community ServicesNew Town Primary SchoolNew Town Secondary SchoolNg Teng Fong General HospitalNgee Ann PolytechnicNgee Ann Polytechnic (NP) Optometry StudentsNHGP Hougang PolyclinicNorthland Secondary SchoolNUS Public Legal Awareness for Youth (PLAY) MentoringNUS Rag & FlagOversea-Chinese Banking Corporation LimitedOctava FoundationOutram SecondaryPaya Lebar Methodist Girls' Secondary SchoolPei Tong Primary SchoolPeirce Secondary SchoolPeople's AssociationPlayeumProject ConventioNOTProject Green RibbonPunggol Primary SchoolQifa Primary SchoolQuantedge FoundationQueenstown Neighbourhood Police CentreQueenstown Primary SchoolQueenstown SecondaryQueensway Secondary SchoolRadin Mas Constituency OfficeRadin Mas GrassrootsRadin Mas PrimaryREACH IMHREACH KKHRegent Secondary SchoolResearch For ImpactR192 & FriendsRiver Valley High SchoolRiverlife Community ServicesSafepod @ QueenstownSAFRASaint Anthony's Canossian Secondary SchoolSembawang Secondary SchoolSerangoon Gardens Secondary SchoolSG Cares Volunteer Centre @ Bukit MerahSINDASingapore Anglican Community ServicesSingapore Children's SocietySingapore CourtsSingapore Institute of TechnologySingapore Police Force - Ang Mo Kio DivisionSingapore Police Force - Central Division	<ul style="list-style-type: none">Singapore Police Force - Clementi DivisionSingapore Police Force - Tanglin DivisionSingapore PolytechnicSocial Service InstituteSociety of Starfish SingaporeSouth West Community Development Council (CDC)SportCaresSportFrenz, a Singapore Pools Volunteer GroupSSO @ Boon Lay and Taman JurongSSO @ Jurong East / Clementi / QueensntownSSO @ KABMSSO @ Sengkang, Serangoon, HougangST Engineering Defence Aviation Services Pte. Ltd.St. Margaret's School (Secondary)Staff of CRPPStaff of SUTDSUSS Centre of Excellence for Social GoodSwiss Cottage Secondary SchoolTamarack InstituteTampines North Primary SchoolTanjong Pagar-Tiong Bahru Constituency OfficeTeck Whye Primary schoolThe Humble HomeThe MOH Family FoundationTHK FSC @ TPThrive ConsultingTiong Bahru Youth Network (TBYN)TOUCH Community ServicesTOUCH Young Arrows, TOUCH Community ServicesTownsville Primary SchoolTri-Sector AssociatesUlu Pandan StarsUnity Primary SchoolUnity Secondary SchoolVocabulousWhitley Secondary SchoolWoodleigh Neighbourhood Police CentreXinmin Secondary SchoolYayasan MENDAKIYishun Family Service CentreYishun Town Secondary SchoolYMCA SingaporeYong-En Care CentreYoung Women's Leadership Connection (YWLC)Youth Corps, National Youth CouncilYouthGO!Yusof Ishak Secondary SchoolYuying Secondary SchoolZhangde Primary School

