



CELEBRATING 25 YEARS OF  
*Connecting Seniors  
& Enriching Lives*

LIONS BEFRIENDERS  
ANNUAL REPORT 2019/2020

## OUR VISION

A nation where every senior is active, healthy and happy.

## OUR MISSION

To provide friendship and care for seniors to age in place with community participation, enabling them to enjoy meaningful and enriching lives.

## OUR OBJECTIVES

- Relieve the loneliness, isolation and boredom of lonely seniors
- Facilitate integration of lonely seniors into the community
- Facilitate empowering of our lonely seniors
- Promote community participation in caring for the seniors
- Promote active and positive aging
- Encourage lonely seniors to age in place with community support

## OUR CORE VALUES

### C.I.R.C.L.E.

#### COMMITMENT

We pledge to give our best to enrich the lives of those we touch

#### INTEGRITY

We uphold trust and accountability in all we do

#### RESPECT

We honour the individual's rights and beliefs

#### COMPASSION

We serve with kindness and openness

#### LEADERSHIP

We inspire and empower change for a better future

#### EMPATHY

We listen, we feel, we care



## Contents

Chairman's Report .....	2
Organisational Structure.....	5
Management Board.....	6
Management Committees.....	8
Impact by Numbers.....	14
Corporate Highlights.....	16
Our Programmes & Services .....	18
Governance Evaluation Checklist.....	30
Board Attendance .....	34
Sources of Income .....	36
Financial Statements .....	37

Lions Befrienders Service Association (Singapore) is a member of NCSS.  
UEN: S95SS0076A  
Charity Registration No.: 00125  
IPC Registration No.: IPC000228  
IPC Period: 04/10/2018 – 03/07/2021

\* All photos in this annual report were taken before and after the Circuit Breaker period.

# Chairman's Report



PDG Anthony Tay PPA, PBM

## Dear fellow Lions, Befrienders, Partners & Supporters of Lions Befrienders (LB),

The COVID-19 pandemic has left no one untouched. I am thankful to our many volunteers, corporate and individual donors, community partners and fellow Lions who have stepped up their support and united together to help our vulnerable seniors stay connected and cared for under difficult circumstances. I am also heartened by how our staff have adapted well and quickly during this critical period so that LB continues to protect and serve our beneficiaries.

LB has risen to the COVID-19 challenges, successfully turned crisis into opportunities and regained its leadership position in preventive eldercare. LB implemented innovative solutions ensuring our seniors received the best care possible in this trying period especially when protective measures were initiated by our government.

LB will continue to remain prepared for more challenges whilst holding true to its mission of *Connecting Seniors and Enriching Lives*.

## CONTINUED CARE

### CELEBRATING 25 YEARS OF CONNECTING SENIORS AND ENRICHING LIVES

Launched as a Lions District Programme in 1995, LB's initiatives and services have and continued to benefit more than 86,000 lonely and socially isolated seniors since inception. LB understands the need to keep our seniors holistically engaged by building up our social infrastructure in tandem with physical infrastructure, to enable our seniors to age confidently and gracefully in place.

### PROVISION OF CARE DURING COVID-19 AND CIRCUIT BREAKER

We salute all our frontline staff of essential services who had continued to care for our seniors in the face of the uncertainty and risk exposure to themselves and their families. 50% of our programmes are whitelisted as essential services during Circuit Breaker (CB).



"...remaining prepared for more challenges whilst holding true to its mission..."



We also thank our staff who worked round the clock from home, making minimum twice weekly telephone calls to ensure all seniors are safe and updated with the latest advisories. When allowed by authorities, staff and volunteers do physical checks on seniors who are at risk to themselves and others. When seniors cannot be contacted, the staff will make relevant checks with hospitals and nursing homes and do physical searches, if needed.

During this CB period, LB staff provided intervention in attempted suicides and to frail seniors who collapsed at home.

The love and care shown by our staff and volunteers have strengthened the bonds and trust with our seniors. LB will continue to ensure that our seniors are well-adjusted socially, emotionally, mentally and physically to the new post-CB life.

### **REOPENING OF SENIOR ACTIVITY CENTRES (SACS) IN PHASE 1**

LB was one of the very few social service agencies to be approved by the Ministry of Health (MOH) and Agency for Integrated Care (AIC) for re-opening on the first day of the lifting of the CB on 2-6-2020. Our staff trained on all operational steps necessary to promote safety measures had facilitated smooth re-opening of all LB SACs. The resumption of activities for the at-risk seniors was critical as the CB had led to a decline in the emotional and mental health of seniors.

### **RESTRUCTURING PROGRAMMES & SERVICES**

LB Community Outreach Services was restructured to be in line with AIC's new integrated eldercare model and the person-centred approach supported by National Council of Social Service (NCSS) with the aim of further strengthening LB's leadership in the preventive eldercare sector. This restructuring will allow us to identify gaps in LB's spectrum of integrated eldercare services and improve service quality to meet the evolving needs of seniors. We have streamlined the organisational structure to increase effectiveness, efficiency and achieve its strategic goals.

### **CENTRALISING PAYMENT SYSTEM**

To improve efficiency and reduce costs, LB implemented the centralized payment system to standardise payment processes and provide effective payment control. In the year ahead, we will centralise our procurement system to reduce overhead costs, enhance the support of business continuity and lead to more efficient resource planning.

### **PARTNERSHIPS**

#### **LB CARE CONNECT @ QUEENSTOWN**

LB was awarded a 3-year pilot project - LB Care Connect @ Queenstown by AIC at national level. With this programme, LB will establish a robust and integrated community care system where seniors can access a range of active ageing and preventive health programmes in the neighbourhood with LB as the touchpoint.

### **PUBLIC AWARENESS THROUGH EXTENSIVE MEDIA COVERAGE**

During this crisis period LB received huge media and social media coverages over its initiatives on mitigating the effects of social isolation and helping seniors. LB secured over 60 media coverages through radio (CNA938, Love 97.2, Money FM 89.3), newspapers (The Straits Times, Lianhe Zaobao, TODAY) and TV interviews (CNA, Channel 8, Channel 5, Suria, Vasantham). These coverages have lifted LB's profile pervasively and positively, while encouraging our staff and instilling pride in their work as they continue to serve the vulnerable seniors in our community.

### **FUNDINGS**

With a volatile economic outlook due to COVID-19, LB faced cancellation of physical fundraising events and reductions in donations as corporations, foundations and other organisations tightened their budgets. There was a 26% drop in donations.

Adversity breeds altruism. We are very grateful to our generous and faithful donors, both corporations and individuals who have reached out to our seniors with both monetary and in-kind donations, which had helped our seniors overcome this very difficult period. And with additional funding from AIC, Community Chest, NCSS and other government agencies, LB was able to continue delivering critical services to the vulnerable seniors during COVID-19 and ensure that their needs are met.

