

# SHINING THROUGH THE NEW NORM



SHINE CHILDREN AND YOUTH SERVICES

ANNUAL REPORT 2021 / 2022



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2021 / 2022

# CORPORATE INFORMATION

**Registered Name**

SHINE Children and Youth Services

**ROS Registration Number**

0248/1975CAS

**Charity Registration Number**

000014

**UEN Number**

S76SS0021F

**IPC Registration Number**

IPC000462

**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 one year. A Board Meeting is held at least once every three months.

**Principal Funding Sources**

Main income sources are: 1) grant from NCSS/Community Chest, Tote Board and MSF 2) fees from services rendered to schools, families, and others, and 3) donations raised from corporations and the public.

**Corporate Website**

[www.shine.org.sg](http://www.shine.org.sg)

**Corporate Email**

[scys\\_hq@shine.org.sg](mailto:scys_hq@shine.org.sg)

**Services**

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

**Service Sites**

Social Service Hub @ Tiong Bahru  
298 Tiong Bahru Road #10-04 Central Plaza  
Singapore 168730  
Tel: 6593 6462

202 Yishun Street 21 #01-89 Singapore 760202  
Tel: 6759 6821  
Email: [scys\\_y01@shine.org.sg](mailto:scys_y01@shine.org.sg)

463 Hougang Ave 10 #01-964 Singapore 530463  
Tel: 6286 9905  
Email: [scys\\_h01@shine.org.sg](mailto:scys_h01@shine.org.sg)

329 Clementi Ave 2 #01-248 Singapore 120329  
Tel: 6778 6867  
Email: [scys\\_c01@shine.org.sg](mailto:scys_c01@shine.org.sg)

**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 & EXECUTIVE DIRECTOR'S JOINT MESSAGE



**Mr Wan Chee Foong**  
Chairman



**Mr Lee Seng Meng**  
Executive Director

This year's Annual Report is themed "Shining Through The New Norm". The COVID-19 pandemic brought about unexpected and unprecedented challenges globally. SHINE is extremely humbled and grateful to be able to continue serving our service users and the community at-large successfully during this global crisis. We believe that our ability to do so was facilitated by our ongoing collaborative approach, the bold step to transform ourselves and the push towards greater staff mobility, which put SHINE in a position to respond in a timely, relevant, and impactful manner. We are also very thankful to have a strong and committed team of professional staff who work together to emerge stronger from the crisis.

In the past year, SHINE embarked on several transformational capability and capacity-building initiatives. These include the ToteBoard NonProfit Transformation Initiative: Organisation Development (TBNTI:OD), Volunteers Partnerships and Development, Leadership and People Development, Social Service 2.0, Flexible Work Arrangement, Employee Assistance Programme, SHINE Bright, Culture Renovation, Collective Impact and service expansion to high-needs communities.



The journey ahead will continue to be tough given the evolving pandemic situation and uncertain economic outlook. Social services will be more challenging with changing family profiles and sizes, changing values and mindsets, as well as more digital connections and fewer personal interactions. Social services need to innovate with technology, service design and competencies. Social service agencies must be well run with competent professionals delivering high standards of service with good organisational capacity and strategic ability. Beyond having the passion to do good, we must “do good” well.

In addition, we must empower service users to have a stronger say in the types of services they wish to receive and be involved in the service design process. Stronger collaborations and partnerships amongst social service agencies and ground-up movements to optimise resources are also necessary. SHINE will continue to be a progressive and forward-thinking social service agency, playing a leading role in the social service sector.

The continued achievements and growth of SHINE are made possible through years

of commitment and relentless envisioning to better serve the children and youths of Singapore. We are honoured and privileged to have the support and trust of our staff, volunteers, partners, funders, and donors on this journey. We thank each and every one of you and look forward to your continued support as we shine through the new norm for the betterment of the lives of children, youths, and their families.



**Mr Wan Chee Foong**  
Chairman



**Mr Lee Seng Meng**  
Executive Director

# *Impact* **AT A GLANCE**

**5** SERVICE  
POINTS



**6,568**

CHILDREN AND  
YOUTH SERVED



**83**

STAFF  
STRENGTH

**1,503**

PARENTS AND OTHER  
PROFESSIONALS SERVED

**400**



ACTIVE VOLUNTEERS



**5,352**

COMMUNITY  
OUTREACH  
PARTICIPANTS  
(RESIL!ENCE)



**143**

COMMUNITY PARTNERS





# NOTHING IS IMPOSSIBLE 2021

## Fundraising period:

10 July 2021 to 31 October 2022

## Total funds raised:

**\$205,358**

*The first-ever SHINE Nothing Is Impossible (NII) was held from 10 July 2021 to 31 October 2021 as a virtual event. With nearly 100 participants and 15 teams, NII raised \$205,358 to support SHINE's programmes and services.*

The NII launch was hosted by YES 933 Weekend Radio Talker Gerald Ng and joined by SHINE ambassadors Mr. Khoo Swee Chiow, Ms. Dawn Sim, Associate Prof. Tan Chee Lay and Guest of Honour, Mr. Tan Chuan Jin, Speaker of Parliament. Together, they launched the event via Facebook Live on 10 July.

Participants were invited to do their challenges anywhere in Singapore by using an online platform to update their progress, covering categories such as Art, Sports, Education and Personal Challenges. This was the first time participants were able to challenge themselves with moderate to near impossible challenge options in support

of SHINE. Participants also won SHINE 45th Anniversary Contest prizes like the Hero 5 GoPro Camera, Grab Vouchers and SHINE Goodie Bags.

Many partners also stepped forward, sponsoring more than \$25,000 of funds for the event.

SHINE Ambassadors Mr. Khoo Swee Chiow and Mr. Muhammad also conquered their challenge as the duo clocked a total of 500 km within the 24 hours cycling challenge on 9 October 2021.

*"Nothing Is Impossible. I love this tagline and campaign name! I have been working with youth for many years, so when SHINE asked if I could take up a self-defined challenge to help raise funds, I gladly said yes! So, I completed 45 km in 45 days (I know, hardly a 'challenge' for many, but I just recovered from a sprain then, and thought it was challenge enough! Hehe). I want to thank the many donors who stepped up at my nudging, and I'm very grateful to all of you for the \$24,603 raised."*

## Mr. Eric Chua

Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development



# 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

### We commit to serve our clients

- We listen to their needs and serve to empower them.
- We demonstrate the highest ethical standards.

### We uphold professional excellence

- We emphasise integrity, teamwork and quality in our work.
- We treat our colleagues and co-workers with respect and dignity.
- We think and work creatively.
- We grow in our knowledge and skills.
- We learn from our mistakes.

### We value our volunteers and service partners

- We develop and empower our volunteers.
- We support collaborative relationships.
- We recognise and celebrate contributions and accomplishments.



## INTENDED IMPACT

- That children and youth, aged 5-21 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, that are based on research, theories and practice wisdom, guided by our core values.

The social work and educational psychology services are delivered by relevantly trained professionals comprising registered social workers, social work associates, educational psychologists, associate psychologists and learning specialists.

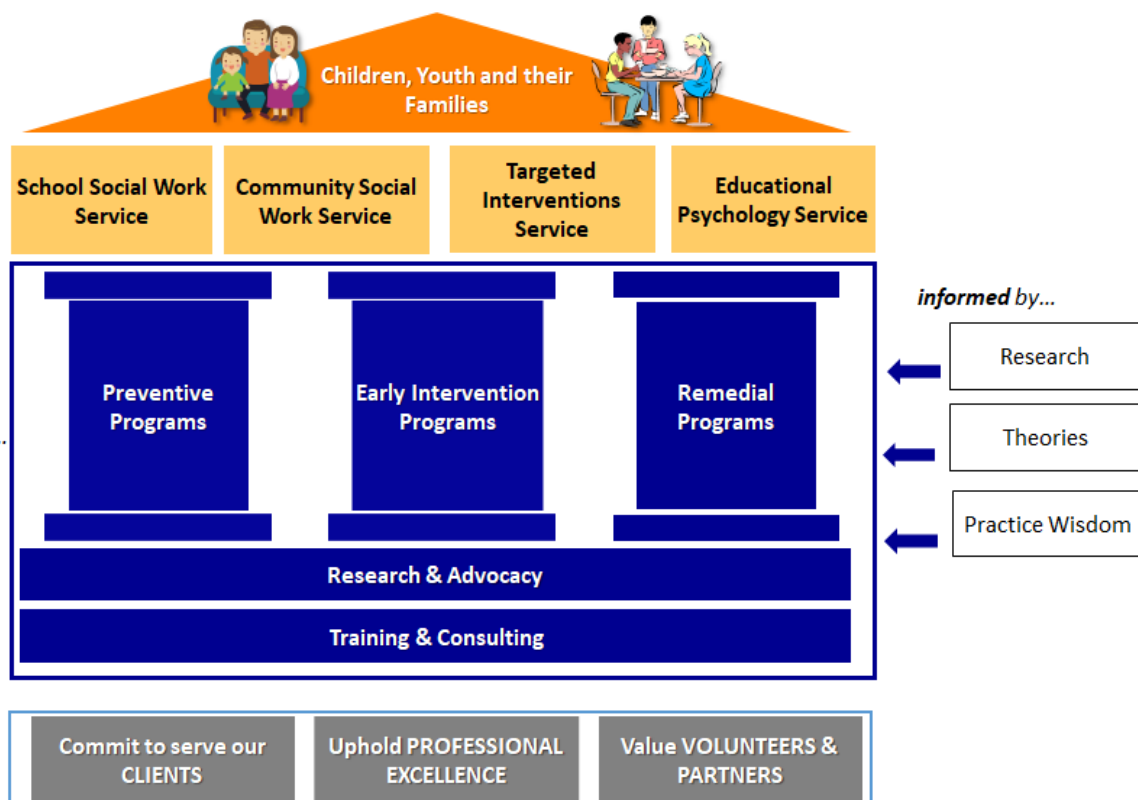
SHINE will...

reach out to...

through...

by rolling out **programs**...

...whilst staying true to our **core values**



"Theory of change" statement is our articulation of how we will effect change in order to achieve our intended impact.



