

EAGLES MEDIATION & COUNSELLING CENTRE

Annual Report 2018



Why We Do What We Do

HOPE - An ancient Japanese legend foretold that if anyone folds a thousand origami cranes, their wish will be granted by the gods. The crane has become a symbol of hope and healing, which is why in Japan a thousand cranes are often given to a person who is seriously ill or going through challenging times as a sign of support.

At EMCC, may the provision of our interventive and preventive work be like folding cranes to give our clients. We will continue to fold these cranes to bring hope and healing to more in our community.

This book is dedicated to our clients, donors and stakeholders.
Thank you for trusting us and allowing us to journey with you.
Thank you for your support and believing in our cause.

VISION

Bringing hope to relationships

MISSION

We enable people to effectively manage personal, marital, family and organisational challenges and conflicts.



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ABOUT US

Since our establishment in 1997, EMCC has endeavoured to bring hope to broken relationships and restore lives.

EMCC is a member of the National Council of Social Service (NCSS) and an approved Institution of Public Character (IPC).

EMCC uses evidence-based methodologies to help individuals cope better with struggles and bring about positive change. We also help couples and families manage conflicts and improve their relationships. This is done through our range of services: mediating disputes, providing individual, marital and family counselling, and conducting educational workshops. We are also actively developing upstream initiatives towards the prevention and early detection of psycho-emotional and relational problems.

EMCC is one of the few agencies with the expertise to be a one-stop centre for relational restoration and wellness. We provide both mediation and counselling as a holistic and integrated approach to addressing relational disputes or difficulties. Our staff and associates undergo continuous, deliberate training to ensure that our intervention and training/education work is effective. We believe that a strong guide in the midst of conflict and despair can bring about HOPE.

PATRON

Associate Professor Ho Peng Kee

MANAGEMENT COMMITTEE

Associate Professor Kenny Tan
Honorary Chairman

Mr Melvin Tan Ewe Kin
Honorary Vice-Chairman

Ms Cindy Koh Yean Leng
Honorary Secretary

Ms Donna Cheng Bih Hoang
Honorary Treasurer

Mr Benny Ong Hock Siong
Honorary Assistant Secretary

Ms Cindy Ong
Member

CHAIRMAN'S MESSAGE

Why We Do What We Do

2018 marked the 21st year since EMCC's inception. Over these 21 years, we have moved offices, seen our management and staff evolve, and implemented changes in our operations and services with the aim of providing higher quality of help to our beneficiaries. Amidst all these changes, one thing remains a constant: The reason why we do what we do.

At EMCC, we are committed to bringing hope to relationships and restoring lives. We rejoice in the progress made in 2018 in the fields of mediation and counselling in Singapore. These include the creation of the United Nations treaty on mediation in July called 'Singapore Convention on Mediation'. In October, President Halimah Yacob announced that the President's Challenge 2019, an annual community outreach and fundraising campaign endorsed by the President, will focus on mental health which aims to empower Volunteer Welfare Organisations, such as EMCC, to widen our reach to those in need of support. With this increased awareness, we hope that the stigma surrounding mediation and counselling will decrease and encourage more individuals, couples and families to seek the help that they need.

Looking forward, EMCC aims to improve our efforts to provide relevant, effective and quality services to our beneficiaries. In 2019, we are looking into creating initiatives that will further meet the needs of our community. We also recognise that we cannot reach the masses alone. We hope to work with various community leaders. Like shepherds tending to their sheep, community leaders care for their members' needs. They counsel and mediate conflicts, and this can take a toll on them. EMCC wants to support these leaders by extending our interventive services of mediation and counselling to them and their members. We want to empower these leaders by sharing our expertise in counselling and conflict management to help them assist their members better.

2019 presents another opportunity for change and growth and I am excited to see what it brings for EMCC. Leading the charge will be EMCC's new General Manager, Dr Jeannie Chiu who officially starts her term in January

2019. On behalf of the Management Committee and staff at EMCC, I thank Mr Lai Mun Loon (Head, Professional Services) and Ms Pearl Pang (Head, Corporate Services) for holding the fort and their leadership in the past year.

As always, we give thanks to God for seeing us through another year and over the past 21 years. Thank you to the Management Committee and staff for their service and dedication, and to all our donors and stakeholders for their unfailing support.

Associate Professor Kenny Tan
Chairman, Management Committee
EMCC (Eagles Mediation & Counselling Centre)

GENERAL MANAGER'S MESSAGE

2018 was largely a year of sustained work with existing and new clients as well as workshop participants. EMCC went through a year of consolidation, tightened processes and continued the good work built over the years. This was to prepare the way for deeper expansion work in 2019 and beyond.