## **LB MOVES AHEAD WITH TECHNOLOGY AND CAPACITY & CAPABILITY BUILDING**

### **LB VIRTUAL BEFRIENDING @ SAC**

COVID-19 presented a window of opportunity to serve our seniors differently, getting them to adopt modern technology and taking up new skills in order to continue engaging with others online.

LB Virtual Befriending @ SAC was launched with the partnership of DBS Bank. It is Singapore's largest-ever virtual befriending volunteer initiative. 1,000 DBS employees engaged 1,000 LB seniors through virtual conversations, sing-along sessions, simple home gardening projects and online games – offering our seniors dedicated attention and cognitive development as they stay connected and build friendships.

### **EMBARKING ON TELEMEDICINE**

To allow 6,000 LB seniors to have continued access to essential primary health services during the COVID-19 pandemic, LB secured partnerships with 7 public hospitals (AH, CGH, KTH, NUH, SGH, SKGH and TTH) to provide telemedicine services so that our seniors can safely receive timely medical care in the comfort of their own homes or at LB's SACs.

### **MOVING SENIORS TOWARDS DIGITALISATION**

As Singapore moves towards more digitalisation in our daily lives, LB recognised the need to ensure our seniors staying in rental flats are not left behind. Through collaborations with Infocomm Media Development Authority, LB will help all seniors to be familiarised with digital technology, so that they can lead engaged, informed and fulfilling lives via the Seniors Go Digital programme.

AIC and CareLine have also partnered LB to distribute specially configured mobile phones for seniors. To assist seniors to have access to the knowledge, training and support to use this technology, LB will work with Maybank's staff volunteers to conduct digital clinics for our seniors so that they can carry out their daily tasks and social activities from their homes. With the availability of these phones, our seniors will have a peace of mind knowing that care is just a call away.

### **CONTRIBUTING TO ELDERCARE SECTOR THROUGH KNOWLEDGE SHARING**

LB was invited to share our knowledge, practices and experiences during COVID-19 and the actions our society can undertake to better support the seniors through webinars organised by AIC, NCSS and other non-profit organisations.

### **HAVE CONTINUED CAPABILITY & CAPACITY BUILDING OF VOLUNTEERS**

By 2021, LB's new Volunteer Training Centre at Block 163 Stirling Road will be established. It will be a place for volunteers to bond and attend trainings. With enhanced capability and capacity building of volunteers, LB aims to improve the quality and consistency of our services towards our seniors, increase awareness, advocate greater understanding and empathy in the larger community towards eldercare needs.

The effects of the COVID-19 situation are far from over and as we adjust to a new post COVID-19 world order, our hearts are much warmed by the many donors, sponsors, volunteers and partners whose outpouring of kindness provided moments of reprieve for our seniors during this tough time.

I am pleased to inform that LB currently has members from 54 Lions Clubs sitting on various committees. Thank you for being a part of LB's community and serving together to develop LB be a force in preventive eldercare services. Together, we can and will weather the storm and emerge stronger.

On behalf of LB, I would like to take this opportunity to extend my heartfelt gratitude to the MOH, Ministry of Social & Family Development, AIC, NCSS and all social care partners for giving LB much needed support during this crisis period. Without your partnership and support, LB will not be where it is today.

# Organisational Structure

(As at 31 March 2020)



## Staffing:

At the end of Financial Year 2019/2020  
ending 31 March 2020, there were  
**106** full-time staff and **5** part-time staff.

## Footnotes:

<sup>1</sup> DED Gloria Tan took over Human Resources with effect from 2 January 2020 and Information Technology with effect from 1 July 2020.

<sup>2</sup> DED Karen Wee took over Befriending Services and Volunteer Management & Training with effect from 1 July 2020.



# Management Board



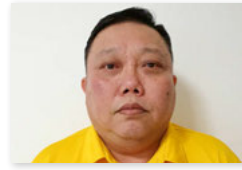
**PDG Anthony Tay**  
PPA, PBM



**Lion William Loh**



**Lion Alex Lim**



**Lion Ivan Ong**



**Lion Daniel Ong**



**Lion Wendeline Chong**



**Lion Joseph Lui**



**Lion Lawrence Sew**



**Lion Nancy Lye**



**Lion Jennifer Jern**



**Lion Steven Goh**



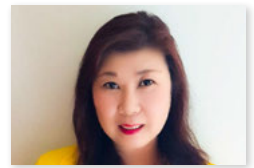
**Lion Prof. Tjen Hian Ka**



**Lion Dr. Zhang Lei**



**Lion Ng Leng Choo**



**Lion Doreen Lee**



**Lion Heng Mong Yong**



**Lion Seet Kok Heng**



**Lion Michael Huang**



**Lion Sarah Teo**



**Lion Ying Wai Lin**



**PCC Lim Hon Chee** PBM



**Ms. Evelyn Goh**



**Lion Loh Yan Poh**



**Lion Francis Ng** PBM



**Lion Joseph Low**



**Lion Sally Ang**



**Lion Terence Lim**

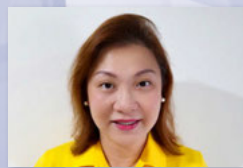


**Lion Melvin Liu**

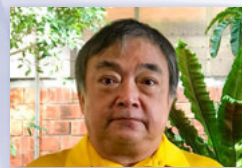
## EX-OFFICIO



**DG Victor Yip**



**1st VDG Lesa Gan**



**2nd VDG Ho Sum Kwong**



**EXECUTIVE COMMITTEE**

- 1. PDG Anthony Tay** PPA, PBM  
Chairman
- 2. Lion William Loh**  
Immediate Past Chairman
- 3. Lion Alex Lim**  
1st Vice Chairman
- 4. Lion Ivan Ong**  
2nd Vice Chairman  
Chairperson, Programmes & Services Subcommittee
- 5. Lion Daniel Ong**  
Honorary Secretary  
Chairperson, Strategic Planning Subcommittee  
Chairperson, Research & Development Subcommittee
- 6. Lion Wendeline Chong**  
Assistant Honorary Secretary  
Chairperson, Befriending Training Subcommittee
- 7. Lion Joseph Lui**  
Honorary Treasurer  
Chairperson, Finance Subcommittee
- 8. Lion Lawrence Sew**  
Assistant Honorary Treasurer  
Member, Finance Subcommittee  
Member, Befriending Training Subcommittee

**DIRECTORS (ORDINARY)**

- 9. Lion Nancy Lye**  
Director  
Member, Facilities Management Subcommittee
- 10. Lion Jennifer Jern**  
Director  
Chairperson, Human Resource Subcommittee
- 11. Lion Steven Goh**  
Director  
Member, Community Outreach Services Subcommittee
- 12. Lion Prof. Tjen Hian Ka**  
Director  
Chairperson, Media & Public Relations Subcommittee  
Chairperson, Tender Subcommittee
- 13. Lion Dr. Zhang Lei**  
Director  
Chairperson, Home Personal Care (Medical) Subcommittee