# BOARD MEMBERS AND PATRON



**Patron**  
**Mr Tan Chuan-Jin**  
(Speaker of Parliament)



**Chief Advisor**  
**Mr Low Siak Meng, Eric,**  
**JP, BBM(L), PBM**  
(Managing Director, Generic  
Consulting Pte Ltd)



**Chairman**  
**Mr Wan Chee Foong**  
Date of appointment: 21 August 2021  
(Regional CEO & Head of Group Business  
Development, PSA International)



**Vice-Chairman**  
**Mr Lim Tuang Liang**  
Date of appointment: 21 August 2021  
(Chief Science and Technology Officer, Ministry  
of Sustainability and the Environment)



**Honorary Secretary**  
**Mr Ong Chee Siong, Gabriel**  
Date of appointment: 21 August 2021  
(Regional Sales Director, APAC,  
Navis, a part of Cargotec Corporate)



**Honorary Treasurer**  
**Mr Teo Seng Chieh, Geoffrey**  
Date of appointment: 21 August 2021  
(Regional Financial Controller,  
Doctor Anywhere Pte Ltd)

## MEMBERS

Date of appointment: 21 August 2021



**Ms Chee Yuen Li, Andrea**  
(Managing Director,  
AEI LEGAL LLC)



**Mr Dinesh Subramaniam**  
(Director, Digital & Regional  
Communications, Wärtsilä Corporation)



**Mr Lim Song Khiang, Albert**  
(Independent Structured Trade  
Consultant)



**Mr Lim Tze Chern**  
(Executive Director,  
Nomura Singapore Limited)



**Ms Maureen Fung**  
(Social work supervisor and  
trainer)



**Ms Poh Hwee Hian**  
(Managing Director, De'Longhi Group)



**Dr Wong Yuh Ju, Peace**  
(Senior Lecturer, National University  
of Singapore)

# **SERVICE ADVISORY COMMITTEES AND SUB-COMMITTEES**

## **Community Social Work Advisory Committee**

### **Chairman**

Mr Lim Tze Chern

### **Members**

Dr Vilma D'Rozario

Ms Tuyen Lamy

Mr Teo Seng Chieh, Geoffrey

Mr Lue Kok Keong, Eric

Mr Lee Sao-Wei, Alex

## **Educational Psychology Advisory Committee**

### **Chairman**

Ms Poh Hwee Hian

### **Members**

Mr Ong Chee Siong, Gabriel

Dr Yeo Lay See

Mr Tan Siang Yuen, Bentley

## **School Social Work Advisory Committee**

### **Chairman**

Ms Maureen Fung

### **Members**

Mr Gopinath Menon

Mr Toh Weng Choy

Dr Ang Pei-Hui, Rebecca

## **Targeted Interventions Advisory Committee**

### **Chairman**

Dr Wong Yuh Ju, Peace

### **Members**

Mr Vidyut Gandhi

Dr Huan Swee Leng, Vivien

Mr Koh Thong Wee, Benny

Mr Lee Tiong Peng

Dr Kumudhini Rajasegaran

Dr Wong Chee Meng, John

## **Research Advisory Committee**

### **Chairman**

Mr Lee Tiong Peng

### **Members**

Dr Ang Pei-Hui, Rebecca

Dr Alfred Choi

Dr Chu Chi Meng

Dr Satvinder Dhaliwal

## **Audit & Risk Management Committee**

### **Chairman**

Mr Lim Song Kiang, Albert

### **Members**

Mr Lok Lai Cheng

Ms Andrea Chee

## **Finance Committee**

### **Chairman**

Mr Teo Seng Chieh, Geoffrey

### **Members**

Mr Wan Chee Foong

Mr Ong Chee Siong, Gabriel

## **Staff & Services/ Programmes Committee**

### **Chairman**

Mr Lim Tuang Liang

### **Members**

Mr Lim Tze Chern

Ms Maureen Fung

Dr Wong Yuh Ju, Peace

Ms Poh Hwee Hian

Mr Teo Seng Chieh, Geoffrey

## **Fundraising Committee**

### **Chairman**

Mr Teo Seng Chieh, Geoffrey

### **Members**

Mr Lim Song Kiang, Albert

Mr Ang Kian Peng

Mr Lue Kok Keong, Eric

Ms Carol Lum

Mr Colin Low

Mr Dinesh Subramaniam

## **Daisy Phay Foundation – SHINE Scholarship Award Committee**

### **Chairman**

Mrs Ivy Goh

### **Members**

Mr Ong Chee song, Gabriel

Mr Koh Thong Wee, Benny

## **Nomination Committee**

### **Chairman**

Mr Goh Chee Kong

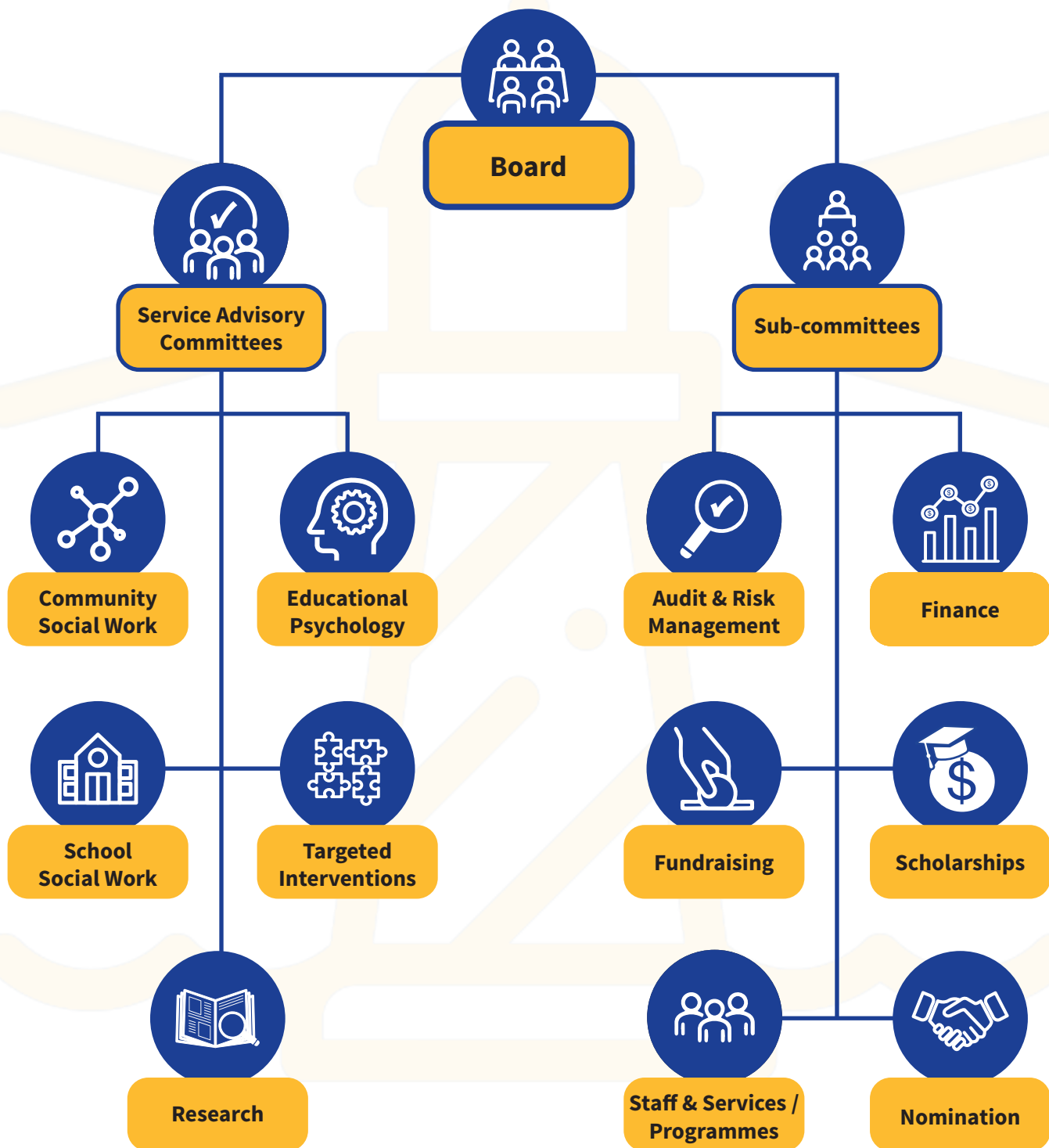
### **Members**

Mr Eric Low

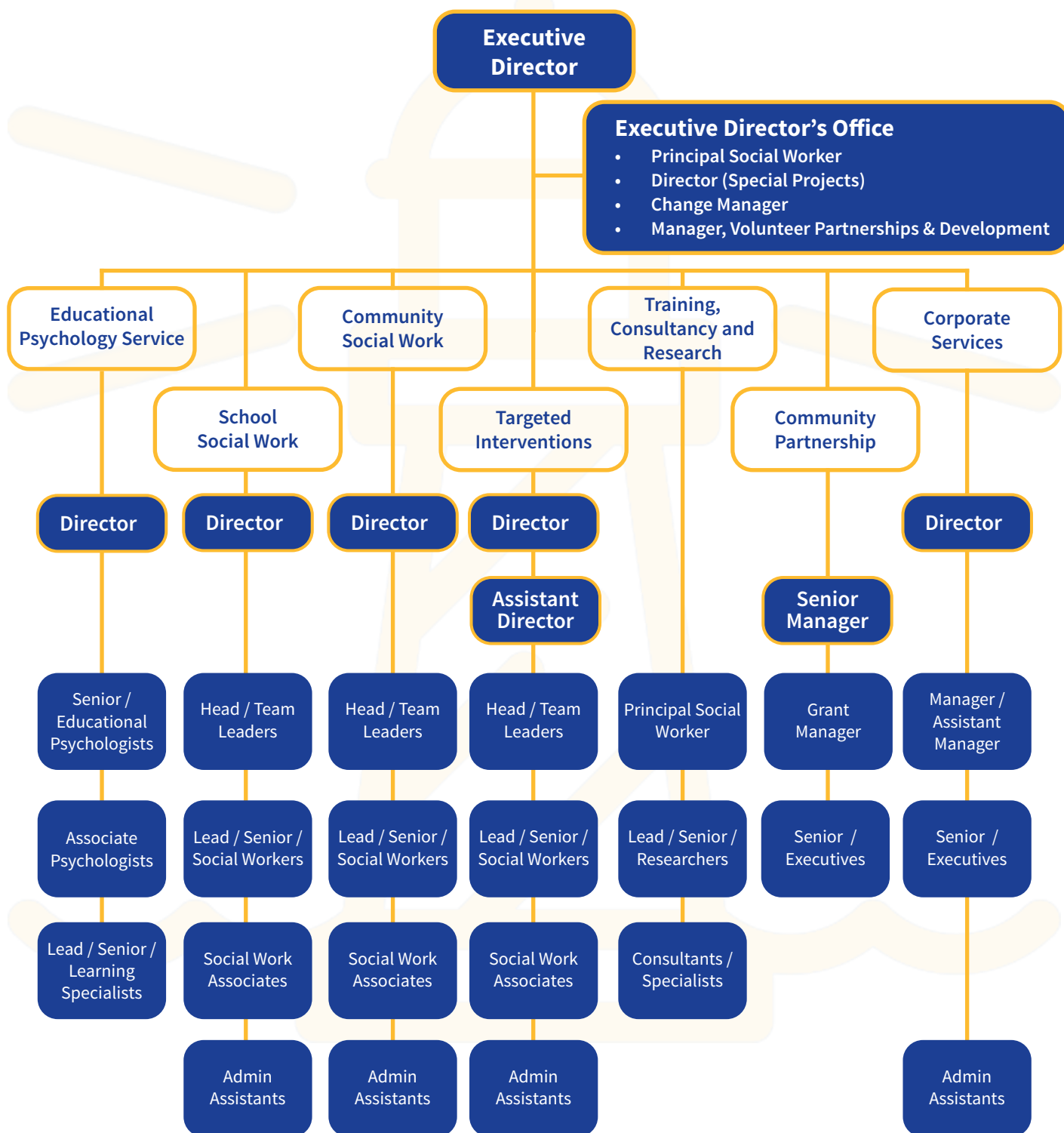
Ms Morene Sim

Dr Ang Seng Bin

# 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

Staff, Mrs Tan-Wu Mei Ling, awarded the Outstanding Social Worker Award (OSWA) for 2012

Staff, Mr. Benjamin Teo Chye Hee, awarded the 2012 South West District ComCare Social Service Award

Organised a Mandarin seminar on Autism Spectrum Disorder (ASD) cum photo exhibition by youths with ASD at The Pod @ Central Library



**1970s**

**2012**

**2013**

**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)

Appointed by the Ministry of Social and Family Development (MSF) to provide consultation for Project CROPS - the pilot of a service delivery framework for Student Care Centres in Singapore

Successfully completed 2-year pilot of Seconded School Social Work Model in Singapore

**\*For significant milestones between 1979 – 2011, please visit our website at [www.shine.org.sg](http://www.shine.org.sg)**





Presented with the Outstanding Community Partnership Award by Clementi Police Division on 14 November in recognition of the close partnership with and strong support rendered to the Division

Seconded School Social Work Model adapted into Attached School Social Work Model and implemented in a mainstream Primary School

Go for Goal! set a new record of 6 hours and 3 minutes for the Longest 11-a-side-Football Match in the Singapore Book of Records

Awarded full 3-year CARF Accreditation for attaining international service standards and best practices in youth diversion/intervention programmes

Staff, Nur Fadhli Bin Prayitno, selected to represent SHINE at the ASEAN Workshop on Development Cooperation on Social Welfare in Bangkok, Thailand

Invited by the International Association of Schools of Social Work (IASSW) to provide training on the topic of "Social Work in Schools" in Hanoi

Organised and presented "International Conference on Children and Youth Work Practice", 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

# 2014

# 2015

# 2016

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

# SIGNIFICANT MILESTONES IN THE LAST DECADE



Changed organisation name to SHINE Children and Youth Services

Speaker of Parliament, Mr Tan Chuan-Jin, appointed as SHINE Children and Youth's patron

## 2017

Hougang Centre appointed Integrated Service Provider (ISP) by Ministry of Social and Family Development

## 2018

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

## 2019





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

# 2020

# 2021



"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