Under the dual leadership of Head, Professional Services, Mr Lai Mun Loon and Head, Corporate Services, Ms Pearl Pang, the organisation was able to do the following.

In 2018, we expanded our work as a private mediation provider for communities and individuals seeking conflict resolution outside of the courts and public eye. We consolidated our work to a more niche area of mediation, preparing to meet the various needs of families – from divorce settlements, to settlements of conflict in eldercare and parenting matters. We expect new issues in family conflict to arise over the coming years and have started preparing staff and associates through discussions on practice directions and training.

To widen the effectiveness and reach of our counselling help, we started offering Art Therapy in August 2018 to engage our young clients between the ages of 4 and 12. Continuous training was also done for our counsellors in the following therapy methods: the *Gottman Method Couples Therapy*, *Satir Transformational Change Therapy*, *Eye Movement Desensitisation Reprocessing Therapy* (EMDR) and the *Marital First Responders* course. They also continued their learning by receiving supervision in their preferred therapy models such as *Emotionally Focused Couples Therapy* (EFCT) and the *Gottman Method Couples Therapy* from external consultants based in Australia. As of 2018, all our counsellors are trained in the *Gottman Method* and are utilising it in their couple cases. Committing to training is our way of enhancing the skills of the counsellors to better serve our clients.

Our counsellors continue to use *Feedback Informed Treatment* (FIT) to get feedback directly from clients, to ensure a collaborative and meaningful experience for them. Having used FIT consistently since 2014, we were able

to use our collected data to work on a research for a professional journal paper. In early 2018, Joline Lim and Diana Chandra from EMCC, with Jesse Owen and Anna Edelman (University of Denver), Joanna Drinane (University of Utah), Scott Miller and Daryl Chow (International Centre for Clinical Excellence) completed a version of the paper that is currently undergoing review.

Our Training & Education department works with the mantra of “prevention is better than cure”. Our suite of workshops aim to equip the public with the knowledge and skills to manage their relational conflicts, as well as to train professionals to better support their clients. We hope to work more with churches, mosques, temples and other religious communities to bring about stronger marriages through our Training and Education arm. It is our continued aim and aspiration to partner these organisations to reach out to our wider community seeking HOPE and care.

While we steadfastly serve our beneficiaries, we thank donors and stakeholders who have generously given their time and money to sustain our work.

Dr Jeannie Chiu
General Manager (with effective from 1 January 2019)
EMCC (Eagles Mediation & Counselling Centre)

EMCC STAFF

Management Team

Lai Mun Loon
Head, Professional Services
(until 31 October 2018)

Pearl Pang
Head, Corporate Services

Diana Chandra
Head, Counselling Services

Joline Lim
Assistant Manager,
Counselling Services

Tan Ying Shi
Assistant Manager,
Mediation Services

Jonathan Yap
Assistant Manager,
Media & Communications

Professional Staff

Christine Lim
Principal Counsellor

Chew Hwee Min
Counsellor

Rachel Chan
Counsellor

Admin Staff

Teo Hwee Xin
Senior Executive, Corporate Services
(until 8 August 2018)

Sarah Chung
Executive, Corporate Services
(23 July 2018 onwards)

Parczen Loke
Senior Executive, Training & Education
(until 13 April 2018)

Paul Sim
Executive, Training & Education

Clara Tee
Executive, Media & Communications

Christine Chew
Intake Officer

Our Services



MEDIATION

MEDIATION DEPARTMENT AT A GLANCE

In 2018, we had 2 in-house mediators and 7 associate mediators.