**DIRECTOR (CO-OPTED)**

- 14. Lion Ng Leng Choo**  
Chairperson, Audit Subcommittee
- 15. Lion Doreen Lee**  
Chairperson, Appointment & Nomination Subcommittee  
Chairperson, Community Outreach Services Subcommittee
- 16. Lion Heng Mong Yong**  
Chairperson, Facilities Management Subcommittee
- 17. Lion Seet Kok Heng**  
Chairperson, Community Engagement & Partnerships Subcommittee
- 18. Lion Michael Huang**  
Chairperson, Community Relations Subcommittee
- 19. Lion Sarah Teo**  
Chairperson, Volunteer Management Subcommittee
- 20. Lion Ying Wai Lin**  
Chairperson, Constitution & By-laws Subcommittee
- 21. PCC Lim Hon Chee** PBM  
Member, Constitution & By-laws Subcommittee
- 22. Ms. Evelyn Goh**  
Co-opted Member

**DIRECTORS (CO-OPTED AND SAC/SCN/BFD PRESIDENTS)**

- 23. Lion Loh Yan Poh**  
President, Ang Mo Kio Senior Activity Centre
- 24. Lion Francis Ng** PBM  
President, Bendemeer Senior Activity Centre
- 25. Lion Joseph Low**  
President, Clementi/Bukit Timah Senior Cluster Network
- 26. Lion Sally Ang**  
President, Queenstown Senior Cluster Network
- 27. Lion Terence Lim**  
President, Tampines/Changi Senior Cluster Network
- 28. Lion Melvin Liu**  
President, Befriending Services

**EX-OFFICIO  
(From 1 July 2020)**

- 29. DG Victor Yip**  
District Governor
- 30. 1st VDG Lesa Gan**  
1st Vice District Governor
- 31. 2nd VDG Ho Sum Kwong**  
2nd Vice District Governor

**DISCLOSURE OF INTEREST POLICY**

*If a member of the Management Board is directly or indirectly interested in any contract, proposed contract or other matter and is present at a meeting of the Lions Befrienders or of the Management Board, at which the contract or other matter is the subject of consideration, the member shall, at the meeting and as soon as practicable after it commences, disclose the fact, and shall not thereafter be present during the consideration or discussion of, and shall not vote on any question with respect to that contract or other related matter.*

# Ang Mo Kio

## SENIOR ACTIVITY CENTRE

Date of Appointment: 8 January 2020



**Mr. Darryl David**  
Chief Advisor



**PDG Anthony Tay** PPA, PBM  
LB Chairman, 2nd Advisor



**PC Lion Chan Chee Keong** PBM  
3rd Advisor



**Lion Loh Yan Poh**  
President



**Lion Edward Ma**  
1st Vice President



**Mr. Chandrasekaran Pillai** PBM  
2nd Vice President



**Lion Jackson Ong**  
Honorary Secretary



**Lion Marina Hong**  
Assistant Honorary Secretary



**Lion Benson Soh**  
Honorary Treasurer



**Lion Lawrence Lim**  
Assistant Honorary Treasurer



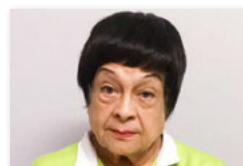
**Lion Shirley Ow**  
Director



**Lion Lawrence Sew**  
Director



**Lion Sebens Lim**  
Director



**Lion Carmen Jansen**  
Director



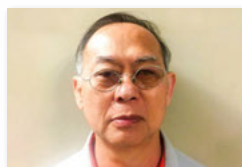
**Lion Francis Woo**  
Director



**Lion Teo Cheng Peow**  
Director



**Lion Richard Seah**  
Director



**Mr Lim Chee Kong**  
Director



**Mrs. V. Mohan** PBM  
Director



**Mr. Robert Yan**  
Director



**Lion Shirley Low**  
Co-opted Member



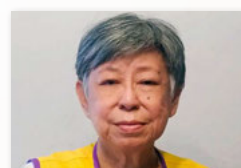
**Lion Daniel Lin**  
Alternate Member



**Lion Chan Chik Wai**  
Alternate Member



**Lion Alex Song**  
Alternate Member



**Lion Irene Lee**  
Alternate Member



**Lion Jessica Goh**  
Alternate Member



**PDG Nancy Lim**  
Alternate Member



**Lion Michael Soh**  
Alternate Member



**Lion Ng Teong Soon**  
Alternate Member



**Lion Cecilia Goh**  
Alternate Member



**Lion Tan Soh Keng**  
Alternate Member



**Lion Tham Joi Pun**  
Alternate Member

# Bendemeer

## SENIOR ACTIVITY CENTRE

Date of Appointment: 8 January 2020



**Mr. Heng Chee How**  
Chief Advisor



**PDG Anthony Tay** PPA, PBM  
LB Chairman, Advisor



**Lion Francis Ng**  
President



**Lion William Chua**  
1st Vice President



**Mr. Wee Pang Kiat** JP, BBM, PBM  
2nd Vice President



**Lion Tomy Ng**  
Honorary Secretary



**Lion Jennifer Chew** PBM  
Assistant Honorary Secretary



**Lion Chua Soon Lee** BBM  
Honorary Treasurer



**Lion Tan Eng Siong**  
Assistant Honorary Treasurer



**Lion Albert Chua**  
Director



**Lion Simon Chan**  
Director



**Lion Dianna Olivia Lim**  
Director



**Lion Chris Chan**  
Director



**Mr. Chia Cheng Ghee** PBM  
Director



**Lion Chua Soo Chiew**  
Alternate Member



**Lion Heng Mong Yong**  
Alternate Member



**Lion David Sng**  
Alternate Member



**Lion Flora Wong**  
Alternate Member



# Clementi/Bukit Timah

## SENIOR CLUSTER NETWORK

Date of Appointment: 8 January 2020



**Dr. Tan Wu Meng**  
Chief Advisor



**PDG Anthony Tay** PPA, PBM  
LB Chairman, Advisor



**Lion Joseph Low**  
President



**Lion Yvonne Yuen**  
1st Vice President



**Lion Shirley Lee**  
Honorary Secretary



**Lion Lily Tan**  
Honorary Treasurer



**Lion James Ko**  
Assistant Honorary  
Treasurer  
(Till 31 May 2020)



**Lion Benson Ong**  
Director



**Lion Richard Khoo**  
Director



**Ms. Tan Lee Jee** PBM  
Director



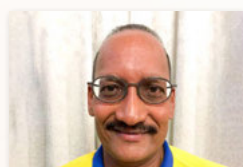
**Lion Helen Cheong** PBM  
Alternate Member