# HIGHLIGHTS OF SERVICES & PROGRAMMES

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YOUTH COMMUNITY  
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FUNDRAISING IN THE DIGITAL ERA

# Quantitative Achievements IN 2021



**Total Served:**  
**8,072**

\*Quantitative calculation is based on the total number of service-users recorded and includes multiple-service users

## Educational Psychology Service (EPS)

**707**

Children & Youth  
Served

**253**

Parents Served

**217**

Other Professionals  
Served

- EN3: Engage. Enrich. Enable ( Psycho-educational Assessment, Diagnosis and Consultation service)
- ALPS Literacy and Language intervention programme
- Reading Odyssey
- Developmental Camps
- Enrichment activities / programmes / outings
- Talks, Workshops & Consultations

## Community Social Work Service (CSW)

**68**

Children & Youth  
Served

**46**

Parents Served

**36**

Other Professionals  
Served

- Collective Impact @ Spooner
- Community Development
- Positive Youth Development
- ComLink Support

## School Social Work Service (SSW)

**1379**

Children & Youth  
Served

**288**

Parents Served

**219**

Other Professionals  
Served

- The Scaffold Programme (TSP)
- School Social Work for Youth & Children (SYNC)
- Buddy'IN
- Integrated Care Programme (ICP)

## Targeted Intervention Service (TIS)

**5666**

Children & Youth  
Served

**560**

Parents Served

**275**

Other Professionals  
Served

- Guidance Programme (GP)
- Youth Enhanced Supervision (YES)
- Enhanced STEP-UP (ESU)
- Triage for Youth Offenders
- Youth COP
- Youth Mental Health - Resilience
- CREST Youth
- Post Care Engagement
- Youth ALIVE!

## Training, Consultancy & Research (TCR)

**10**

Children & Youth  
Served

**10**

Parents Served

**359**

Other Professionals  
Served

- Training & Consultation Services for Professionals / Programmes / Projects
- Needs Assessment
- Programme Evaluation
- Publications
- Research
- Social Work & Casework Supervision
- Youth Work & Programme Supervision





## SHINE STAFF DAY 2021

*SHINE's annual Staff Day is a day for everyone in the SHINE family to celebrate and reconnect. It is also an opportunity to realign our team in the same direction and to celebrate our staff who have served in the organisation for many years.*

Due to the pandemic, we have had to hold our annual Staff Day online for two consecutive years.

Despite the creative and engaging online events, we knew that many were yearning and hoping for a physical Staff Day where everyone could rub shoulders and reconnect as a team.

With the efforts from SHINE's own staff welfare team, SHINE Bright, we seized the moment when safe-distancing measures were relaxed and took a leap of faith to organise our first physical SHINE Staff Day in December 2021!

We knew everyone was travel-starved, and while we could not bring ourselves around the world, we decided to bring the world to us! Embracing the theme of SHINE Travel Lanes, our team excitedly gathered at Kampung Siglap to find a specially arranged "limousine service" and to hop on board a first-class airline (tickets included!) to "travel" around various "countries", experiencing different cuisines and activities unique to those places.



On top of the fun and laughter, we invited all staff to nominate fellow colleagues for a special appreciation award. Knowing how the two-year pandemic had stretched the organisation, this was a special opportunity for staff to openly acknowledge and appreciate fellow team members and leaders in the organisation. More than 50 appreciation awards were presented to our staff, as well as 15 long-service awards that we celebrated as a SHINE family.

We are thankful for the overwhelmingly positive feedback for SHINE Staff Day 2021 and we look forward to another meaningful one in 2022!







## ORGANISATIONAL DEVELOPMENT IN SHINE

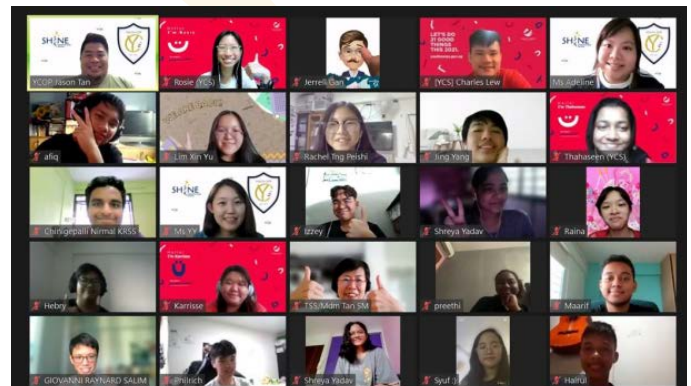
*Just as a captain regularly reviews the course of the ship, it is imperative that organisations regularly review, refresh and rejuvenate ourselves.*

For most of SHINE's history, we have been on 3-year strategic plans that guide our direction and growth. As part of SHINE's 12th Strategic Plan (2018 to 2020), we worked towards bringing our services and workers closer to where clients and stakeholders were. Staff were issued with individual work mobile phones and laptops in 2018 and 2019 to facilitate mobility and flexi-location work. Upgrades were made to SHINE's physical and IT infrastructure as well, to support our shift towards flexi-location hotdesking.

In 2019, SHINE was awarded a \$1,000,000 dollar grant as part of the Tote Board Non-Profit Transformation Initiative (TBNTI) to further our organisational development efforts. We put in place three initiatives as part of this project – Culture and Staff Engagement, Leadership and People Development, and Social Service 2.0. The journey focuses on building our staff up, both in skill and morale, and putting in place

the right infrastructure to support the delivery of exceptional services to our clients.

Our organisational development efforts reaped immediate benefits and underscored the importance of continual organisational development when the Covid-19 pandemic started, as the whole staff team was able to pivot into split team, work-from-home arrangements smoothly within 3 days. This freed up our staff's energy to focus on adapting our programmes and services online so our clients continued to be supported.



As part of the Social Service 2.0 initiative, SHINE is developing a one-stop portal for stakeholders. This encourages our stakeholders to take charge of their involvement in our services and reimagine service user involvement. The portal will allow clients and their parents to sign up for activities, track their progress and communicate with their workers. Volunteers and donors will be able to view summaries of their contributions to SHINE and sign up for activities. This is a first step towards a self-directed, empowering experience for stakeholders.