FINANCIAL HIGHLIGHTS

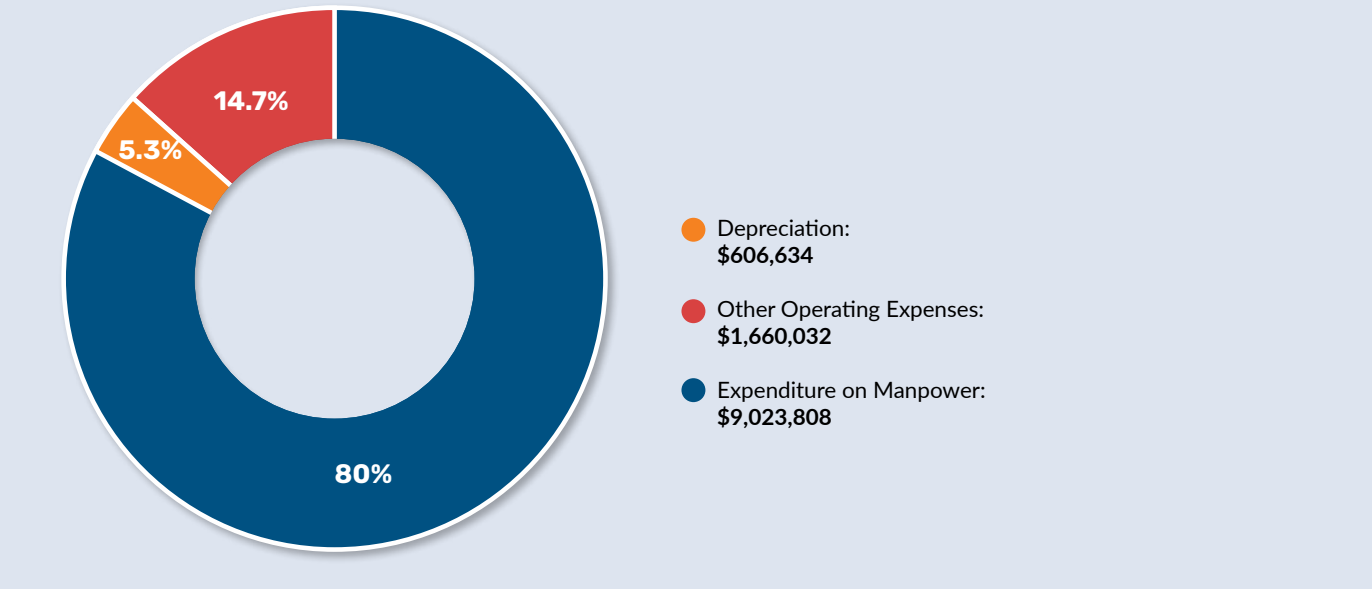
FY24/25 - Income Sources

Total Income = **\$13,284,751**



FY24/25 - Operating Expenditure

Total Operating Expenditure = **\$11,290,474**



STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	2025 \$	2024 \$
Assets		
Non-current assets		
Property, plant and equipment	4,432,415	962,638
Intangible assets	668,770	372,944
	<u>5,101,185</u>	<u>1,335,582</u>
Current assets		
Prepayments	168,855	80,076
Trade receivables	63,687	8,538
Other receivables	1,667,645	1,007,667
Cash and short term deposits	18,128,308	17,575,246
	<u>20,028,495</u>	<u>18,671,527</u>
Total assets	<u>25,129,680</u>	<u>20,007,109</u>
Funds And Liabilities		
Funds and reserves		
Unrestricted Funds:		
General reserves	9,177,148	8,237,968
Restricted Funds:		
Restricted funds from Government and other funders	3,492,378	2,444,322
The Daisy Phay Foundation-SHINE Scholarship Fund	5,486,355	5,472,264
Y's Men's Club (Beta Chapter) Financial Assistance Fund	37,992	37,266
Asset Enhancement Fund	50,872	58,648
	<u>18,244,745</u>	<u>16,250,468</u>
Non-current liabilities		
Funds received in advance	17,961	39,367
Deferred income - capex grant	1,795,082	237,853
Lease Liabilities	1,320,083	-
	<u>3,133,126</u>	<u>277,220</u>
Current liabilities		
Trade payables	260,556	94,100
Other payables	1,949,280	3,205,412
Deferred income - capex grant	882,747	179,909
Lease Liabilities	659,226	-
	<u>3,751,809</u>	<u>3,479,421</u>
Total liabilities	<u>6,884,935</u>	<u>3,756,641</u>
Total funds and liabilities	<u>25,129,680</u>	<u>20,007,109</u>

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2025

	2025 \$	2024 \$
Income		
NCSS - Tote Board Social Service Fund	1,527,940	2,078,138
AIC(MOH)	2,053,663	1,463,613
Ministry of Social and Family Development	1,198,589	1,276,103
MSF - Community Chest	155,000	-
NCSS - Community Chest	1,692,639	839,771
NCSS - 4ST Partnership Fund	352,856	348,082
NCSS - Capital Grant For IWC Reno	36,380	-
President's Challenge	43,164	-
MOH Reinvestment Fund	97,208	-
Tote Board	-	227,188
Matching Grants	547,598	203,874
MCCY	476,212	197,420
NCSS - Others	199,502	131,092
Care & Share	59,471	93,983
Job Growth Incentive/Job Support Scheme	-	3,694
Tax-deductible donations	2,449,693	1,291,053
Non-tax deductible donations	1,203,823	1,034,392
Research Grants	52,187	-
Programme Fees	606,107	507,841
Training income	112,797	140,905
Rental income	8,700	-
Interest income	408,052	419,423
Miscellaneous income	3,170	2,970
	<u>13,284,751</u>	<u>10,259,542</u>
Less: EXPENDITURE		
Expenditure on manpower	(9,023,808)	(7,872,110)
Depreciation on Renovation/Equipment/Right-of-use/Intangible assets	(606,634)	(381,858)
Other operating expenses	(1,660,032)	(1,363,330)
	<u>(11,290,474)</u>	<u>(9,617,298)</u>
SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>1,994,277</u>	<u>642,244</u>
Surplus allocated to:		
General Reserves	939,180	611,285
Restricted funds from Government and other funders	1,048,056	(66,763)
Daisy Phay Foundation- SHINE scholarship fund	14,091	97,706
Y's Men's Club (Beta Chapter) financial assistance fund	726	(1,369)
Asset Enhancement Fund	(7,776)	1,385
	<u>1,994,277</u>	<u>642,244</u>