**Lion Barbara Lim**  
Alternate Member



**Lion Nancy Quek**  
Alternate Member



**Lion Vijendran s/o  
Vijiaratnam**  
Alternate Member  
(Till 25 June 2020)



**Ms. Patricia Lau**  
Co-opted Member

# Queenstown

## SENIOR CLUSTER NETWORK

Date of Appointment: 8 January 2020



**Mr. Eric Chua**  
Chief Advisor, Mei Ling SAC



**Mr. Christopher de Souza**  
Chief Advisor,  
Ghim Moh SAC



**PDG Anthony Tay** PPA, PBM  
LB Chairman, Advisor



**Lion Sally Ang**  
President



**Lion Ong Ai King**  
1st Vice President



**Mr. Foo See Keat** PBM  
2nd Vice President



**Lion Yong Chiang Boon**  
Honorary Secretary



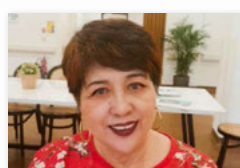
**Mr. Khew Nee Khweh**  
Assistant Honorary  
Secretary



**Lion Mak Yew Wing**  
Honorary Treasurer



**Lion Kan Ngee Meng** PBM  
Assistant Honorary  
Treasurer



**Ms. Yvonne Yee** PBM  
Director



**Lion Prof. Tjen Hian Ka**  
Alternate Member



**Ms. Celin Ong**  
Director



**Ms. Jeanisa Ng**  
Director



**Lion Alun Chow**  
Director



**Lion Brenda Lee**  
Director



**Lion Mag Kwan**  
Alternate Member

# Tampines/Changi

## SENIOR CLUSTER NETWORK

Date of Appointment: 8 January 2020



**Mr. Baey Yam Keng**  
Chief Advisor



**PDG Anthony Tay** PPA, PBM  
LB Chairman, Advisor



**Lion Terence Lim**  
President



**Lion Cash Tay**  
1st Vice President



**Mr. Chris Yap**  
2nd Vice President



**Lion Daisy Loh**  
Honorary Secretary



**Lion Bryan Koh**  
Assistant Honorary  
Secretary



**Lion Johnny Lee**  
Honorary Treasurer



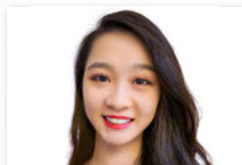
**Lion Roland Lim**  
Assistant Honorary  
Treasurer



**Lion Vincent Lim**  
Director



**Lion Henry Liang**  
Director



**Lion Courtney Wu**  
Director



**Lion Jennifer Jern**  
Director



**Lion Amber Sim**  
Director



**Ms. Brenda Tan** PBM  
Director



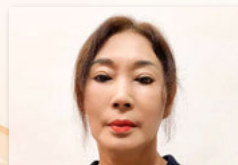
**Mdm. Rajisvary D/O  
Vairappan** BBM  
Director



**Lion James Wong**  
Alternate Member



**Lion Lee Swee Ser**  
Alternate Member



**Lion Elisa Koh**  
Alternate Member



**Lion Lim Teng Leong**  
Alternate Member



**Lion Steven Yeo** PBM  
Alternate Member



**Lion Johnson Tong**  
Alternate Member



**Lion Alvin Chan**  
Alternate Member



**Lion Jenny Tan**  
Alternate Member



**Lion Amanda Wang**  
Alternate Member



**Lion Dickie Khoo**  
Alternate Member



# Befriending Services

Date of Appointment: 8 January 2020



**PDG Anthony Tay** PPA, PBM  
LB Chairman, Advisor



**Lion Ivan Ong**  
LB 2nd Vice Chairman  
Chairperson, Programmes &  
Services Subcommittee



**Lion Melvin Liu**  
President



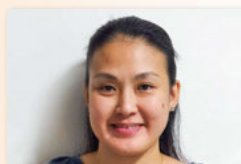
**Lion Amon Lim**  
1st Vice President



**Lion Vicky Yang**  
Honorary Secretary



**Lion Serena Yuen**  
Assistant Honorary  
Secretary



**Lion Cathleen Chang**  
Director



**Lion Tan Siok Kang**  
Director



**Lion Jennifer Chew** PBM  
Co-opted Member



**Lion Patricia Chua**  
Co-opted Member



**Lion Ong Yik Choon**  
Co-opted Member

# IMPACT BY NUMBERS

## Befriending Services



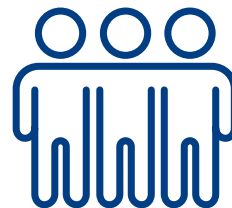
**4,703**  
befriendees  
served by  
**1,635**  
befrienders



**31,214**  
attendees in activities  
**485**  
sponsored activities



**583**  
befrienders attended  
**25**  
training sessions



**1:2.63**  
befriender-befriendee ratio



### IMPROVEMENT BY YEAR

**7.9%** more befrienders      **3.3%** more befriendees

# IMPACT BY NUMBERS

## Community Outreach Services



### SENIOR ACTIVITY CENTRES (SACs)

**196,177**

total number of participation

**2,366**

seniors served by LB's SACs

**3,376**

activities conducted at SACs

**1,947**

sponsored activities  
coordinated by SACs

**187**

centre volunteers

**2.7%**

increase in membership

### CLUSTER SUPPORT



**319**

clients served by

**41**

'CAN' Carers

### SENIOR GROUP HOME



**25**

clients served

**19%**

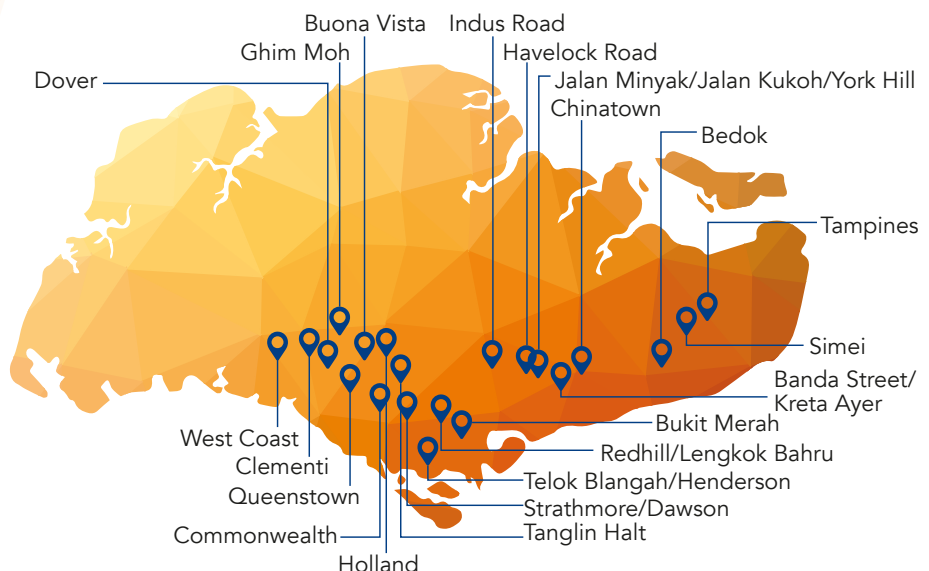
increase in  
clients served

### HOME PERSONAL CARE



**197**

clients served





# Corporate Highlights

## ▼ 4 May 2019 LB Flag Day 2019

Over \$203,000 was raised from the street collections and donations.