Supporting our clients can only happen if our staff are well-prepared and supported to do so. SHINE is currently working on our People Development Approach and Leadership Philosophy so that we can ensure a continuous pipeline of competent and confident sector leaders contributing to SHINE and social service sector's growth.

As of 2022, more than 65% of our staff team have been an active contributor of a workgroup or sub-team. While change is the only constant in life, we do not just want to adapt to change. We want to be active creators of changes for the better.





## VOLUNTEER PARTNERSHIPS & DEVELOPMENT (VPD)

*Volunteers are crucial to partnering SHINE's social service professionals and enabling children and youth to maximise their potential. In 2021, the Volunteer Partnerships & Development (VPD) initiative was established within the Executive Director's Office to oversee, foster and facilitate meaningful partnership with our volunteers so that SHINE can continue to deliver broader and deeper impact.*

As the global pandemic brought in-person volunteering to a screeching halt, SHINE continued to seek ways to provide much-needed support for children and youth in the community, while bolstering support for our social service professionals and positioning SHINE to be able to serve more meaningfully.

This saw SHINE pivoting to new ways of partnering volunteers, through skilled-based and digital volunteering. With the invaluable and unwavering support of our volunteers, we continued to provide befriending, academic and literacy development support online.

Number of volunteers partnered in  
2021:

400

Based on the National Council of Social Service's Volunteer Engagement Tool, SHINE volunteers rated their satisfaction with SHINE as a volunteer host agency as

8.9 OUT OF 10.

Besides service-user-facing roles, volunteers also offered their time and skills in areas such as graphic design, content creation, youth mental health app testing and process planning.

Embracing the new ways of partnering our volunteers, SHINE worked diligently to position the organisation for the new normal. We enhanced our VPD capabilities by implementing various new initiatives, including a Volunteer Continuity Plan. This plan ensures that SHINE's volunteer programme can respond and adapt quickly to any future crises and disruptions, and children and youth can continue to be served in such circumstances.



We also established internal team structures to sustain development of VPD and resource our professionals for effective and meaningful partnership with our volunteers. Trainings, internal resource portals, process enhancements and digitalisation initiatives are examples of these continued efforts.

These efforts demonstrate the priority that SHINE is giving to our volunteers – who are part of our care team – to enable our children and youth to maximise

their potential. It indeed takes a whole community to raise our children and youth. And even though we could not gather to celebrate our volunteers during the pandemic, our VPD team took effort to pack and deliver appreciation packs to our volunteers on International Volunteer Day 2021. This was our little way of saying “thank you” for continuing to journey with us, our children, youth and our community, especially so when the pandemic’s efforts are felt by everyone.

### Jonathan Ng Chung Hoe

Programme Development  
Strategist Volunteer



*"It's been an engaging and fulfilling experience for me volunteering at SHINE. A big part of this has been VPD team's openness to explore and apply practices from the business world and beyond, to the volunteer world. Truly energizing!"*

**Role:** Advisory and co-creation of strategies to enhance SHINE's capability to partner volunteers effectively, efficiently and meaningfully. Projects worked on include: operations and process mapping, volunteer continuity plan and VPD Purpose Statement

*"SHINE does great work in uplifting youth, especially those from disadvantaged backgrounds, and striving to maximise their potential. This is important in today's world, where intergenerational inequality is increasingly a problem. It's also a cause I'm personally passionate about. Thus, I jumped at the chance to volunteer with SHINE as an impact technologist. As someone who constantly strives to use tech to improve processes and solve problems in my day job, I figured that volunteering my skills would be more impactful and win-win for both parties."*

**Role:** Development of IT capabilities to resource SHINE staff in volunteer partnerships. Projects worked on include the development of the VPD Resource Centre App

**Tan Bing Wen**  
Impact Technologist  
Volunteer





# ALPS

ADJUSTING OUR SAILS, ADAPTING TO CHANGES

*The Actualise Learning Potential and promote practice of Social skills (ALPS) programme aims to enable children with special learning needs to be independent and confident learners. It provides specialised learning interventions, with complementary volunteer-supported components, to develop language and literacy skills, and to practice social skills as well as cognitive skills that contribute to the act of learning. Review and feedback sessions are carried out to empower parents with knowledge and skills to work with their children. Other stakeholders such as school personnel and social service workers may also be engaged to work together to support the child.*

## Committed to Programme Continuity

Under the COVID cloud, the team had to develop robust programme continuity plans in a short time. In the face of new norms, the programme continued to seek to minimise barriers to service and enabled clients to meet their learning milestones and literacy and language goals via face-to-face or online modes.

As part of providing support to Student Care Centre Officers working with children with learning difficulties and disabilities, training was able to proceed as session

**283** Children served in 2021

**135** Parents served in 2021

**75%**

of children showed improvement and increased confidence to learn

**76%**

of children showed improvement in at least one aspect of social competence

**76%**

of children showed improvement in their literacy and/or language skills

plans were modified to be run online for big groups and to enable effective participant engagement.

## Building Competence

Staff also spent time curating resources, adapting lessons and equipping themselves with tools to engage clients online in creative ways. Staff then subsequently



trained programme volunteers on how to work online with children who had reading and learning difficulties, some of whom also faced challenges in audio-visual attention and memory, and to engage them more effectively online.

### Strategising for the Future

Programme enhancements were made based on recommendations from an evaluation study that was carried out by a team of professionals from KK Hospital

and NIE, and funded by NCSS. The evaluation focused on studying the formative and process aspects of the programme so as to strengthen programme delivery.

The team also followed up to profile the existing clients in need, review the service model and put in place longer term plans to enhance the programme and better position it to serve the needs of children in need.

### Adversity to Advantage

The risk of being disconnected and disconcerted is ever present in the midst of a pandemic, multiple commitments and adapting to the ever-evolving situations in a timely manner. Despite this, the team continues to be committed to the mission to serve children who are vulnerable due to their social circumstances, at risk due to their learning difficulties and who may face challenges accessing relevant services.

Moving forward on this journey has been made possible by the decision to make the best of interruptions and detours, and to embrace obstacles as opportunities to expand our perspectives and our programmes.

## VOICES OF CLIENTS

*"The feedback session on the assessment result for C was useful as it helped to increase his self-awareness too."*

– AED

*"The learning resources are useful to help the child develop a positive attitude towards learning and to retain the things that she has learnt."*

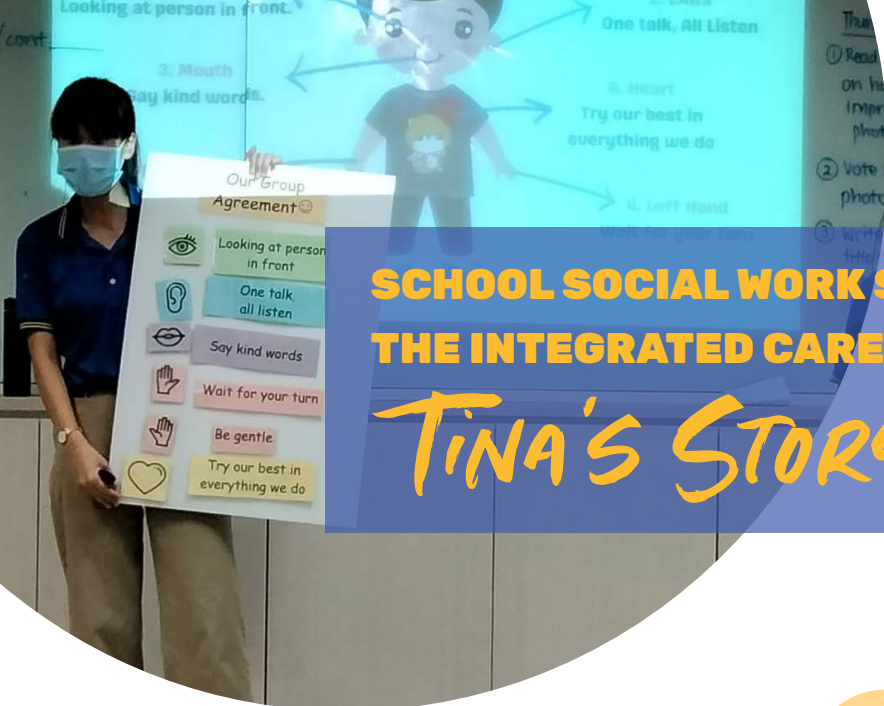
– Mom of JN, 7 years old

*"My child is more confident to communicate with teachers . . . [and] more confident in answering questions."*

– Parent of S, 6 years old

*"The staff has been very patient with A and always have positive constructive feedback and are able to handle situations where A's attention span is very short during online session."*

– Parent of A, 7 years old



## SCHOOL SOCIAL WORK SERVICE THE INTEGRATED CARE PROGRAMME (SSW ICP) TINA'S STORY

**212** Children served in 2021

**59** Parents served in 2021

**20** Partners in 2021

*SSW ICP is designed to provide holistic upstream social work intervention, support, and care to vulnerable primary school children. Various parties are integrated into a partner network that can go beyond siloed help for students in schools and families in the community. Because the various partners communicate with each other, children – and their families – get targeted help that is holistic, **comprehensive**, and effective.*

*ICP's "many helping hands" approach, which also involves parents and caregivers, creates a common agenda that various organisations can rally around, providing opportunities and resources for children to overcome challenges, grow, learn and be successful through their formative years.*

As a social worker, our work sometimes calls us to build long-term, trusting relationships to help clients navigate their lives and eventually achieve their potential.

When Tina was in Primary 3, she was having separation anxiety with her mother, Mdm Hana, and thus was not regular in her attendance. Mdm Hana had learning difficulties when she was young and did not complete her secondary education. She was diagnosed with depression when she dropped out of school. Now, as a single mother, she faced financial difficulties, as these conditions made it hard for her to get a permanent job. Mdm Hana was estranged from her own family and found it difficult to manage problems without support.