STATEMENT OF CHANGES IN ACCUMULATED FUNDS

FOR THE YEAR ENDED 31 MARCH 2025

	Unrestricted Funds		Restricted Funds			
	General Reserves utilised to support partially funded programmes \$	Funding from Government and other funders \$	The Daisy Phay Foundation - SHINE Scholarship fund \$	Y's Men's Club (Beta Chapter) financial assistance fund \$	Asset Enhancement Fund \$	Total \$
Balance at 31 Mar 2023	8,184,068	1,953,700	5,374,558	38,635	57,263	15,608,224
General reserves utilised to support partially funded programmes	(557,385)	557,385	-	-	-	-
Total comprehensive income for the year	611,285	(66,763)	97,706	(1,369)	1,385	642,244
Balance at 31 Mar 2024	8,237,968	2,444,322	5,472,264	37,266	58,648	16,250,468
Total comprehensive income for the year	939,180	1,048,056	14,091	726	(7,776)	1,994,277
Balance at 31 Mar 2025	9,177,148	3,492,378	5,486,355	37,992	50,872	18,244,745

The following are funds held by SHINE Children and Youth Services that are restricted for the purposes indicated below:

Restricted Funds	Purpose
Restricted funds from Government and other funders	This amount comprises: <ol style="list-style-type: none"> Accumulated surplus from programmes partially funded by NCSS administered funds (e.g. Community Chest Funds, Tote Board Social Service Funds (TBSSF) in which ringfencing is part of the funding requirement Accumulated surplus from programmes receiving other government and non-government grants in which ringfencing is part of the funding requirement Accounted within this fund are the net results of, TSP, ISP, Youth COP, Collective Impact @Spooner Road, Collective Impact @Bukit Merah, Family Coach, Collective Impact @ Integrated Wellness Collective, Youth Integrated Team, Learning & Social Support Programme, Community Based Reading Odyssey, Integrated Care Programme, STAR- Long term mentoring, Crest Youth, Technology subsidies and grants from NCSS administered funds, and Pandemic related funding.
The Daisy Phay Foundation - SHINE Scholarship Fund	This is an endowment fund created by the donation of \$5million, by the Estate of Dr Phay Seng Whatt. The donation is invested in fixed deposits and is kept intact at all times. Only the income generated from the investment of this fund is to be distributed on an annual basis for the benefit of full-time students, who are good, needy, deserving and studying in junior colleges.
Y's Men's Club (Beta Chapter) Financial Assistance Fund	This is a fund restricted to be utilised only for financial assistance for needy students and their families. The Y's Men's Club (Beta Chapter) Board of Directors confirmed via email on 5 April 2013 that it had no objection to SHINE's proposal to continue using the Y's Men's Club (Beta Chapter) Scholarship Fund to provide financial assistance to needy students and their families. It also agreed to rename the Fund as "Y's Men's Club (Beta Chapter) Financial Assistance Fund".
Asset enhancement fund	This is a fund restricted to be utilised for capital expenditure for the overall enhancement of the Charity's infrastructure, including cost of building development, renovation works, furniture & equipment etc.