MAY 2019

## ▼ 6 July 2019 LB Befriender Recruitment Roadshow

LB organised a roadshow to raise awareness of LB and senior isolation as well as recruit potential befrienders.



JULY 2019

## ▼ 1 September 2019 LB Charity Car Rally

Over 240 driving enthusiasts and benevolent individuals participated, which raised over \$129,000.



SEPTEMBER 2019

## ▲ 19 May 2019 "Empowering Employer" Award by Daughters of Tomorrow

LB was awarded the "Empowering Employer" trophy by Daughters of Tomorrow for helping low-income women in Singapore gain a livelihood.



## ▲ 27 July 2019 LB Befrienders' Day

The annual Befrienders' Day celebrates and affirms the befrienders' efforts for faithfully serving the befriendees under their care. The event saw LB management, staff and befrienders bonding over fun-filled carnival games, food and performances.



## ▲ 5 September 2019 Mei Ling SAC's 20th Anniversary Celebration

Mei Ling SAC celebrated 20 fruitful years of service since its official opening on 26 November 2000 with an anniversary dinner held at SAFRA Mount Faber.



▼ **10 October 2019****Magic Cares Van Community Programme**

Since June 2019, LB's Toa Payoh befriendees have benefitted from the weekly music-making sessions under the SBS Transit Magic Cares Van Community Programme. They were invited to perform at the official launch held at Toa Payoh Bus Interchange.

▼ **17 October 2019****Immersive Room at Mei Ling SAC**

The Immersive Room was soft-launched at Mei Ling SAC and is purposed to enhance the lives of the SAC seniors by connecting them to their environment holistically through stimulating, engaging or calming setups.

**OCTOBER 2019**▼ **February 2020****Befriending Conversations**

In February 2020, LB launched *Befriending Conversations*, a collection of personal narratives from 20 LB seniors, which aims to ignite a befriending movement.

**FEBRUARY 2020****MARCH 2020**▲ **11 October 2019****LB Annual Appreciation & Awards Presentation**

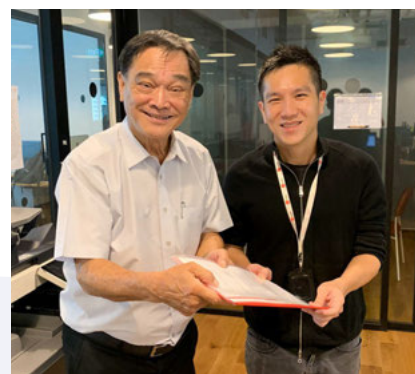
The annual LB Appreciation & Awards Presentation commemorates and recognises volunteers, donors and sponsors who have contributed time, energy and money to benefit LB seniors. Close to 800 guests attended the event.

▲ **25 October 2019****LB Cantonese Opera**

To enrich the cultural experiences of LB's seniors, a Cantonese Opera jointly performed by professionals from Nanning, China and local artistes from the Kwok Sing Musical Association was staged with over 1,000 seniors in attendance.

▲ **4 March 2020****SG Cares Community Partnership Grant by MCCY**

LB was awarded the SG Cares Community Partnership Grant by Ministry of Culture, Community & Youth to encourage more community driven, ground-up initiatives, and foster partnerships among community partners.











OUR  
*Programmes*  
& *Services*



Nick (LB staff) was there to talk to me when I felt moments of loneliness. I am thankful to have someone to share my problems with.

Mdm Ko Lay Pheng, 67



## Befriending Services

As someone with a history of depression and anxiety, Mdm Ko struggled with loneliness and was especially guarded in her interactions with people. Her battle with fibromyalgia affected her physical and social well-being, causing her to be even more withdrawn from society. Through the constant support and encouragement from the LB Befriending staff and volunteers over the past six years, Mdm Ko built the confidence to share her life openly and established meaningful connections with others.

Our island-wide Befriending Service reaches out to seniors who are at risk of social isolation by providing social and psycho-emotional support through weekly home visits. It aims to help seniors age in place within the community, relieve loneliness and improve their well-being.



## AT A GLANCE



4,703

befriendees served

1,635

befrienders

31,214

attendees in activities

485

sponsored activities

583

befrienders attended

25

training sessions

1:2.63

befriender-befriende  
ratio

7.9%

more befrienders

3.3%

more befriendees



After I joined the centre, my health and mood improved. The many activities made my outlook in life more positive, and the friends I made from all walks of life also widened my perspective and knowledge.

Mdm Ng Ah Moi, 77





## Senior Activity Centres

Estranged from her elder son and having lost her younger son to depression 12 years ago, Mdm Ng struggled through many lonely nights crying herself to sleep. Her life took a turn for the better when she joined Lions Befrienders' Senior Activity Centre and discovered the joy of crafting whilst forging new friendships with other like-minded seniors.

Our Senior Activity Centres aim to promote active ageing and continuous learning via a variety of senior-centric activities through providing a warm, receptive and familiar environment for our seniors.



## AT A GLANCE



# 196,177

total number of participation

# 2,366

seniors served by LB's SACs

# 3,376

activities conducted at SACs

# 1,947

sponsored activities  
coordinated by SACs

# 187

centre volunteers

# 2.7%

increase in membership





The staff and volunteers  
always dote on me and  
will call or visit to check on  
my health.

Mdm Lim Eng Kiew, 66





## Cluster Support

Referred to LB by Khoo Teck Puat Hospital in 2015, Mdm Lim came under the Cluster Support programme to receive long term care and social support for her ailing health. She recounted how the LB staff went out of the way to check on her before sending her to the hospital. Viewing them as her own children, the constant presence and care from the staff and volunteers have deeply touched Mdm Lim and motivated her to live life with hope and joy.

Our Cluster Support is a step-up service for vulnerable seniors with no or weak family support. We provide social support through monitoring, casework management and counselling services in designated service boundaries and help seniors to age in place within the community for as long as possible.

## AT A GLANCE

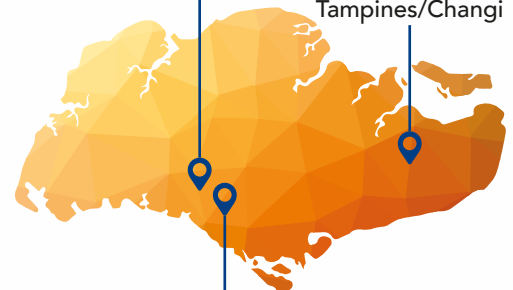


**319**  
clients

**41**  
'CAN' carers

Clementi/Bukit Timah

Tampines/Changi



Queenstown







Without the Home Personal Care programme, I will be in a lot of trouble as I cannot do many things on my own.