When SSW ICP first met Mdm Hana and Tina in 2019, their one-room rental unit was clean and orderly but lacked amenities. The family did not have a proper bed nor a table for Tina to do her homework or for the family to eat their meals.

With the help of community partners and corporate volunteers and donors of SHINE, the SSW ICP was able to refurbish the home and provide a study space and bed for the family. Tina's attendance significantly improved as her homelife began to stabilise.

In 2020, as the world scrambled to navigate the changes brought about by COVID-19 and the circuit breaker measures, Mdm Hana once again lost her job. Things worsened as schools closed: Tina had to stay home with a stressed Mdm Hana who was struggling to bring food to the table. In partnership with our sponsors, SHINE was able to provide meals to families in need. SSW ICP signed Tina and Mdm Hana up for the food support programme. In time, the family had food delivered to their doorstep daily, which helped to alleviate a huge stress in Mdm Hana's life.

However, Mdm Hana had other looming life stressors, such as dealing with parenting Tina, who was now a

preteen trying to figure out her identity. Being couped up at home was not helpful for Tina, who yearned for interactions with friends. When schools reopened in term 3, Tina did not turn up at school. Her teachers immediately informed the SSW ICP social worker who was working very closely with the school.

A home visit to the family revealed Tina was missing and Mdm Hana was highly stressed and refusing help. Eventually, the SSW ICP managed to find Tina; she had run away from home to seek refuge at her aunt's place as she did not know how to manage Mdm Hana's behaviours during the meltdown. SSW ICP eventually managed to convince Mdm Hana to seek medical treatment while assuring her that Tina was taken care of. Without the trust and relationship built between SSW ICP and the family, Mdm Hana would not have opened up to receive help and Tina would also not be able to share her difficulties with SSW ICP.

As Tina progressed into Primary 6, the struggles of peer pressure were even greater for her. SSW ICP continued to work with Tina through her struggles. On PSLE results day, Tina did well for her PSLE and eventually went on to study at a good school of her choice.





# COLLECTIVE IMPACT @ SPOONER ROAD

- 57 Children and youth served
- 57 Families with children and youth served
- 21 Partners

*Spooner Road comprises interim and public rental housing for over 300 vulnerable and low-income families that experience a myriad of stressors, including relative poverty. Poverty is a complex social issue that is challenging for any individual, family, community and/or social service agency to address alone. SHINE aims to mitigate the social, emotional and educational risks faced by Spooner's children and youth by nurturing their strengths and supporting their development. SHINE seeks to maximise their potential and set them on the path to becoming successful adults.*

*In 2018, Project Spooner Road expanded its role to create a pilot project under SHINE's Collective Impact Model, with SHINE acting as the backbone organisation. In this role, SHINE brings together stakeholders – including residents – to collectively create opportunities that result in a better quality of life for residents and their families, and that help them achieve their aspirations. Common goals are set following multiple interviews and focus group discussions with the residents. SHINE coordinates and organises the Collective Impact Steering Committee meetings, and collects and presents qualitative and quantitative data on the community. We also provide targeted services and innovative solutions to address the needs of the community.*

The Collective Impact @Spooner Road aims to increase the social mobility of children and youth in the community. To aid children and youth in having a better life in the future, the following conditions must be met:

1) opportunities for children and youth; 2) good quality of life and safety in the community; 3) empowerment through education; 4) bridging and bonding capital, and; 5) family stability. To meet these conditions, the work at Spooner focuses on the mental and physical well-being of children and youth, supporting their school and education outcomes and improving their employability skills.

While COVID-19 measures restrict big group events and gatherings, the drop-in activities resumed with smaller sized engagements. This arrangement allowed staff to continue their engagement with children and youth, offering a safe space to break away from their at-home tensions while providing access to the social workers whom they can approach to share more about their issues and concerns.







This led to an increase in further growth and engagement opportunities, such as a focused groupwork in December to address and support the youth in their common challenges, a girls' outing and a monthly food distribution where the youths pitched in to support their own community.

The Night Study programme and Reading Odyssey continued to run on online platforms to support children and youth in their educational pursuits. These programmes also provided children and youth with the support of positive adult figures and gave them opportunities to create meaningful relationships.

As we work with children and youth, close collaborations and partnerships with other stakeholders were formed to support the children and youth's families in achieving greater stability. Family outings and parent engagements were conducted to provide respite for the parents as well as opportunities for the families to further create positive interactions during these trying times.

These work groups will aid in stabilising families and provide children and youth with greater access to meaningful and impactful positive relationships.

Such partnerships allowed useful resources to be channelled to the families while creating meaningful exposure and skills development opportunities for the youth that can be applied to other areas of their life.

Ration distribution was one of the Collective Impact's key initiatives to support family stability. SHINE partnered with Inner Wheel Club (IWC) and coordinated the resources for families with children and youth living in Spooner blocks.

Through this service, SHINE also embarked on a Youth Action Group (YAG) to promote community connectedness among the youth living in Spooner and develop their interpersonal skills. A group of youth was engaged to support the distribution, and with guidance from the staff and IWC, the youth were able to plan, prepare and execute the distribution that benefitted many Spooner residents.

John, an active youth member of the YAG, rallied his friends to support the distribution. Despite his initial lack of confidence in speaking with IWC to organise the rations, he took the lead in each distribution and provided constructive inputs to help IWC improve its ration items and quantity.

Residents' inputs and feedback obtained during the needs assessments and focus group discussions helped identify future areas of focus. Work groups for Social Capital and Family Stability were further concretised with the aim of concerting efforts and strategies to support children and youth as they face life challenges affected by family instability and low social capital.





# YOUTH COP

## SOARING THROUGH THE NEW NORM

*The Youth Community Outreach Patrol (Youth COP) is an award-winning social work programme that has served youth in schools and communities since 2007. The programme aims to reduce the risks of juvenile delinquency among youth through early prevention and youth development. As youth crime and juvenile delinquency are complex and multifaceted phenomena, addressing them require social work expertise as well as a many-helping-hands approach with families, schools and the community working together. Youth COP's collaborative partnerships between SHINE, neighbourhood police centres, schools and the community allows the program to impact the lives of youth across multiple contexts,*



4 Schools in partnership

3 Neighbourhood police centres (NPCs) in partnership

291 Youth

289 Parents

*addressing the risks they face and building up the protective factors that help them achieve their best and maximise their potential as leaders and contributors.*

Through the pandemic, Youth Community Outreach Patrol (COP) had to responsively create new platforms and opportunities for our youth to serve, protect and care for their schools and communities. With the limitations due to safe-distancing measures, many of our usual crime-prevention patrols and community engagements were forced to take a back seat. With the great support from our police partners, creativity and determination of our social workers and the energetic strengths of our youth, the program created three new initiatives to allow Youth COP to continue developing as crime-prevention leaders, contributing to meaningful efforts and building new positive connections that help them grow.

### 1. Youth COP Challenge Shield

Our three partner NPCs came together with the Youth COP social workers in early 2021, recognising that





there were challenges in conducting physical community patrols and crime-prevention engagements with our Youth COP leaders. Together, with combined ideas and efforts, the Youth COP Challenge Shield was born. The aim of the challenge was to motivate our Youth COP leaders to take proactive steps to create their own crime-prevention projects and initiatives on social media or in school. Points were awarded for each crime-prevention effort and project submission, adding to a total school tally. The points were consolidated at the end of the year, and a winning school was announced for 2021. Congratulations to the Youth COP leaders from Tanglin Secondary School for earning the most points through the various project submissions!

## 2. Youth Alumni Leadership in Volunteering Empowerment (Youth ALIVE!)

Youth COP continues to listen to the voices of our youth leaders. Many of our graduating leaders expressed desire to continue serving and growing as leaders upon finishing their secondary education. Since

early 2021, Youth COP has been in discussions with Youth Corps Singapore (YCS) of the National Youth Council to formalise Youth ALIVE!, a Youth COP alumni leadership programme that provides a pathway for Youth COP leaders to “graduate” into the national youth volunteering movement. The goal of Youth ALIVE! is for our graduated leaders to have continued opportunities to develop as leaders to serve at a national level with YCS. We are happy to share that with YCS’s support, we launched this two-year immersion and development program in 2021.

Through this partnership, Youth COP has enrolled 29 graduating youths to join Youth ALIVE! as alumni leaders, and the official launch of Youth ALIVE! was held at The Red Box on 19 February 2022. Together with the staff and befrienders from Youth Corps Singapore, we took the first steps of a meaningful journey of leadership and volunteer development with our alumni leaders.

## QUOTES FROM YOUTH ALIVE! LEADERS:

*“My hope for Youth ALIVE! is to play a big part for the community and to bring smiles to everyone we serve.”*

– DN, Youth ALIVE!

*“My hope for Youth ALIVE! is to serve the community, as serving the community is my middle name.”*

– IZ, Youth ALIVE!



# RESIL!ENCE

*Resil!ence (RL!) is the youth mental health service of SHINE. The name, Resil!ence, is a play on the words resilience and silence, and seeks to draw attention to the unspoken challenges of youth mental health, underrated strengths of youths in their mental health journey and a call to action in these four areas: (1) Light up conversations about youth mental health; (2) Improve mental health literacy among youths and caregivers; (3) Curate a line-up of mental health initiatives; (4) Link up youth in need to supports and services.*

*One RL! programme is the Youth Community Outreach Team (CREST Youth), developed by the Agency for Integrated Care (AIC) and the Ministry of Health (MOH). CREST Youth enables people living with mental health issues to seek early treatment nearer to their homes and ensure that they are well-supported in the community. It aims to increase mental health awareness and promote early identification through outreach events for the youth population (ages 12–25), as well as those in their circle of support.*

*Besides CREST Youth, RL! also delivers school-based mental health workshops, training and coaching for peer supporters in secondary schools and Institute of Higher Learnings (IHLs), as well as serving as panelists and competition judges in various community or campus-based mental health events.*

**5,352** Number of youths outreached in FY2021

**315** Number of parents/partners served in FY2021

**77** Number of community-based outreach events

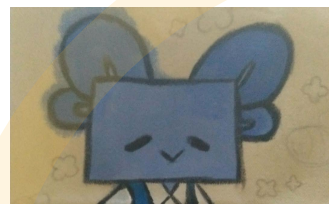
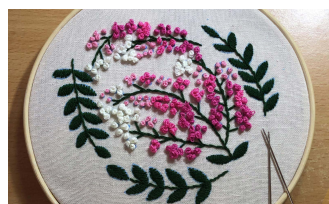
**545** Number of youths receiving targeted youth mental health support

**100%**

client satisfaction rate based on those who received our mental health screening services

In 2021, Resil!ence conducted youth mental health needs assessment with various Ministry of Education (MOE) secondary schools and IHLs (e.g., ITEs, polytechnics, universities). Based on our findings from over 3,000 respondents, more than 90% stated that youth mental health is a topic that is relevant for everyone. However, more than 50% of respondents also indicated that they do not have the necessary knowledge and skills to have good mental health.