35 ENQUIRIES

IN-CENTRE PRE-MEDIATION

18 PRE-MEDIATION SESSIONS

21 BENEFICIARIES

IN-CENTRE MEDIATION

7 CASES **13** SESSIONS

18 BENEFICIARIES

TRIBUNAL FOR THE MAINTENANCE PARENTS*

2 CASES

7 BENEFICIARIES

TOTAL

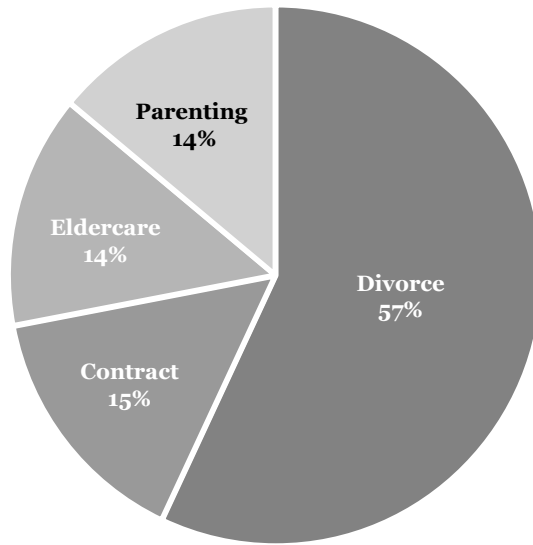
9 CASES

40 BENEFICIARIES*

*6 pre-mediation clients became mediation clients

*The Tribunal for Maintenance of Parents allows parents to file for a maintenance order against their children who are capable but unwilling to support them. EMCC is involved in the conciliation work, which attempts to mediate a settlement or place of good enough between the parents and their grown children before their conflict escalates to an issue to be judged by the court.

TYPES OF CASES & PRESENTING ISSUES



The main concern of mediation cases were issues of Divorce (57%).

Our divorce cases exemplify the benefits of our integrative services of mediation and counselling. At EMCC, clients can receive help at whichever state in their marriage. Our mediators help clients assess if they are open to saving the marriage or proceed with divorce. Couples can attend *Marriage Discernment Therapy* to clarify their decision regarding their marriage. This helps clients reach a personal and joint closure which enables them to negotiate with greater clarity, conviction and civility at mediation.

Parties of divorce may begin and end at the individual stages of marriage counselling, which include *Marriage Discernment Therapy* and/or *Marriage Closure Therapy*, or mediation. Sometimes, they may transit through all four services to end their marriage amicably.

Depending on complexity, cases can either be resolved in the pre-mediation session, which ranges from 1 to 3 hours, or the first mediation session which typically last for 3 hours. For more complex cases, it can go beyond 10 hours.

In 2018, a total of 42.5 hours were spent on all the cases. An average of 6 hours were spent on each case.

COUNSELLING

COUNSELLING DEPARTMENT AT A GLANCE

In 2018, EMCC had 4 in-house counsellors and 4 associate counsellors.

446 ENQUIRIES

340

TOTAL CASES

263 NEW CASES

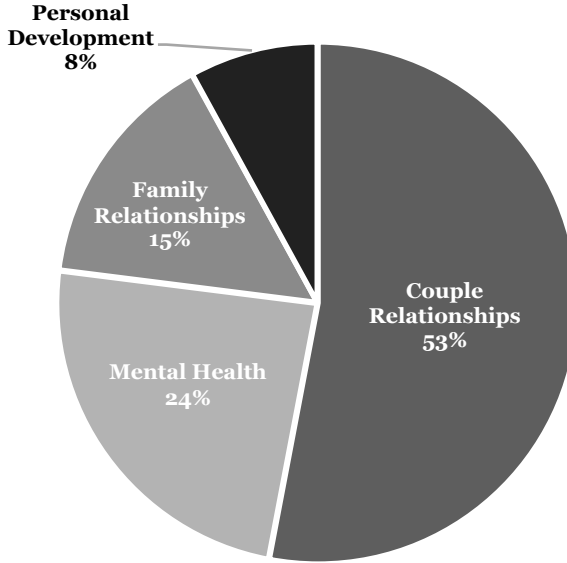
77 EXISTING CASES*

1638 SESSIONS

489 BENEFICIARIES

*Existing cases refer to cases that began before 2018 and have attended at least 1 session in 2018

TYPES OF CASES & PRESENTING ISSUES



Couple Relationships	Dating, Pre-marital, Marital, Extra-Marital Affair, Separation, Marriage Closure Therapy, Divorce
Family Relationships	Family, Parenting, In-Laws
Mental Health	Anger Management, Anxiety, Depression, Eating & Sleeping Disorder, Grief & Loss, Job Stress, Mood Disorder, Suicide Ideation, Trauma
Personal Development	Identity, Personal Development, Self-Esteem, Sexual Issues, Workplace Relationships

In 2018, EMCC had 340 counselling cases in total. They addressed the presenting issues of Couple Relationships (53%), Mental Health (24%), Family Relationships (15%) and Personal Development (8%).

Some of these cases are part of our ongoing Employee Assistance Programme (EAP) for our corporate clients.

CLINICAL SUPERVISION

Regular clinical supervisions are held to maintain high professional service standards in the centre. Group and individual clinical supervisions give the counsellors different perspectives as they discuss their cases and develop new skills and knowledge for their work.

Group supervision discussions range from general counselling cases to those that use a specific therapy method (i.e. *Emotional Focused Couple Therapy* (EFCT), *Eye Movement Desensitization Reprocessing* (EMDR), the *Gottman Method Couples Therapy*). Some of these group supervisions are conducted by external consultants based in Australia.