Mr. Theodore Ding, 83





## Home Personal Care

When Mr. Ding was first diagnosed with Parkinson's eight years ago, he did not know the life-changing effects the progressive condition would soon have on him. He was referred to the Home Personal Care service and is now receiving assistance for activities of daily living. He is extremely grateful to Jenerlyn (LB staff), who always ensures that he is well taken care of and has access to help whenever needed.

Our Home Personal Care services enable vulnerable seniors who require assistance to continue living well at home while supporting their caregivers in caregiving duties. Our trained care professionals assist the seniors with Activities of Daily Living in areas such as maintenance exercises, mind-stimulating activities and light housekeeping.

## AT A GLANCE



197

clients served







I got to adapt to my current situation, but I am glad to have a roof over my head.

Mr. Joseph Goh, 80



## Senior Group Homes

Due to mobility issues arising from a fall, Mr. Goh was referred to the LB Senior Group Home programme so that he could receive comprehensive support through a range of services and stay independent within the community. His zest for life, tenacity and courage as he deals with different health challenges is an inspiration to those around him. He is most appreciative to the LB staff for helping him to buy his three meals and ensuring that his needs are met.

Our Senior Group Home is an assisted living model that reaches out to frail seniors, enabling them to co-reside independently in designated HDB rental flats retrofitted with elder-friendly features. The aim of the Senior Group Home is to provide comprehensive support to seniors through services such as meals on wheels, medical escort transport and home nursing.

## AT A GLANCE



25

clients served

19%

increase in clients served





# Governance Evaluation Checklist

S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
<b>BOARD GOVERNANCE</b>			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
<b>Are there Board members holding staff appointments? (Skip items 2 and 3 if "No")</b>			<b>No<sup>1</sup></b>
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Not applicable
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not applicable
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied
5	All Board members submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts regular self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	1.1.12	Complied
<b>Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")</b>			<b>Yes</b>
7	The charity discloses in its annual report the reasons for retaining the Board member(s) who have served for more than 10 consecutive years.  Explanation for retaining board members for more than 10 consecutive years: Board members who are passionate, knowledgeable (i.e. have prior experience) and willing to avail their time are allowed to serve in these key positions for multiple terms to ensure Board succession and continuity as they are familiar with past and existing policies and procedures and are able to provide future directions for Lions Befrienders.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied



S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
<b>CONFLICT OF INTEREST</b>			
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
<b>Are there volunteers serving in the charity? (Skip item 15 if "No")</b>			<b>Yes</b>
15	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>			
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
<b>Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")</b>			<b>Yes<sup>2</sup></b>
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
<b>FUNDRAISING PRACTICES</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 22 if "No")</b>		<b>Yes</b>
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")</b>		<b>Yes<sup>2</sup></b>
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
24	The charity discloses in its annual report: i) Number of Board meetings in the year; and ii) Individual Board member's attendance.	8.2	Complied
	<b>Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")</b>		<b>No<sup>3</sup></b>
25	No Board member is involved in setting his or her own remuneration.	2.2	Not applicable
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Not applicable
	<b>Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")</b>		<b>Yes</b>
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity.  OR  The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied

S/N	CODE DESCRIPTION	CODE ID	COMPLIANCE
29	<p>The charity discloses the number of paid staff who are close member of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.</p>	8.5	Complied <sup>4</sup>
<b>PUBLIC IMAGE</b>			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

<sup>1</sup> There are no board members holding staff appointments.

<sup>2</sup> The charity invests in fixed deposits.

<sup>3</sup> Board members are not remunerated for their Board services.

<sup>4</sup> There is no paid staff, being a close member of the family of the Executive Head or Board Member of the charity, who has received remuneration exceeding \$50,000 during the year.

### Personal Data Protection Act Policy

Lions Befrienders (LB) views our responsibilities seriously and are committed to protecting the privacy of our employees, stakeholders and clients. The information we collect is strictly for the purpose of operating LB and not used for any commercial purpose.

### Conflict of Interest Policy

LB has put in place its Conflict of Interest Policy to protect the Association's welfare. The policy will be read by employees upon onboarding, and committee members annually as an acknowledgement of having understood the policy, he/she will fully disclose to the Executive Director when a conflict of interest arises. The Management Board shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to LB. The decision of the committee and their concerns must be the welfare of LB and the advancement of its purpose.

### Reserves Policy

LB targets to maintain its reserves for three years and at a level sufficient for its operational needs. The Management Board reviews the level of reserves regularly for the Association's continuing obligations.

### Whistle Blowing Policy

LB is committed to high standards of corporate governance and compliance in financial and legislation requirements. We require the management, staff, partners, volunteers and other stakeholders to comply with the law and regulatory requirements and internal policies. In line with this commitment, LB has put in place a Whistle Blowing Policy to provide a channel for employees and external parties to raise concerns and offer them reassurance that their identity will be kept confidential and protected from reprisals or victimisation for acting in good faith.

\* The Governance Evaluation Checklist is extracted from the Code of Governance for Charities and Institutions of a Public Character issued by The Charity Council, April 2017.



# Board Attendance

## Board Meetings from April 2019 to March 2020

23 April 2019	25 June 2019	27 August 2019
15 October 2019	19 November 2019	8 January 2020

Lions Befrienders held its 25th Annual General Meeting on 28 September 2019.