The financial statements of SHINE Children and Youth Services were audited by Odds & Even Associates, which had issued an unqualified report. The full set of audited financial statements can be viewed at www.shine.org.sg

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	2025 \$	2024 \$
Cash flows from operating activities		
Surplus for the year	1,944,277	642,244
Adjustments for:		
Depreciation on Renovation/Equipment/Right-of-use/Intangible assets	606,634	381,858
Interest income	(408,052)	(419,423)
Interest expense	5,083	-
	<u>2,197,942</u>	<u>604,679</u>
Changes in working capital:		
- Trade receivables	(55,149)	39,003
- Other receivables and prepayment	(809,642)	(454,404)
- Trade payables	166,455	(52,597)
- Other payables	(1,256,132)	1,809,762
- Funds received in advance	(21,406)	(104,380)
- Deferred income	2,260,067	(54,801)
Cash generated from operations	<u>2,482,135</u>	<u>1,787,262</u>
Income tax paid	-	-
Net cash generated from operating activities	<u>2,482,135</u>	<u>1,787,262</u>
Cash flows used in investing activities		
Acquisition of Intangible Asset	(458,793)	(202,411)
Acquisition of Renovation/Equipment/Right-of-use-assets	(1,880,086)	(446,375)
Interest received	468,938	395,674
Net cash used in investing activities	<u>(1,869,941)</u>	<u>(253,112)</u>
Cash flows used in Financing activities		
Interest paid	(5,083)	-
Payment of principal portion of lease liabilities	(54,049)	-
Net cash used in financing activities	<u>(59,132)</u>	<u>-</u>
Net increase in cash and cash equivalents	<u>553,062</u>	<u>1,534,150</u>
Cash and cash equivalents at 1 April 2024/1 April 2023	<u>17,575,246</u>	<u>16,041,096</u>
Cash and Cash Equivalents at 31 March	<u>18,128,308</u>	<u>17,575,246</u>
Cash and Cash Equivalents comprise of the followings:		
Cash and Bank balances	5,978,308	4,425,246
Fixed deposits	12,150,000	13,150,000
	<u>18,128,308</u>	<u>17,575,246</u>

GOVERNANCE AND DISCLOSURES

Code of Governance

SHINE Children and Youth Services adheres to the principles and guidelines of the Code of Governance for Charities and Institutions of a Public Character (IPCs), the Charities Act, and regulations as governed by the Commissioner of Charities. The Organisation has compiled with the revised Code of Governance released by the Charity Council and updated the Governance Evaluation Checklist (GEC) in the Charity Portal for the financial year ended 31 March 2025 at www.charities.gov.sg.

Reserves Policy

SHINE Children and Youth Services has a reserve policy for long-term stability of the operations, and it ensures that there are sufficient resources to support the organisation in the event of unforeseen circumstances. The purpose of reserves is to ensure financial sustainability to meet the Charity’s objectives. SHINE adopts a policy to maintain its Unrestricted Fund General Reserves at not more than two times of its annual expenditure. Our reserve ratio as at 31 March 2025 is 0.8.

Please refer to Note 12 (page 21) of SHINE’s Audited Financial Statements for more details on the reserves.

Conflict of Interest Policy and Related Party Transactions

All Board/Committee members and staff of SHINE Children and Youth Services are required to understand and abide by the Organisation’s Conflict of Interest Policy and disclose any information about him/her that is, or may lead to, actual, potential and/or perceived conflicts of interest on an annual basis. An interested Board/Committee member or staff must not participate in any discussion of, deliberations about, and the vote on, the transaction or arrangement that results in conflict of interest.

Please refer to Note 18 (page 27) of SHINE’s Audited Financial Statements.

Whistle-blowing policy

SHINE is committed to uphold high standards of corporate governance towards all groups of stakeholders and has a whistleblowing policy that sets out avenue for legitimate concerns to be objectively investigated and addressed. Whistle blowing reports may be submitted to the Chairperson or Executive Director. An independent panel will review whistleblowing matters. All whistleblowing reports will be treated with the strictest confidence and investigated independently. There were 0 whistleblowing reports received in FY24/25.