Feedback Informed Treatment (FIT)

FIT was incorporated into our cases since 2014. It continues to be EMCC's foundational approach in creating a culture of feedback from clients. This feedback helps our counsellors make adjustments in their clinical work to benefit our clients by providing consistent and effective service to achieve their therapeutic goals. This approach has also helped the centre to collect, analyse and evaluate data to help the counsellors examine their own effectiveness and develop professionally.

Continual group supervision for FIT is provided internally by EMCC's Head of Counselling and by our external consultant, Dr Daryl Chow, from International Centre for Clinical Excellence.

TRAINING & EDUCATION

TRAINING & EDUCATION DEPARTMENT AT A GLANCE

139

PROFESSIONALS TRAINED

107

PARTICIPANTS IN WORKSHOPS AND TALKS

116

PARTICIPANTS IN MARRIAGE PREPARATION PROGRAMME

362

BENEFICIARIES

At EMCC, we believe in prevention as much as we practise intervention to help effect positive change in relationships.

We were glad to be able to start the awareness journey for young adults when we conducted an Introduction to Mediation workshop for Peer Helpers in Singapore Management University.

The main event for the department was the *Gottman Method Couples Therapy* workshops, conducted by Dr Dave Penner, former Clinical Director of The Gottman Institute. The Levels 1, 2 and 3 workshops, held in November, were attended by 139 clinicians and practitioners from both the social service sector and private practices.

It was an affirmation of our work when we won the Ministry of Social and Family Development contract to provide Gottman's *Bringing Baby Home* workshops to a lower social-economic sector of our society. These workshops aim to sustain and strengthen the couples' relationship as they transit into parenthood.

In the days ahead, we hope to deepen and broaden our Training & Education efforts so that many more can be equipped and empowered to protect and strengthen their relationships, whether personal or social.

TRAINING & EDUCATION DEPARTMENT

CALENDAR OF EVENTS (2018)

S/N	Workshop/ Event	For	Dates	Remarks
1	Introduction to Mediation	SMU Peer Helpers	9,16 & 23 Mar	
2	<i>Gottman Method Couple Therapy</i> Levels 1, 2 & 3	Clinicians, practitioners	L1: 12 – 13 Nov L2: 14 – 16 Nov L3: 7 – 9 Nov	
3	<i>Marriage Preparation Programme (MPP)</i>	Individual Group	Group MPP dates • 7 & 14 Apr • 28 Jul & 4 Aug • 10 & 17 Nov	
4	<i>Bringing Baby Home</i>	Public	7 Apr	
5	<i>Seven Principles Program</i> Public		21 Jul	
6	Talks	Civil Service College PPIS Dads@ School Forum	• 28 Feb • 18 Apr • 19 Jun 25 Mar 6 Jun	• ‘Guiding Pre-Teens into Teenage Years’ • ‘Finding the Right Match’ • ‘Every Season Counts’ ‘The Sound Relationship House’ ‘A Little Crazy, Perfectly Human’

Why We Do What We Do



REFLECTION OF 2018

FROM A MEDIATOR'S AND COUNSELLOR'S PERSPECTIVE

Our Mediator's Reflection

by Tan Ying Shi, Assistant Manager, Mediation Services

2018 was an interesting year of learning and experience. Memorably, we saw amongst cases, an eldercare dispute layered with cultural-familial sensitivities, a marital dispute involving a hospitalised client, a parent-child conflict over teenage sexual behavior, as well as cases where doctors, psychologists, counsellors, lawyers, pastors and mediators collaborated.

I believe that it does not matter where you first seek help; there is no wrong door. In the interest of their clients, true professionals will collaborate with one another to help clients achieve their goals. However, the responsibility for solutions reside in the individual. A humble and seeking heart will find the answers to the real issues in their conflicts, and more so, their lives. The work must first begin within. The heart of the matter is often a matter of the heart.

I believe too that conflict is very often a communal matter - the family, the culture, the religion, the piece of communal fabric where we come from. It is from whence and thence that conflict should be managed. What I do as a conflict professional must be helped by the community and returned to the community to which the individual(s) belong. This is only because, at risk of sounding counter-culture, the nature of conflict is never really private, but seeks closure and mutual accountability within the community.

On a personal level, 2018 was a year that jolted my awareness to the humbling reality that to be a helper, I first owe a duty of physical, mental, emotional and spiritual care to myself. The refreshing in one's soul will then overflow to those whose lives you have been placed to touch.