## Attendance in FY2019/2020 (Apr 2019 – Oct 2019)

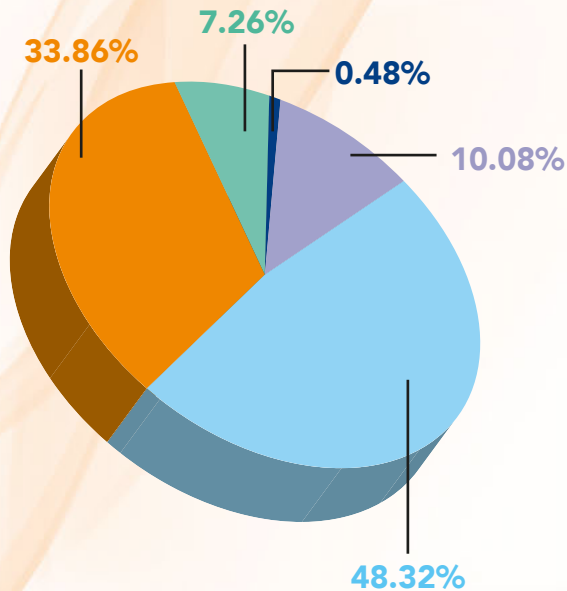
BOARD MEMBER	DESIGNATION	DATE OF APPOINTMENT	% OF ATTENDANCES	REMARKS
Lion William Loh	Chairman	1 Nov 2017	100	
Lion Richard Koong	Immediate Past Chairman	1 Nov 2017	100	
Lion Chia Lai Soon	1st Vice Chairman Chairperson, Befriending Services Management Committee	1 Nov 2017	100	
Lion Ho Sum Kwong	2nd Vice Chairman Chairperson, Media & Public Relations Subcommittee	1 Nov 2017	75	
Lion Yeo Siew Yam	Honorary Secretary Chairperson, Training Subcommittee	1 Nov 2017	0	Resigned w.e.f. 25 August 2018
Lion Shirley Lee	Assistant Honorary Secretary Chairperson, Outreach Subcommittee	1 Nov 2017	100	
Lion Alex Lim	Honorary Treasurer Chairperson, Finance Subcommittee	1 Nov 2017	100	
Lion Joseph Lui	Assistant Honorary Treasurer	1 Nov 2017	100	
Lion Jeffrey Yang	Ex-officio Immediate Past District Governor (Apr 2019 to Jun 2019)	1 Jul 2019	0	Absent due to exigencies
Lion Gareth Goh <sup>PBM</sup>	Ex-officio District Governor	1 Jul 2019	0	Absent due to exigencies
Lion Victor Yip	Ex-officio 1st Vice District Governor	1 Jul 2019	75	
Lion Lesa Gan	Ex-officio 2nd Vice District Governor	1 Jul 2019	50	
Lion Simon Lim	Director	1 Nov 2017	75	
Lion Dr Chey Chor Khoon	Director	1 Nov 2017	25	Absent due to exigencies
Lion Nancy Lye	Director	1 Nov 2017	100	
Lion Victor Lee	Director Chairperson, Strategic Planning, Constitution & By-Laws Subcommittee	1 Nov 2017	100	
Lion Ivan Ong	Director	1 Nov 2017	75	
Lion Sarah Teo	Director Chairperson, Fundraising Subcommittee	1 Nov 2017	50	
Lion Wendeline Chong	Co-opted Director	1 Nov 2017	25	Absent due to exigencies
Lion Jennifer Jern	Co-opted Director	1 Nov 2017	50	
Lion Ng Leng Choo	Chairperson, Audit Subcommittee	1 Nov 2017	75	
Lion Heng Mong Yong	Chairperson, Facilities Management Subcommittee	1 Nov 2017	50	
Lion Lawrence Sew	President, Ang Mo Kio Senior Activity Centre	1 Nov 2017	75	
Lion Ronald Chua	President, Bendemeer Senior Activity Centre	1 Nov 2017	75	
Lion Benson Ong	President, Clementi/Bukit Timah Senior Cluster Network	1 Nov 2017	0	Absent due to exigencies
Lion Alun Chow	President, Queenstown Senior Cluster Network	1 Nov 2017	100	
Lion Henry Liang	President, Tampines/Changi Senior Cluster Network	1 Nov 2017	75	

## Attendance in FY2019/2020 (Nov 2019 – Mar 2020)

BOARD MEMBER	DESIGNATION	DATE OF APPOINTMENT	% OF ATTENDANCES	REMARKS
PDG Anthony PPA, PBM	Chairman	1 Nov 2019	100	
Lion William Loh	Immediate Past Chairman	1 Nov 2019	100	
Lion Alex Lim	1st Vice Chairman	1 Nov 2019	50	
Lion Ivan Ong	2nd Vice Chairman Chairperson, Programmes & Services Subcommittee	1 Nov 2019	100	
Lion Daniel Ong	Honorary Secretary Chairperson, Strategic Planning Subcommittee Chairperson, Research & Development Subcommittee	1 Nov 2019	100	
Lion Wendeline Chong	Assistant Honorary Secretary Chairperson, Befriending Training Subcommittee	1 Nov 2019	50	
Lion Joseph Lui	Honorary Treasurer Chairperson, Finance Subcommittee	1 Nov 2019	50	
Lion Lawrence Sew	Assistant Honorary Treasurer Member, Finance Subcommittee Member, Befriending Training Subcommittee	1 Nov 2019	100	
Lion Gareth Goh PBM	Ex-officio District Governor	1 Jul 2019	100	
Lion Victor Yip	Ex-officio 1st Vice District Governor	1 Jul 2019	50	
Lion Lesa Gan	Ex-officio 2nd Vice District Governor	1 Jul 2019	50	
Lion Nancy Lye	Director Member, Facilities Management	1 Nov 2019	100	
Lion Jennifer Jern	Director Chairperson, Human Resource Subcommittee	1 Nov 2019	50	
Lion Steven Goh	Director Member, Community Outreach Services Subcommittee	1 Nov 2019	50	
Lion Prof. Tjen Hian Ka	Director Chairperson, Media & Public Relations Subcommittee Chairperson, Tender Subcommittee	1 Nov 2019	100	
Lion Dr. Zhang Lei	Director Chairperson, Home Personal Care (Medical) Subcommittee	1 Nov 2019	0	Absent due to exigencies
Lion Ng Leng Choo	Chairperson, Audit Subcommittee	19 Nov 2019	0	Absent due to exigencies
Lion Doreen Lee	Chairperson, Appointment & Nomination Subcommittee Chairperson, Community Outreach Services Subcommittee	19 Nov 2019	100	
Lion Heng Mong Yong	Chairperson, Facilities Management Subcommittee	19 Nov 2019	0	Absent due to exigencies
Lion Seet Kok Heng	Chairperson, Community Engagement & Partnerships Subcommittee	19 Nov 2019	100	
Lion Michael Huang	Chairperson, Community Relations Subcommittee	19 Nov 2019	100	
Lion Sarah Teo	Chairperson, Volunteer Management Subcommittee	19 Nov 2019	100	
Lion Ying Wai Lin	Chairperson, Constitution & By-laws Subcommittee	19 Nov 2019	100	
PCC Lim Hon Chee PBM	Member, Constitution & By-laws Subcommittee	19 Nov 2019	0	Absent due to exigencies
Ms Evelyn Goh	Co-opted Member	27 Nov 2019	0	Absent due to exigencies
Lion Loh Yan Poh	President, Ang Mo Kio Senior Activity Centre	8 Jan 2020	-	
Lion Francis Ng PBM	President, Bendemeer Senior Activity Centre	8 Jan 2020	-	
Lion Joseph Low	President, Clementi/Bukit Timah Senior Cluster Network	8 Jan 2020	-	
Lion Sally Ang	President, Queenstown Senior Cluster Network	8 Jan 2020	-	
Lion Terence Lim	President, Tampines/Changi Senior Cluster Network	8 Jan 2020	-	
Lion Melvin Liu	President, Befriending Services Management Committee	8 Jan 2020	-	

# Sources of Income

LB regularly monitors its expenditure against its annual budget for the Association's plans, and is committed to ensuring accountability and prudence in its operations.