Name	Current Board Appointment	Past Board Appointments	Reason for serving more than 10 consecutive years	Board Meeting Attendance
Mr Wan Chee Foong	Chairman 19-Aug-2023	Chairman Since 17-Aug-2019 Vice-Chairman From 23-Aug-2014 to 16 Aug 2019	Mr Wan was appointed as Chairman in 2019 and brings broad based strategic leadership experiences. His continuity of leadership and familiarity, working with newer board members, provide much-needed stability as the organisation undergoes transformation. Mr Wan will be succeeded by the Vice Chairman in the upcoming term of appointment.	4/5
Mr Lim Tuang Liang	Vice Chairman 19-Aug-2023	Vice Chairman Since 17-Aug-2019	Mr Lim’s leadership experiences from the public sector provide a balanced mix of ideas. His continuity of service provides valuable insights and directions, working alongside the newer board members. Mr Lim will be succeeding Mr Wan as Chairman in the upcoming term of appointment.	4/5
Mr Ong Chee Siong, Gabriel	Honorary Secretary 19-Aug-2023	Honorary Secretary Since 20-Aug-2016	Mr Ong is a core member of the Board and contributes to the Finance Committee and the Daisy Phay Foundation – SHINE Scholarship Award Committee. This is Mr Ong’s final term of appointment as part of the Board’s succession plan.	2/5
Ms Poh Hwee Hian	Honorary Treasurer 29-Nov-2023	Board Member Since 17-Aug-2019	-	4/5
Mr Lim Song Khiang, Albert, PBM	Member 19-Aug-2023	Board Member Since 25-Aug-2012	Mr Lim’s familiarity with the social service sector provides wide and valuable perspectives to the Board. He chairs the Audit and Risk Management Committee and plays an important role anchoring the committee. This is Mr Lim’s final term of appointment as part of the Board’s succession plan.	5/5
Mr Lim Tze Chern	Member 19-Aug-2023	Honorary Treasurer From 17-Aug-2019 to 20-Aug-2021	-	5/5
A/P Wong Yuh Ju, Peace	Member 19-Aug-2023	Board Member Since 22-Aug-2020	-	4/5
Ms Chee Yuen Li, Andrea	Member 19-Aug-2023	Board Member Since 21-Aug-2021	-	3/5
Mr Dinesh Subramaniam	Member 19-Aug-2023	Board Member Since 21-Aug-2021	-	3/5
Mr Ng Ying Yan, Damien	Member 19-Aug-2023		-	3/5

Disclosures on Remuneration and Benefits

- No Board members are remunerated for their Board services in the financial year.
- None of the staff serve in the Board of the charity
- There is no paid staff, who is a close member of the family of the Executive Director or Board members.

Disclosure of Remuneration of three highest paid staff in bands of \$100,000	FY2024/25
Remuneration Band*	No. of Staff
Between \$200,000 to \$300,000	1
Between \$100,000 to \$200,000	2

*Salary and bonus (including employer’s CPF contributions).

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	2
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	2

11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report."	2.9a 2.9b 2.9c	Yes	2
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2

Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	2
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	2

31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	2
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2

Total Score: 76

Percentage: 100%
= (Total Score/Full Marks of 76) x 100%

The Year Ahead

As we look toward the coming year, SHINE remains steadfast in our commitment to advancing both existing and newly introduced programmes. Our strategic priorities will centre on Youth Mental Health, Social Mobility, and Collective Impact. We aim to broaden our reach, supporting more children and youth through prevention, intervention, and remedial services that are timely and impactful.

A key highlight will be the launch of Grovve in November 2025. Grovve is a flagship collective impact initiative spearheaded by the National Council of Social Service, SHINE, and a network of partners. Designed as an integrated wellness space, Grovve will offer a range of youth-friendly activities and support services for young people and their caregivers. It will serve as a safe, welcoming space for self-discovery, where youth can access the help they need with the care and understanding they deserve.

To sustain our programmes and build capacity—much of which is only partially funded by government grants—SHINE will continue to seek financial support from the public, corporate partners, and philanthropic foundations. Key fundraising events for the year include the "Nothing Is Impossible" Campaign, Charity Golf, Charity Concert, and various online fundraising initiatives.

Our fundraising goal for the year is \$3,000,000, aligned with the stipulated fundraising efficiency ratio. Donations to SHINE are eligible for 2.5 times tax deduction.

We invite you to continue this journey with us—to empower every child and youth to realise their fullest potential. Together, we can make a meaningful and lasting impact in their lives.