Our Counsellor's Reflection

by Chew Hwee Min, Counsellor

As my clients divulge their darkest moments of their lives to me during counselling, I am able to catch a glimpse of their realities. Our sessions together humble me as it makes me aware of how limited my human experiences are. My clients have shown me how all of us bleed the same. We all experience pain, hopelessness and brokenness, and yet we also possess the ability to show great resilience if given the emotional support, so that we can trust ourselves to grasp onto hope and move forward in our lives.

We are like clay jars with treasures held within, waiting for a chance to be discovered. When we struggle with our emotions and thoughts, we may forget or disregard treasures such as our strengths and self-worth. I am blessed to be able to use my counselling knowledge and skills to help my clients learn how to healthily interact with their lives, see change take place and help them regain joy with themselves.

Sometimes changes happen in small degrees. For clients whose lives have been put on hold for so long due to their pain and struggles, these small changes demand for great celebration. I hope my clients recognise and acknowledge just how amazing and strong they are to have been able to move forward just a little bit in their challenges. May they experience love from those around them in the form of appreciation and celebration for these mini victories. I believe a counsellor's role is to be a conduit of love, joy and hope; love which keeps us alive, joy which keeps us healthy and hope that keeps us going.

OUR CLIENTS' STORIES

Mediation

Simon and Becky (Pseudonyms)

Simon and Becky are siblings contributing to the long-term care of their elderly mother who suffers from Parkinson's Disease. The degenerative illness meant that both siblings had to contribute much time, energy and resources to managing their mother's well-being. The siblings were under immense stress as they had to juggle taking care of their mother on top of the demands of their own marriage, family and work life. Although their respective spouses were supportive and committed to taking care of their mother, the signs of burnout and the toll on their finances began to cause a strain in both the sibling's relationship and their families.

Becky sought mediation with Simon to address their conflict over caregiving duties as it was a difficult conversation to have between the both of them. Through mediation, they hoped to work out a solution that would preserve their kinship and unity within the larger family. Pre-mediation consultations were conducted with Simon and Becky to address their concerns with the mediation process, and how it would be conducted, especially with the involvement of their spouses.

The mediation took place in EMCC's office, beginning with goodwill and commitment. Parties wanted a fair outcome and to preserve their relationships with each other. However, as the session went on, voices began to crack with the bitterness of sacrifice, and mounting frustration was expressed at the perceived irresponsibility of the other party in caregiving efforts. The parties accused each other of not doing enough, and spoke of the toll that caregiving had taken on their careers and nuclear families.

The mediators helped Simon and Becky, as well as their spouses to recognise the inevitable emotional and physical toll that caregiving had taken on each of them, and to verbalise their appreciation of the sacrifices made by all parties. The mediators also encouraged parties to acknowledge their personal emotional conflicts over their divided loyalties to their mother, sibling, spouses, children and even to their life dreams.

As emotional honesty and openness were established within the room, the mediators then helped to narrow the main issues for discussion namely in the areas of their caregiving for their mother:

- (1) Continuity in care;
- (2) Stability in type of care;
- (3) Structure in type of care;
- (4) Backup in emergency situations; and
- (5) Backup in burnout situations

Despite their differences, Simon and Becky had common interests of love for their mother and the desire to preserve good family relationships. These shared interests motivated them to work through difficult issues such as work plans, decision-making powers in caregiving, financial and housing options, and even exploring the option of external caregiving support. The mediators constantly reminded and affirmed Simon and Becky, as well as their spouses of their common interest as they ploughed through waves of emotion and intense distrust. The strategic use of joint and private sessions helped provide the safe space that parties needed to challenge their own beliefs, explore their options and negotiate their positions.

Simon and Becky, with their respective spouses, exited mediation after 10 hours, over three sessions, at a place that was good-enough for both of them and their families; a big step forward from the previous deadlock. They accepted their agreements, their disagreements that could not be currently reconciled, and the future uncertainties that they had no control over.

The siblings acknowledged that caregiving was an issue that had to be consistently discussed and negotiated, with or without a mediator. With the conclusion of mediation, they were also encouraged to seek counselling support for their burnout and continual caregiving duties, a decision that they would mull over and decide with time.

Counselling

Michelle, 34 (Pseudonym)

I first approached EMCC for counselling because I was unable to have a normal relationship with my mother having been beaten by her when I was 3 until I bled and years of emotional abuse. It was suffocating being at home with my mother as I could not freely be myself. At 19 years old, I had to move out of the house to get away from her. My relationship with my mother has made me terrified of being a mother myself. The lack of a good role model made me doubt myself as a mother when I had my first child. I constantly felt like I was not doing enough, not doing a good job and would scar my child for life. I knew I needed to seek help.