## DONATIONS & FUNDRAISING:

**\$687,114**

## ACTIVITIES INCOME:

**\$45,511**

## OTHER INCOME:

**\$953,820**

## GOVERNMENT SUBVENTION - MOH & MSF:

**\$4,570,661**

## OTHER GRANTS:

**\$3,203,441**

## FY2019/2020 TOTAL INCOME:

**\$9,460,547**

# Breakdown of Charity Dollar

In addition to government subvention and grants, LB relies on donations and funds raised as a major source of income.

Out of every dollar LB spent in FY2019/20, about 85 cents went directly to fund the programmes and activities that benefit our seniors.

## PER DOLLAR ON OPERATIONS:

**\$0.149**

## PER DOLLAR ON FUNDRAISING:

**\$0.004**

## PER DOLLAR ON CHARITABLE ACTIVITIES:

**\$0.848**

## Operations Costs

- Rental
- Utilities
- Printing
- Maintenance
- Public relations
- Bank charges
- Audit and professional fees to support direct services

## Fundraising Costs

- Costs incurred to raise funds to support our direct services

## Charitable Activities Costs

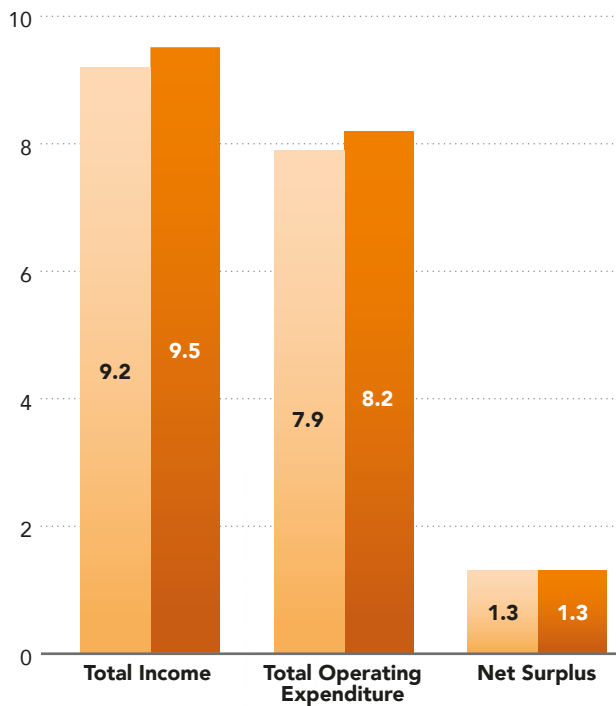
- Staff costs of providing services
- Running of programmes for our seniors

Operations and fundraising costs are all covered by fundraising income.

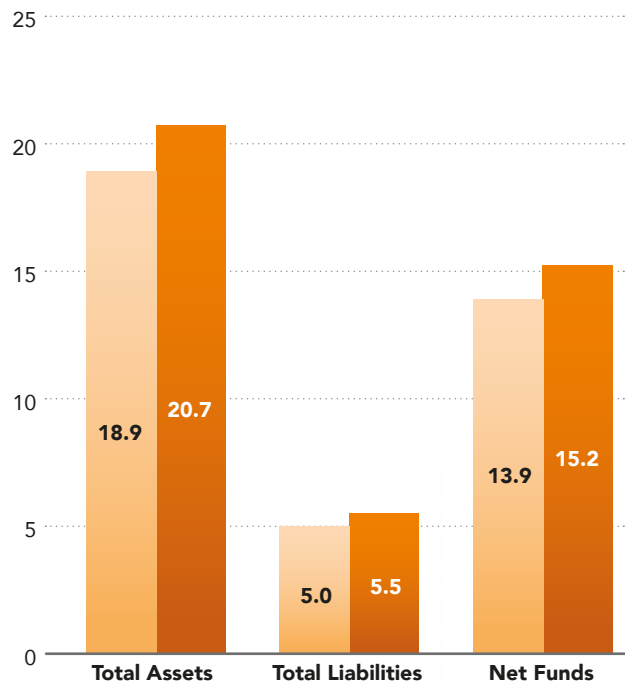


# Financial Statements

## INCOME & EXPENDITURE (\$M)



## BALANCE SHEET (\$M)



FY18/19 FY19/20



Please scan the QR code to view the detailed financial statements.

### Auditor

RSM Chio Lim LLP




## LIONS BEFRIENDERS SERVICE ASSOCIATION (SINGAPORE)

Blk 130 Bukit Merah View, #01-358, Singapore 150130  
T: 1800 375 8600 F: 6273 1500

 [lionsbefrienders.org.sg](https://lionsbefrienders.org.sg)

 [contact@lb.org.sg](mailto:contact@lb.org.sg)

 Lions Befrienders

 Lions Befrienders

### Senior Activity Centres (SAC)

#### **LB SAC @ 318 Ang Mo Kio**

Blk 318 Ang Mo Kio Avenue 1  
#01-1453, S(560318)

#### **LB SAC @ 32 Bendemeer**

Blk 32 Bendemeer Road  
#01-799, S(330032)

#### **LB SAC @ 420A Clementi**

Blk 420A Clementi Avenue 1  
#02-03, S(121420)

#### **LB SAC @ 366 Clementi**

Blk 366 Clementi Avenue 2  
#01-527, S(120366)

#### **LB SAC @ 344 Clementi**

Blk 344 Clementi Avenue 5  
#01-132, S(120344)

#### **LB SAC @ 150 Mei Ling**

Blk 150 Mei Ling Street  
#01-53, S(141150)

#### **LB SAC @ 18 Ghim Moh**

Blk 18 Ghim Moh Road  
#01-115, S(270018)

#### **LB SAC @ 434 Tampines**

Blk 434 Tampines Street 43  
#01-77, S(520434)

#### **LB SAC @ 499C Tampines**

Blk 499C Tampines Avenue 9  
#01-256, S(523499)

#### **LB SAC (SA) @ 494E Tampines**

Blk 494E Tampines Street 43  
#01-544, S(525494)

### Cluster Support (CS) Offices

#### **LB CS @ Queenstown**

Blk 151 Mei Ling Street  
#01-01, S(140151)

#### **LB CS @ Clementi/Bukit Timah**

Blk 426 Clementi Avenue 3  
#01-486, S(120426)

#### **LB CS @ Tampines/Changi**

Blk 494E Tampines Street 43  
#01-544, S(525494)

### Senior Group Homes (SGH)

#### **LB SGH @ Queenstown**

Blk 151 Mei Ling Street  
S(141151)

#### **LB SGH @ Tampines/Changi**

Blk 499C Tampines Avenue 9  
S(523499)

### Home Personal Care (HPC)

#### **LB HPC @ Queenstown**

Blk 151 Mei Ling Street  
#01-01, S(140151)

### Befriending Services

Blk 130 Bukit Merah View  
#01-350, S(150130)

A PROGRAMME OF  
DISTRICT 308-A1 SINGAPORE