Growing Our Knowledge

Books



Not for Sale
An exploratory study on the social coping of youths with Autism



Not for Sale
Standards for School Social Work Practice



S\$15.00
School Social Work: A Guide to Programme Planning and Evaluation



S\$2.00
The Practice of Group Work: Tips on Starting a Group



\$10.00
Apart or a Part: The Social Worker's Multiple Journeys



S\$10.00
The SMP Handbook on Mentoring, Friendship, Support and Guidance



S\$15.00
Raising your Family EQ



\$10.00
A Hand To Hold



S\$12.00
Systemic Practice in School Social Work

Journal Publications & Book Chapters

- Yeo, G., Reich, S. M., Liaw, N. A., & Chia, E. Y. M. (2024). The Effect of Digital Mental Health Literacy Interventions on Mental Health: Systematic Review and Meta-Analysis. *Journal of Medical Internet research*, 26, e51268. <https://doi.org/10.2196/51268>
- Liu, D., Woo, P., Chia, E. Y. M., Pek, J. H., & Yu, X. (2023). Bringing strengths and differences to the table - challenges and opportunities in practitioner-researcher collaborations. *Asia Pacific Journal of Social Work and Development*, 33(4), 295–312. <https://doi.org/10.1080/02185385.2023.2227978>
- Sosa, L. V., Bamba, S., Ismayilova, G., Tan-Wu, M. L. (2016). School Social Work in a Global Context. In L.V. Sosa, M. Alvarez & T. Cox (Eds.), *School Social Work: National Perspectives on Practice in Schools* (pp. 221-238). Oxford University Press
- Students Care Service. (2016). *School social work - Enabling students to thrive*. In R. Ow & J. N. . Khng (Eds.), *Social work with children and youth in Singapore: A resilience perspective* (pp. 145–176). Singapore: Pearson Education South Asia. (Author: Zhuang Xinyan, Melissa Ler-Lim, Tan-Wu Mei Ling)
- Chia, E.Y.M., Woo, P., & Zhuang, X. (2011). An exploratory study on psychosocial variables of single parent involvement in education. *Asia Pacific Journal of Social Work and Development*, 21(2), 92-103.
- Wong, P. Y. J. & Lee, S. M. (2009). Research Practice: CHOICE Programme. A group work intervention with youths and their parents. *International Journal of Child Health & Human Development*, 2(4), 409-418.
- Yeo, V. (2000). Mentoring - Friendship That Transforms Lives, in *The Graduate*, June 2000. pp. 20-22. Singapore : The National University of Singapore Society.

Research & Conference/Seminar Presentations

- Sng, E. (2024). Digital Mental Health in Practice - What Have We Learned? Presented at the Social Service Research Centre Conference- Youth Mental Health Landscape 2024, Singapore.
- Liaw, N., Chia, E. Y.M., & Sng, E (2023) Understanding Singaporean Youths' Mental Health Literacy and Use of Social Media as a Mental Health Resource. Poster presented at the Singapore Mental Health Conference, Singapore.
- Liaw, N., Chia, E. Y.M., & Ho, Gwen. M.C. (2023) Examining Practitioners' Preparedness and Perceived Competence in Suicide Intervention for Youths with Acute and Chronic Risks. Poster presented at the Society of Behavioural Health Science Conference 2023
- Lim, Melissa (2023), "Crisis Management in Social Service Organizations". Presented at ASEAN Social Work Education and Social Development Conference 2023, Hanoi Vietnam
- Liu, D., Woo, P., & Chia, E. Y. M. (2023). Journey of a Volunteers-Led Research Collaborative: Reflections, Learnings and Challenges. Paper presented at 6th International Conference on Practice Research, Aalborg, Denmark.
- Liaw, N., Chia, E. Y.M., & Ho, Gwen. M.C. (2023) Practitioners Intervening with Youths with Suicide Risks in Singapore – Reflections of a practice-research collaboration on understanding practitioners intervening with youths with suicide risks in Singapore. Poster presented at the 6th International Conference Practice Research, Aalborg, Denmark
- Chia, E.Y.M., Liaw, N., Tok, K.L., Goh, E.C.L., Koh, V., & Choong, D., (2023) School Attendance in Low-Income Families and Children: Exploring parents' and children's perspectives. Paper presented at the 6th International Conference Practice Research, Aalborg, Denmark
- Lim, Melissa (2022), "Social Work Supervision Models in COVID-19 Pandemic Contexts: Experiences and Lessons Learned". Presented at Hong Kong Polytechnic University-University of Social Sciences & Humanities (Vietnam) Seminar
- Chia, E.Y.M., Liaw, N., Tok, K.L., Goh, E.C.L., Koh, V., & Choong, D., (2022) School Attendance in Low-Income Families and Children: Exploring parents' and children's perspectives. Paper presented at the CIFA Regional Symposium & MSF Asian Family Conference 2022.
- Resilience Team (2022), Social Work and Mental Health Exchange Learning Sessions. Presented at Hong Kong Polytechnic University-University of Social Sciences & Humanities (Vietnam) Seminar
- Koh, Cindy, Ang KF (2021). "Into the Deep End, and I will not be scared: An Onboarding Framework for Becoming Supervisors". Presented at Social Work Supervision Seminar, Singapore
- Tok, K.L., Goh, E.C.L., Koh, V., Liaw, N., Chia, E. Y.M., & Choong, D., & (2021) School Attendance in Low-Income Families and Children: Beliefs and Strategies. Paper presented at the 5th International Conference Practice Research, Melbourne, Australia
- Liaw, N., Chia, E. Y.M., & Ho, Gwen. M.C. (2021) Practitioners Intervening with Youths with Suicide Risks in Singapore – Design and Protocol of a Study Examining Practitioners' Attitudes Towards Suicide Prevention, Self-Efficacy, Perceived Competence, and Preparedness. Poster presented at the Singapore Mental Health Conference 2021