I had previously seen other counsellors on and off for about a year but I've never felt safe and comfortable to share more. When I came to EMCC, my counsellor was able to put me at ease from the very first session. I was able to share my deepest secrets which I have never shared with anyone else because I was afraid of being judged. For once, I was able to process these painful memories and move forward. My counsellor identified that I may have been traumatised and recommended *Eye Movement Desensitization and Reprocessing* (EMDR) therapy. After 6 rounds of EMDR, I have seen positive changes in the way I interact with my mother. I am now able to talk calmly to her without being triggered by her insecurities. I am able to break the vicious cycle where we trigger each other off which often results in us screaming at each other. I feel like I now have more control of my life and am not so reactive anymore. When she flares up at something I say, I can patiently explain myself to her and help her to be aware of her emotional state and calm down. This really helped to reduce our fights and improve our relationship.

I definitely empathise with her more, especially as a mother now. I no longer put her on a pedestal. I can accept her flaws and know that she has done her best. This has made everything so much easier for me. I feel encouraged by these changes and feel that there is hope.

I continued my session with my counsellor, this time to explore my family issues. I've always felt protective over and responsible for my siblings who share with me their struggles of living with our mother at home. As our sessions progressed, I've learnt that I needed to take a step back and respect their own learning journeys while supporting them emotionally. This caused a huge shift in my energy levels as I don't get drained by their complaints anymore. I can now take a step back and advise them from a neutral perspective, leaving them to make their own decisions and lead their own lives. Such liberation!

I hope more people will take the step to seek counselling services and will be able to meet a counsellor as patient and compassionate as the one I've met at EMCC. I've since recommended 5 people to EMCC who've given raving reviews.

Financial Statements

For the Financial Year Ended 31 December 2018



INDEPENDENT AUDITOR'S REPORT
To the Members of
EMCC
For the Financial Year Ended 31 December 2018

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations.

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

- (a) the Society has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Society has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Tan, Chan & Partners

*Public Accountants and
Chartered Accountants*

Singapore

Date: 31 May 2019

EMCC
STATEMENT OF FINANCIAL POSITION
As at 31 December 2018

	Note	2018 \$	2017 \$
ASSETS			
Non-current asset			
Plant and equipment	4	<u>2,531</u>	8,154
Current assets			
Trade and other receivables	5	74,233	96,175
Prepayments		10,954	11,429
Cash and bank balances	6	966,301	1,020,617
		<u>1,051,488</u>	<u>1,128,221</u>
Total assets		<u>1,054,019</u>	<u>1,136,375</u>
LIABILITIES AND FUNDS			
Current liabilities			
Deferred income	7	21,594	147,741
Trade and other payables	8	42,045	23,858
		<u>63,639</u>	<u>171,599</u>
Funds			
Unrestricted Fund			
General Fund		1,779,721	1,678,371
Restricted Funds			
Tote Board Social Service Fund	9	(789,341)	(713,595)
Care and Share Fund	10	-	-
		<u>990,380</u>	<u>964,776</u>
Total liabilities and funds		<u>1,054,019</u>	<u>1,136,375</u>

EMCC

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 December 2018

	Note	Unrestricted		Restricted		Total Funds	Unrestricted		Restricted		Total Funds
		2018		2018			2017		2017		
		\$	\$	\$	\$		\$	\$	\$	\$	
Income from generated funds											
Voluntary income	11	132,085	-	-	-	132,085	122,742	-	-	-	122,742
Income from charitable activities	12	79,526	525,097	101,163	-	705,786	134,560	508,843	217,769	-	861,172
Activities for generating funds	13	154,012	264,729	-	-	418,741	166,330	218,036	-	-	384,366
Other income	14	30,894	-	-	-	30,894	41,757	-	-	-	41,757
Total income		396,517	789,826	101,163	-	1,287,506	465,389	726,879	217,769	-	1,410,037
Less: Costs of generating funds	15	8,984	90,740	70,057	-	169,781	21,861	97,532	85,297	-	204,690
Less: Governance and administrative costs	16	286,183	774,832	31,106	-	1,092,121	315,513	778,948	132,472	-	1,226,933
Total expenditures		295,167	865,572	101,163	-	1,261,902	337,374	876,480	217,769	-	1,431,623
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year		101,350	(75,746)	-	25,604	128,015	(149,601)	-	-	(21,586)	(21,586)

EMCC

STATEMENT OF CHANGES IN FUNDS
For the Financial Year Ended 31 December 2018

	Note	Restricted			Total Funds
		Unrestricted	Tote Board Social Service Fund	Care and Share Fund	
As at 1 January 2017		\$ 1,550,356	\$ (563,994)	\$ -	\$ 986,362
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year		128,015	(149,601)	-	(21,586)
As at 31 December 2017		1,678,371	(713,595)	-	964,776
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year		101,350	(75,746)	-	25,604
As at 31 December 2018		1,779,721	(789,341)	-	990,380