Managing stress, particularly stress pertaining to academics, expectations and family conflict, was stated as the mental health issue that concerns most youths. In response, RL! curated a series of talks and workshops that seek to raise awareness on mental health matters and equip participants with basic



skills for self-care and emotion regulation so that they can mitigate the effects of distress. The topics of these sessions include burnout prevention, and understanding the different mental states and types of stress.

Another key finding is that the groups of people youths tend to turn to for help when in distress was their peers (more than 77%) and family members (75%). Meanwhile, professionals were one of the least sought after (less than 20%). In response to these findings, we intentionally weaved in components in our sessions to help youths identify their specific informal social support and the kind of issues they can approach them for help with.

We also conducted peer supporters equipping and check-in sessions in various secondary schools and IHLs to help students enhance their confidence and peer-helping competencies, as well as attend to their well-being and promote self-care so that they may continue to be effective in providing much needed layperson support to their peers. To encourage youths to seek help from professionals as needed, we took time to explain to youths about our services, matters pertaining to parental consent, confidentiality and affordability, and we also launched our social media

platforms and digital self-referral forms to reduce barriers to access. Since implementing these services, more than 400 youths have self-referred to us for mental health screening and basic emotional support services.

RL! continues to explore new ways to provide psychoeducation and socio-emotional support to our netizen youth. Once such means is via the Myloh app – a mental health app developed by a local start-up, Myloh (My Life of Hope), which features psychoeducation chat tracks, breathing and meditation exercises, mood trackers, journaling prompts, etc. to help youths strengthen their mental health. More than 100 users adopted the app and reported it being useful in helping them gain greater insight into their mental state and engage in better emotion regulation, especially during after-office hours when our staff members are off work.

Indeed, it has been a year of much learning, innovation and experimentation and the RL! team is eager to continue hearing from and working with youths, caregivers and various stakeholders to understand emerging youth mental health needs and approaches that are effective in spreading awareness and promoting early help seeking.

## COMPLIMENTS FROM SERVICE USERS:

*"The staff of SHINE did a great job in sharing with us about burnout prevention. It's always really nice to see people genuinely caring for the well-being of others."*

– Student, 16 years, Methodist Girls' School

*"I received the package and I just want to say: THANK YOU SO MUCH!!! I was having a really rough/busy week so the encouragement letters and self care pack means so much to me :- I hope everyone on the team is doing good too <3 I'm excited to attend the session tomorrow~"*

– Youth participant, "It's the Interest for Me-Embroidery Workshop"





# FUNDRAISING IN THE DIGITAL ERA

*Fundraising has always been central to SHINE as a means to support our programmes and services, and to fulfil our mission. How has fundraising changed in general since the onset of the COVID-19 pandemic?*

## **Pre-COVID-19:**

Before the COVID-19 pandemic, SHINE organized physical fundraising events like gala dinners and Flag Day to help us garner donations through corporate sponsorships, auctions, and live performances.

We also receive support through grants from organisations like Singapore Totaliser Board (Totebord), the National Council of Social Service (NCSS) and the Ministry of Social and Family (MSF). Digital fundraising was not common and SHINE only recorded less than 120 online donors via giving.sg in 2019.

## **During COVID-19:**

With COVID-19 restrictions in place, traditional fundraisers were placed on hold. We began to make use of more technology and there was an increase on the reliance of social media, especially as a means of communication to reach the younger generation.

## **Today:**

Despite the pandemic taking a toll on jobs and finances, Singaporeans are still willing to generously donate to charities. Giving.sg, for example, broke their record of collecting \$95.5 million ever since NVPC started the platform in 2010.

While restrictions began to ease, face-to-face fundraising events like donation drives and gala dinners are slowly returning, and social media the key ways charities gain awareness for their events and campaigns.

In 2022, SHINE is once again hosting physical events like Charity Golf, meet-ups with ambassadors of the Nothing Is Impossible (NII) Challenge and Kits for Kids (K4K).

So, what are some common philanthropy trends in Singapore since the pandemic?





## 1. Greater collaborations and collectives

Following the rise of the next generation of philanthropists, today's collaborations range from bold fundraising initiatives such as the China Environmental Grantmakers Alliance, to networks looking to create safe spaces for philanthropists to share, learn and partner (e.g., Asia Philanthropy Circle, the Community Foundation of Singapore).

As Asia faces a formidable decade ahead due to population growth, COVID-19 and the impacts of climate change, there is also a growing acceptance that these crises can only be tackled through public-private partnerships. Eighty-eight percent of top Asian business leaders believe these partnerships will become more common in the next five years.

## 2. More fair, flexible partnerships

The speed at which the pandemic occurred forced private foundations and philanthropists to react and adapt quickly, and rethink and re-evaluate their relationships with the non-profit world.

The pandemic has forced a shift in this relationship from “benefactor” and “beneficiary” to more fair partnerships built on a shared vision and common goals, with more focus on funding outcomes, a shift towards more unrestricted giving, and an acceleration of application and grant-giving processes.

The COVID-19 global crisis has created new social and environmental challenges, and amplified existing ones.

Many philanthropists have been forced to confront their own giving and re-evaluate their roles as benefactors. A few questions that arise are: Were they supporting the right causes? Were the systems and requirements they had in place fit for purpose? Were there suitable expectations, timelines and parameters attached to their support?

Through this reassessment, those assets were forced to become more flexible, less directive and granted with fewer restrictions, resulting in record-breaking levels of donations globally. In Singapore, a record S\$102 million was donated on the online donation platform Giving.sg in a year amid the COVID-19 pandemic.

In many respects, the pandemic has hastened the arrival of a new era in philanthropy, one defined by a sense of immediacy and responsible participation in a fast-changing and interconnected world.





## RESEARCH DATA COLLECTION DURING PANDEMIC: *Reflections and Adaptions to the New Norms*

3 research studies carried out in 2021

1 research studies completed in 2021

*The Research Department is part of SHINE's Training, Consultancy and Research (TCR) Division and, using a two-pronged approach, works to support SHINE's aims to build a strong internal research identity and promote robust research- and data-informed practices. First, we provide consultation and support in our colleagues' evaluation efforts for all stages, including: promoting knowledge, conceptualisation, internal ethics review, methodology, data collection, analyses and reporting. Second, to better inform our practice, we carry out research studies that are closely linked to our key practice areas and each of these research studies includes at least one practitioner-colleague as a project team member.*

*Through these close collaborations with our practitioner-colleagues, we hope to strengthen the practice relevance in SHINE's research efforts, increasing the likelihood of our practice impacting the lives of children and youths SHINE serves.*

In early 2020, before the pandemic, we were beginning data collection for our study, "School Attendance in Low-Income Families and Children: Beliefs and Strategies". Funded by the Mrs Lee Choon Guan Endowed Research Fund (NUS), the research study was planned to be conducted entirely in physical settings, including early morning home visits to observe families' school-going routines as well as interviews with both children and their parents. We had completed only a handful of interviews with the children and scheduled interviews

with their parents when the study was halted by PM Lee's announcement of the circuit breaker measures.

After much deliberation, we decided to drop the observations with the families. These would require prolonged close contact with families, posing risks and uncertainty to both the families and the team. Deciding whether to continue with face-to-face interviews, however, was less straightforward. Without knowing when the pandemic would end and how the safe-management measures would affect data collection, it was tempting to move the study online in an effort to mitigate delays caused by the safe-distancing measures.

There was also the quality of data collected to consider. We knew the importance of building rapport and being able to read non-verbal cues. For the children especially, we found bringing along games to play helped break the ice. Some parents have trouble finding the words to express themselves quickly, especially when sharing their challenges; as such, it was important for interviewers to be able to read non-verbal cues. The team thought that non-verbal cues would be more difficult to read in a video-call setting, given the quality of the video and other technical glitches such as stability of the internet connection, which would affect the flow of the interview and the quality of the data collected.

After much discussion, we decided to revert back to face-to-face interviews with the families. Given the uncertainty of the pandemic, we knew an extension of the study would be inevitable. In 2021, with much support from SHINE colleagues, the team completed the study with 18 families (11 regular attendance, 7 irregular attendance). The fluctuating stringency of the safe-management measures affected the recruitment, particularly families with irregular attendance. Nonetheless, the team was satisfied with the data collected, and shared preliminary findings and our experiences at the International Conference for Practice Research and the Singapore Practice Research Conference.

As we worked on the above study in 2021, we were also planning data collection for a new study, “A Study of Practitioners Intervening with Youths with Suicide Risks in Singapore”, which has both survey and interview phases. While we managed to continue with the interviews for the families in the previous study, we also realised that we needed to learn new mediums of data collection if we want to build our “research resilience”. We decided to collect the data entirely online, even for the interviews with the practitioners. As the interview phase had been planned to occur in 2022, we figured that the practitioners would be very familiar with online video calls and meetings and the quality of the data collected should be similar to face-to-face interviews. Online interviews presented data, safety, security and privacy considerations that were not applicable to face-to-face interviews. We had to consider if the chosen platform for interviewing the participants had end-to-



end encryption for better security. Turning off the camera meant that we would not be able to see if the participant was uncomfortable or distressed during the interview we were unable to read non-verbal cues. While we expected the participants who worked in professional settings to be familiar and comfortable in online meetings, we thought that keeping the video would be better for building rapport and being able to read non-verbal cues.