- Ng, C.H. (2021). Needs Assessment of School-Going Secondary School Students During the HBL Period. Paper presented at the NUS-SSR Seminar Series
- Ng, C.H. Kia, J.X (2021). Working Experiences of School Social Work during Covid-19 Pandemic in Singapore. Presented at 2nd Asian Network of School Social Work Conference
- Koh, Cindy (2019). Participatory Action Research for a Mentorship Programme: What motivates and sustains volunteers? Paper presented at the SASW Social Work Research Network Meeting, Singapore.
- SHINE Children & Youth Services (2019). Reviewing "Reading Odyssey"- A Systematic Search For A Reading Assessment Tool in A Volunteer-Supported Reading Programme. Poster Presented At The Disability Applied Research Forum, Singapore (Authors: Raeann Jieying Tan & Hannah Huang)
- Chia, E. Y.M., & Zhuang, X. (2018). Process Evaluation of Youth COP: Understanding what works in a youth crime prevention programme. Paper presented at the Inaugural Singapore Social Work Practice Research Conference 2018, Singapore.
- Chia, E. Y.M., & Choong, D. (2018). Reflections in Working with Youths with Suicide Ideation. Paper presented at the Inaugural Singapore Social Work Practice Research Conference 2018, Singapore.
- Chia, E. Y.M., & Zhuang, X. (2017). Understanding the benefits of a delinquency prevention programme through practice research. Paper presented at the 4th International Conference Practice Research, Hong Kong.
- Chia, E. Y.M., Woo, P., & Zhuang, X. (2017). Collaboration in practice research: Reflections and lessons from the case of a delinquency prevention programme. Paper presented at the 4th International Conference Practice Research, Hong Kong.
- School-based Intervention Research - An exploratory study on factors leading to low attendance and attrition (2015)
- In their own words: An exploratory study on the social coping of youths with Autism (2010)
- The State of School Social Work in Singapore (2007)
- Improving Social Work Responses to Clients Expressing Same Sex Attraction in Singapore (2007)
- An Exploratory Study on Emotional well-being and coping strategies amongst secondary school students (2006)
- Stress, Coping and Protective Factors in 'O' Level Students (2005)
- An Exploratory Study on Out-of-School Youths (2004)
- A Report on the Student Mentoring Program (2004)
- An Exploratory Study On Youth Resilience And Family Values In Singapore (2003)
- A Study on Juvenile Shoplifting Phenomenon (2000)
- Hong Kong Students In Singapore Schools: A Study On The School Adjustment Of Immigrant Children (1995)

Needs Assessment

- ITE College East (2013)
- ITE College East (2012)
- ITE College West (2011)
- Ahmad Ibrahim Secondary School (2009)
- Clementi Primary School (2009)
- Ai Tong Primary School (2008)
- Bartley Secondary School (2007)
- Pei Xin Primary School (2007)
- St Joseph's Convent: Development of Social and Emotional Learning Assessment Tool (2006)
- Ai Tong Primary School (2005)
- Holy Innocents High School (2005)
- Marymount Convent School (2005)
- New Town Primary School (2005)
- New Town Secondary School (2005)
- Northland Secondary School (2005)

Programme Evaluation

- Evaluation of Youth COP - A youth crime prevention programme based on a positive youth development approach and utilizing a school social work practice model (2016)
- Programme Evaluation Report for ITE College East (2013)
- Programme Evaluation Report for ITE College East (2012)
- Programme Evaluation Report for ITE College West (2011)
- Programme Evaluation Report for Ahmad Ibrahim Secondary's COACH ME (2009)



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