EMCC
STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 December 2018

	Note	2018 \$	2017 \$
Operating activities			
Surplus/(Deficit) for the financial year		25,604	(21,586)
<u>Adjustments for:</u>			
Amortisation of Care and Share Matching Grant	7	(101,163)	(217,769)
Amortisation of President Challenge	7	(39,807)	(66,924)
Depreciation of plant and equipment	4	7,068	8,921
Operating cash flows before working capital changes		<u>(108,298)</u>	<u>(297,358)</u>
<u>Changes in working capital:</u>			
Trade and other receivables		21,942	(4,835)
Prepayments		475	(4,504)
Trade and other payables		18,187	(78,657)
Cash flows used in operating activities		<u>(67,694)</u>	<u>(385,354)</u>
Investing activity			
Acquisition of plant and equipment	4	(1,445)	-
Cash flow used in investing activity		<u>(1,445)</u>	<u>-</u>
Financing activities			
Receipt of President Challenge Fund	7	-	80,000
Receipt of Care and Share Matching Grant	7	14,823	-
Cash flows generated from financing activities		<u>14,823</u>	<u>80,000</u>
Net changes in cash and cash equivalents		(54,316)	(305,354)
Cash and cash equivalents at the beginning of the financial year		<u>1,020,617</u>	<u>1,325,971</u>
Cash and cash equivalents at the end of the financial year	6	<u>966,301</u>	<u>1,020,617</u>

GOVERNANCE POLICY PRACTICES

1. DISCLOSURE OF SPECIFIC REQUIRED INFORMATION

1.1 Management Committee Members Receiving Remuneration

No EMCC Management Committee member received any form of remuneration for his or her work contributed to the organisation in the past year, or any time in the past.

There is no intention to engage any of our Management Committee members in any paid-for services.

1.2 Paid Staff Annual Remuneration

EMCC had 12 employees as at 31 December 2018.

There is no paid staff, being a close member of the family belonging to the Executive Head or a Management Committee member, who has received remuneration exceeding \$50,000 during the financial year.

The table below shows staff receiving remuneration exceeding \$100,000 for 2018 (and 2017):

Annual remuneration salary band	FY2018	FY2017
\$100,001 to \$150,000	1	0

This year's total annual remuneration amounts include:

Half-month salary special bonus declared in March 2018 and paid out in April 2018 and 1-month salary as Annual Wage Supplement (AWS) in December 2018.

2. ASSET MANAGEMENT – RESERVES POLICY

The Management Committee has deliberated and decided that EMCC would be financially stable and viable (given that it is maintaining its current strategies and programmes/services) to set a reserves fund, capped at one-time (1X) our Annual Total Operating Expenditure.

In the present time, this would translate into S\$1.5 million. Our current reserves fund can be found in the audited Financial Statement of Accounts.

3. CODE OF GOVERNANCE

Based on the last evaluation carried out in September 2018, the charity has complied fully with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPC). Full checklist is available at www.charities.gov.sg.

4. PARTICULARS OF MANAGEMENT COMMITTEE

Name	Current Board Position	Member Since	Current Occupation	Date of Appointment
A/Prof Tan Ban Leong Kenny	Honorary Chairman	2010	Chief Executive Officer	16 May 2012
Mr Melvin Tan Ewe Kin	Honorary Vice-Chairman	2014	Director	9 July 2018
Miss Cindy Koh Yean Leng	Honorary Secretary	2013	Director	9 July 2018
Ms Donna Cheng Bih Hoang	Honorary Treasurer	2014	Director	9 July 2018
Mr Benny Ong Hock Siong	Honorary Assistant Secretary	2008*	Retired	9 July 2018
Ms Cindy Ong	Member	2018	Director	9 July 2018

Extract From Constitution Of EMCC

CL 8.2 Names for the above offices shall be proposed and seconded at the Annual General Meeting and election will follow on a simple majority vote of the members. All office-bearers may be re-elected to the same or related post for a consecutive term of office. The maximum tenure for Treasurer shall be for 4 consecutive years (or 2 consecutive terms). The term of office of the Committee is 2 years.

*Mr Benny Ong Hock Siong has served more than 10 consecutive years. He is one of the key fundraisers for EMCC. We need his expertise at this critical time when we have to relocate our office, paying for renovations and commercial rent. Also we will be transiting to a company limited by guarantee by 2020.