The pandemic certainly threw a spanner into the works in the initial months. While it was a tough patch that required making difficult decisions, it was also a time of growth for the team. Without the pandemic, we would have likely stuck to “old”, tried and tested data collection methods. The difficulties pushed us out of our comfort zones and challenged us to explore new methods, especially for qualitative data collection.

It is certainly not the case that online methods would replace physical data collection; there are advantages and disadvantages to every method. As we move forward and navigate our way through this era of new norms, our hope is to continue to expand our repertoire of data collection methods so that we can become more “research resilient”.



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# DONORS AND PARTNERS

## Funders/Donors/Sponsors who have donated \$1000 and above

- 4R Dental Pte Ltd
- Aberdeen Asset Management Charitable Foundation
- Aegis Building & Engineering Pte Ltd
- Alan Thio Guan Yong
- Alistair Boyd
- Allianz Investment Management Singapore Pte Ltd
- Allianz SE Insurance Management Asia Pacific
- Ang Lee Meng
- Ang Seng Bin
- Annie Pek
- Arrowcrest Technologies Pte Ltd
- Ashis Kumar
- Asia Capital Reinsurance Group Pte Ltd
- Astignes Capital Asia Pte Ltd
- Bart Joseph Broadman
- Basso Alessio
- Bose Preetam
- Chan Kok Keong Victor
- Chan Lui Ming Ivan
- Charles Antonny Melati
- Chay Jung Jun Mark
- Cheong Choon Ghee
- Chew Ai Lin Aileen
- Chew Jing Xiang
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- Chong Wee Lee
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- Gan Ser Khoon
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- Guigui Jean-Paul Henri
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- Heng Gek Hwah
- HMM (SG) Pte Ltd
- Ho Jun Keong
- Ho Peng Ann
- Hong Leong Foundation
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- iFAST Financial Pte Ltd
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- Jeffrey Lee Fook Wei
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- Jonathan Ho Wye Kit
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- Keegan Loh Cheng Mun
- Koh Chern Peng
- Koh Yen Hui Jarrel
- Kuoh See Peng
- Lai Swee Shin
- Lance Tay Choon Peng
- Lau Zhi Yuan
- Lee Cheng Peng
- Lee Chiew Khim
- Lee Geck Hoon Ellen
- Lee Lai Ling
- Lee Sao Wei
- Lee Seng Meng
- Leslie Wong
- Lim Horng Huei
- Lim Meng Wee
- Lim Teck Chai, Danny
- Lim Wee Kiat
- Loh Seet Yoong
- Loh Siew Kee
- Loh Wai Keong
- Lombard Odier (Singapore) Ltd
- Lye Shiang Hue
- Lynn Hermijanto
- M. Tech Products Pte Ltd
- Maersk Singapore Pte Ltd
- Marina Bay Sands Pte Ltd
- Markus Wee Yong Lee
- Mellford Pte Ltd
- Moh Hon Meng
- Munich Management Pte Ltd
- Ng Chi Man Edmond
- Ng Wan En Christina
- Novi Liu Qiao Shan
- NTUC FairPrice Foundation
- Nurdian Cuaca
- Ong Chee Siong
- Ong Min Hao
- Ow Yong Tian Hock
- Pei Queng Lee
- Poh Hwee Hian
- President's Challenge 2020
- President's Challenge 2021
- PSA Corporation Ltd
- Quantedge Foundation (Singapore) Ltd
- Roy Yap Meng Loong
- Seah Siang Chye
- Self Help Groups Student Care Limited
- Shams Mitha
- Sim Lian Holdings Pte Ltd
- Simon Cheong
- Singapore Pools (Private) Limited
- Sng Shi Qi, Eric
- Soh Yan Ling, Charlene
- Stephen Chew Ban Eng
- Su Binghai
- Su Fuxiang
- T1 Glass Systems Pte Ltd
- Tammie Tham
- Tan Ai Meng
- Tan Chuan-Jin
- Tan Hui Ling Vivien
- Tan Kah Ming
- Tan Tien Leong
- Tang Zheng Lin
- Teo Ser Luck
- TF IPC Ltd
- Tham Yan Ping
- The Community Foundation of Singapore
- The Hokkien Foundation
- Thean Pik Yuen Valerie
- Thomas Joseph Lim Kim Guan
- Tiong Shu
- TMF Singapore
- Tote Board
- UK Online Giving Foundation
- Vilma A Rozario
- Waleed A Maree Abumazen
- Wan Chee Foong
- Wartsila Singapore Pte Ltd
- Wu Mei Ling
- Xi Chen
- Yam Ah Mee
- Yeo Shung Ping Adeline
- Yew Pin Liew
- YMCA of Singapore

## Contributors / Partners

- @27 Family Service Centre
- achates 360
- Ahmad Ibrahim Secondary School
- Amazon Singapore
- AMKFSC Community Services
- AMKFSC Mindcare
- Angsana Primary School
- Bank of Singapore
- Bowen Secondary School
- Bukit Merah East Neighbourhood Police Centre
- Bukit Merah Volunteer Centre
- Camp Challenge
- Cantonment Primary School
- Capelle
- Care & Counselling Centre
- Care Corner Family Service Centre (Queenstown)
- Care Corner Insight
- Central Narcotics Bureau of Singapore
- Changi Foundation
- CHIJ St Joseph's Convent
- Chinese Development Association Council
- Choa Chu Kang Primary School
- Clementi Neighbourhood Police Centre
- Clementi Pri School
- CLUB Ministry (Community of Praise Baptist Church)
- Community Health Assessment Team
- Community Partnerships Department, Police Headquarters
- CREST - Fei Yue Community Services
- Denise Liu
- Dr Rebecca Ang
- e2i
- East Spring Secondary School
- Explorer Junior
- Fairfield Methodist Sec Sch
- Fei Yue ISP
- Fei Yue Youth GO!
- Fondation Lombard Odier
- Fort@Singapore Children's Society
- Greendale Secondary School
- Guardian Health & Beauty
- Guthrie FMC Pte Ltd
- HDB@ Bt Merah
- Holy Innocents' High School
- Hougang Neighbourhood Police Centre
- Hougang Primary School
- Hwa Chong Insitute
- Inner Wheel Club
- ITE College Central
- ITE College East
- ITE College West
- Junyuan Primary School
- Kampung Siglap Lifeskills Training & Retreat Centre
- Kent Ridge Secondary School
- KidSTART
- KK Hospital
- Klook
- Limitless
- Merit Medical
- Methodist Girls' School
- Montfort Secondary School
- Mount Carmel Church
- MSF Child Protection Services
- MSF, Central Youth Guidance Office
- MSF, Rehabilitation and Protection Group
- Nanyang Polytechnic
- National Council of Social Service
- National University of Singapore
- National University of Singapore (Student Welfare Club)
- National Youth Council
- New Hope Community Services
- New Town Primary School
- Ngee Ann Polytechnic
- Ngee Ann Polytechnic Mentoring Club
- Northeast CDC
- Northland Secondary School
- NP ComServe
- NTU Maxlamp Hall 8
- NUS College of Alice & Peter Tan
- NUS Public Legal Awareness for Youth (Play) Mentoring
- NUS RxFlag
- OCBC
- One Emergency Fund
- Orchard Grace School
- Outram Secondary School
- People's Association
- Photovoice 10
- PICH Event Management
- Quantedge Foundation
- Queenstown Baptist Church
- Queenstown Secondary School
- Queensway Sec Sch
- Queenstown Safepod
- Resilience Collective
- Serangoon Garden Secondary School
- SG Enable
- Singapore Association for Mental Health
- Singapore Association of Women Lawyers
- Singapore Business Federation Foundation
- Singapore Pools (Private) Limited
- Singapore University of Social Sciences
- South West Community Development Council
- SouthWest CDC
- SSO @ Tampines
- SSO @ Boon Lay / Taman Jurong
- SSO @ Bukit Merah
- SSO @ Chua Chu Kang
- SSO @ Clementi
- SSO @ Hougang
- SSO @ Jurong
- SSO @ Jurong East / Clementi / Quesetown
- SSO @ Kreta Ayer
- SSO @ Queenstown
- SSO @ Sengkang
- SSO @ Serangoon
- St. Margaret's Secondary School
- Tampines North Primary School
- Tampines Primary School
- Tanglin Sec Sch
- Tanjong Pagar Tiong Bahru Constituency Office
- Tanjong Pagar Tiong Bahru Grassroots
- Tanjong Pagar Town Council
- Teck Whye Primary School
- The Astronauts Collective (TAC)
- The Bible Church
- The Community Foundation of Singapore
- TOUCH Young Arrows ( TOUCH Community Services)
- Trampoline Ltd
- TRYBE
- Ulu Pandan Stars
- Wildlife Reserves Singapore
- WOBS Pte Ltd
- WOW Day Team
- Xinmin Secondary School
- Yishun Secondary School
- Yishun Town Secondary School
- Yogeswari D/O Munisamy
- Young Women Leadership Connection (YWLC)
- Youth Corps Singapore (YCS)
- Zillearn

# STATEMENT OF FINANCIAL POSITION

## AS AT 31 MAR 2022

	2022 \$	2021 \$
<b>Assets</b>		
<b>Non-current assets</b>		
Renovation and equipment	615,584	603,369
Intangible assets	108,275	-
	<u>723,859</u>	<u>603,369</u>
<b>Current assets</b>		
Trade and other receivables	566,099	290,043
Prepayments	94,319	85,506
Cash and cash equivalents	16,269,392	16,042,216
	<u>16,929,810</u>	<u>16,417,765</u>
<b>Total assets</b>	<u>17,653,669</u>	<u>17,021,134</u>
<b>Funds and Reserves</b>		
<b>Unrestricted Funds</b>		
General reserves	7,513,552	6,614,135
<b>Restricted Funds</b>		
Restricted funds from Government and other funders	2,641,678	3,129,466
The Daisy Phay Foundation-SHINE Scholarship Fund	5,367,628	5,467,351
Y's Men's Club (Beta Chapter) Financial Assistance Fund	38,774	38,774
Asset Enhancement Fund	56,876	56,775
	<u>15,618,507</u>	<u>15,306,500</u>
<b>Liabilities</b>		
<b>Non-current liabilities</b>		
Funds received in advance	245,000	245,000
Deferred income	275,000	175,933
	<u>520,000</u>	<u>420,933</u>
<b>Current liabilities</b>		
Trade and other payables	1,304,601	1,225,931
Deferred income	210,560	67,770
	<u>1,515,162</u>	<u>1,293,701</u>
<b>Total liabilities</b>	<u>2,035,162</u>	<u>1,714,634</u>
<b>Total funds and liabilities</b>	<u>17,653,669</u>	<u>17,021,134</u>



# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 MARCH 2022

	2022 \$	2021 \$
<b>Income</b>		
Tote Board Social Service	1,767,390	1,546,904
Ministry of Social and Family Development	997,293	1,141,094
Community Chest/NCSS Funding	697,459	781,718
MCCY/BCF	415,801	-
AIC(MOH)	404,342	211,760
SG Enable	351,946	87,986
Matching Grants	268,561	-
Job Growth Incentive/Job Support Scheme	254,585	1,072,378
Care & Share	108,385	-
Tax-deductible donations	564,973	865,945
Non-tax deductible donations	653,333	778,859
School based income	345,943	302,023
Centre based income	52,725	44,491
Training income	55,668	37,380
Interest income	21,108	60,129
Miscellaneous income	822	1,160
	<u>6,960,336</u>	<u>6,931,827</u>
<b>Less: EXPENDITURE</b>		
Expenditure on manpower	(5,703,630)	(4,918,630)
Depreciation on Renovation/Equipment/Intangible assets	(231,244)	(195,888)
Other operating expenses	(713,454)	(603,787)
	<u>(6,648,329)</u>	<u>(5,718,305)</u>
<b>SURPLUS/ (DEFICIT) AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<u><b>312,007</b></u>	<u><b>1,213,522</b></u>
<i>Surplus/(Expenditure) allocated to:</i>		
General Reserves	710,163	(59,292)
Restricted funds from govt and other funders	(298,534)	1,282,934
Daisy Phay Foundation- SHINE scholarship fund	(99,722)	(47,867)
Asset Enhancement Fund	101	37,747
	<u><b>312,007</b></u>	<u><b>1,213,522</b></u>

# STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEAR ENDED 31 MARCH 2022

	Unrestricted Funds		Restricted Funds			
	General Reserves \$	Funding from govt 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 2020	6,673,427	1,846,533	5,515,218	38,774	19,028	14,092,978
Total comprehensive income for the year	(59,292)	1,282,934	(47,867)	-	37,747	1,213,522
Balance at 31 Mar 2021	6,614,135	3,129,466	5,467,351	38,774	56,775	15,306,500
Transfer between funds	189,255	(189,255)	-	-	-	-
Total comprehensive income for the year	710,163	(298,534)	(99,722)	-	101	312,007
<b>Balance at 31 Mar 2022</b>	<b>7,513,552</b>	<b>2,641,678</b>	<b>5,367,628</b>	<b>38,774</b>	<b>56,876</b>	<b>15,618,507</b>

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 accumulated surplus from programmes partially funded by NCSS administered funds (eg. Community Chest Funds, Tote Board Social Service Funds (TBSSF)) in which ringfencing is part of the funding requirement and programmes receiving other 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, Learning & Social Support Programme, Community Based Reading Odyssey, Integrated Care Programme, Crest Youth, Organisation Development Project and Pandemic related funding.
The Daisy Phay Foundation - SHINE Scholarship Fund	This is an endowment fund created by the generous donation of \$5 million by the Estate of Dr Phay Seng Whatt. The donation is invested in quoted bonds and 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.
Asset Enhancement Fund	This is a fund restricted to be utilised only for capital expenditure 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](http://www.shine.org.sg)

# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 MARCH 2022

	2022 \$	2021 \$
<b>Cash flows from operating activities</b>		
Surplus for the year	312,007	1,213,522
Adjustments for:		
Depreciation on Renovation/Equipment/Intangible assets	231,244	195,888
Interest income	(21,108)	(60,129)
Loss on sale of equipment	353	-
<b>Operating (deficit)/surplus before working capital changes</b>	<b>522,496</b>	<b>1,349,281</b>
Changes in:		
- trade and other receivables	(276,582)	(43,562)
- prepayments	(8,813)	(70,486)
- deferred income	241,857	(67,770)
- trade and other payables	78,670	588,253
Cash generated from operations	557,629	1,755,716
Tax paid	-	-
<b>Net cash from operating activities</b>	<b>557,629</b>	<b>1,755,716</b>
<b>Cash flows from investing activities</b>		
Interest received	21,633	92,084
Proceeds from sale of equipment	1,114	-
Proceeds from redemption of investment	-	1,001,431
Acquisition of intangible asset	(127,385)	-
Acquisition of renovation/equipment	(225,816)	(55,212)
<b>Net cash (used in)/from investing activities</b>	<b>(330,454)</b>	<b>1,038,303</b>
<b>Net increase in cash and cash equivalents</b>	<b>227,176</b>	<b>2,794,019</b>
Cash and Cash Equivalents at 1 April 2021/1 April 2020	16,042,216	13,248,197
<b>Cash and Cash Equivalents at 31 March</b>	<b>16,269,392</b>	<b>16,042,216</b>
<b>Cash and Cash Equivalents comprise of the following:</b>		
Cash and bank balances	4,630,080	4,398,770
Fixed deposits	11,639,312	11,643,446
	<b>16,269,392</b>	<b>16,042,216</b>

# GOVERNANCE AND DISCLOSURE

## Reserves Policy

The purpose of reserves is to ensure financial sustainability to meet the Charity's objectives. SHINE adopts a policy to maintain its unrestricted funds reserves at not more than two times of its annual expenditure. Reserve ratio as at 31 March 2022 is 1.13.

## Code of Governance

SHINE Children and Youth Services has complied with all applicable requirements of the Code of Governance for Charities and Institutions of a Public Character (IPC) issued by the Charity Council. The Governance Evaluation Checklist can be obtained from SHINE Children and Youth Services corporate website ([www.shine.org.sg](http://www.shine.org.sg)) and the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)).

## Board Governance

SHINE currently has Board members who have served for more than 10 years. Their presence on the board helps ensure stability of the organisation through a balanced mix of ideas and leadership from new and experienced members. This is especially critical as the organisation undergoes transformation to better serve the needs of our beneficiaries.

## Board Members' Attendance (Financial Period April 2021 to Mar 2022)

S/N	Name	Designation	Date of Board Meeting				
			18/05/2021	27/07/2021	07/09/2021	14/12/2021	22/03/2022
1	Mr Wan Chee Foong	Chairman	√	√	√	√	√
2	Mr Lim Tuang Liang	Vice Chairman	√	√	√	x	√
3	Mr Ong Chee Siong, Gabriel	Hon Secretary	√	x	√	√	√
4	Mr Teo Seng Chieh, Geoffrey	<sup>1</sup> Member/Hon Treasurer	√	√	√	√	√
5	Mr Lim Tze Chern	<sup>1</sup> Hon Treasurer/Member	√	√	√	√	√
6	Mr Goh Chee Kong	<sup>2</sup> Member	√	√	N.A	N.A	N.A
7	Mr Lim Song Khiang, Albert	Member	x	√	√	√	√
8	Mrs Ivy Goh	<sup>3</sup> Member	√	x	N.A	N.A	N.A
9	Ms Maureen Fung	Member	√	√	√	√	√
10	Ms Poh Hwee Hian	Member	√	√	√	√	√
11	Dr Wong Yuh Ju, Peace	Member	√	√	√	√	√
12	Mr Dinesh Subramaniam	<sup>2</sup> Member	N.A	N.A	√	√	√
13	Ms. Chee Yuen Li, Andrea	<sup>3</sup> Member	N.A	N.A	√	√	√

<sup>1</sup> Mr Teo Seng Chieh, Geoffrey replaces Mr Lim Tze Chern as Hon Treasurer wef 07/09/21

<sup>2</sup> Mr Dinesh Subramaniam replaces Mr Goh Chee Kong as member wef 07/09/21

<sup>3</sup> Ms Chee Yuen Li, Andrea replaces Mrs Ivy Goh as member wef 07/09/21

## Conflict of Interest Policy and Related Party Transactions

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 a conflict of interest.

There was no related party transaction in FY2021/2022.

## Remuneration and Benefits

The Board members did not receive any remuneration during the year.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Remuneration range of three highest paid staff:

Remuneration Band*	2022	2021
Between \$200,000 to \$300,000	0	0
Between \$100,000 to \$200,000	3	3

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

None of the above staff serve in the Board of the charity.



# GROWING OUR KNOWLEDGE

## 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)

## Journal Publications & Book Chapters

- 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.

## 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)

## Research & Conference/Seminar Presentations

- 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
- 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 2nd Singapore Social Work Practice Research Conference
- 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)

## Books



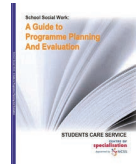
### Not for Sale

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



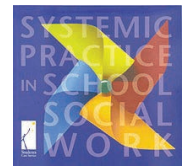
### S\$15.00

Raising your Family EQ



### \$10.00

A Hand to Hold



### S\$12.00

Systemic Practice in School Social Work



**[www.shine.org.sg](http://www.shine.org.sg)**



SHINE Children & Youth Services



scys.sg

## SERVICES

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

## SERVICES SITES

Social Service Hub @ Tiong Bahru  
298 Tiong Bahru Road #10-04 Central Plaza  
Singapore 168730  
Tel: 6593 6462

202 Yishun Street 21 #01-89  
Singapore 760202  
Tel: 6759 6821  
Email: [scys\\_y01@shine.org.sg](mailto:scys_y01@shine.org.sg)

463 Hougang Ave 10 #01-964  
Singapore 530463  
Tel: 6286 9905  
Email: [scys\\_h01@shine.org.sg](mailto:scys_h01@shine.org.sg)

329 Clementi Ave 2 #01-248  
Singapore 120329  
Tel: 6778 6867  
Email: [scys\\_c01@shine.org.sg](mailto:scys_c01@shine.org.sg)

## HEADQUARTERS

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Singapore 530463  
Tel: 6286 9905

Member of



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Appointed