5. RELATED ENTITIES

At the time of this report, Dr John Ng Swee Kheng holds the position of Chair (Honorary), Board of Governance at Eagles Communications whilst being an advisor to the Management Committee in EMCC.

There were no financial transactions conducted between EMCC and Eagles Communications during the year 2018.

6. ATTENDANCE AT MANAGEMENT COMMITTEE MEETINGS

There were 4 MC Meetings held in 2018.

	3 Mar 2018	21 Jun 2018	2 Aug 2018	23 Oct 2018
A/Prof Tan Ban Leong Kenny	Y	Y	Y	Y
Mr Melvin Tan Ewe Kin	Y	Y	Y	Y
Miss Cindy Koh Yean Leng	N	Y	N	N
Ms Donna Cheng Bih Hoang	N	Y	Y	Y
Mr Benny Ong Hock Siong	Y	Y	Y	Y
Mr David Lum Lam Kong	N	Y	NA	NA
Ms Cindy Ong	NA	NA	Y	Y

Y: Present

N: Absent

NA: Not in MC

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	<p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</p>	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	One of the MC members has served since 2008. He is one of the key fundraisers for EMCC. We need his expertise at this critical time when we have to relocate our office, paying for renovations and commercial rent. Also we will be transiting to a company limited by guarantee by 2020.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
	Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
	Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
	Human Resource and Volunteer Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing 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	
	Are there volunteers serving in the charity? (skip item 15 if "No")		No	
15	There are volunteer management policies in place for volunteers.	5.7		
	Financial Management and Internal Controls			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
18	The Board ensures that 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, and 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 the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report— (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report— (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response (where applicable)	Explanation (if Code guideline is not complied with)
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
Public Image				
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	Not Complied	Work in progress
Declaration				
<p>I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.</p> <p>All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.</p> <p>The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.</p>				



THANK YOU

Thank you for your donations and for supporting our cause to bring hope to broken relationships and restore lives

RELIGIOUS ORGANISATIONS

Elijah700

Faith Methodist Church

Wesley Methodist Church

CORPORATIONS

Lee Foundation

Life Planning Associates Pte Ltd

The Social Co Pte Ltd (Pledge It Forward Campaign)

Wealth Hub Pte Ltd

Yeoman Capital Management Pte Ltd

GRANTS

Tote Board and National Council of Social Services for 'Tote Board Social Service Fund'

National Council of Social Services for 'Care & Share'

OUR INDIVIDUAL DONORS

Your generous contributions have made an impact in the work that we do. Your one-time donations or long-term support have allowed us to continue providing affordable mediation and counselling services to all.

We are affirmed by your gifts and will continue to do our best to serve our community.


HOW YOU CAN HELP

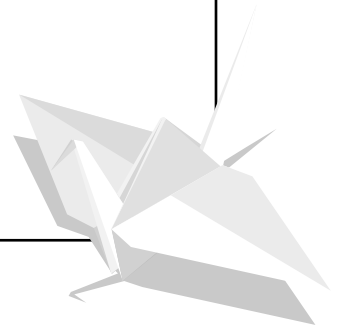
EMCC provides mediation and counselling at a subsidised rate to ensure these services remain assessible to all in need regardless of their financial status. Your donations will enable us to continue bringing hope to relationships and restoring lives through our services.

No donation is too small to make a change.

You are applicable for 250% tax deduction when you **1) donate \$10 or above** and **2) provide your NRIC**.

You can make your donations through the following means.

Cheque	Please make your crossed cheque payable to “EMCC”, indicate your full name, NRIC and contact details at the back of the cheque (for tax-deductible receipt), and mail it to our address: EMCC 177 River Valley Road #05-19 (Level M5) Liang Court Singapore 179030
Online	Visit www.emcc.org.sg/donate for more information. 



Thank you for your generous and kind donation.

OVERVIEW OF SERVICES AT EMCC

MEDIATION

Family Dispute in issue of Divorce, Post-Divorce, Probate-Estate Claims,
Eldercare Arrangements and Workplace Disputes

COUNSELLING

Individual Therapy, Couple/Family Therapy, Marriage Closure Therapy, Trauma
and Crisis Counselling, Employee Assistance Programme and
Art Therapy for Children, Clinical Supervision

MARRIAGE JOURNEY

Marriage Preparation Programme, Seven Principles Program,
Bringing Baby Home, You and Your Teen Workshops

TRAINING & EDUCATION

Mediation Courses, Conflict Management Workshops, Professional Development
for Counselling Professionals and
Training in the Gottman Method Couples Therapy

FIND OUT MORE

www.emcc.org.sg



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