



# 2013 Annual Report

Eagles Mediation & Counselling Centre

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## VISION AND MISSION

The vision of EMCC (Eagles Meditation & Counselling Centre) is to bring hope to relationships. Its mission is to enable people to effectively manage personal, marital, family and organisational challenges and conflicts.

## ABOUT EMCC

EMCC is one of the region's foremost organisations that pioneered family mediation and training, and is one of the few agencies with the expertise to provide integrative services in mediation and psychotherapy. It is a full member of the National Council of Social Service (NCSS) and an approved Institution of Public Character (IPC).

Since its establishment in 1997, EMCC has always endeavoured to be true to its vision – bringing hope to broken relationships through its counselling and mediation services.

EMCC is also actively developing upstream initiatives towards prevention and early detection of psycho-emotional and relational problems. These include training, public seminars, school talks, in-company training, community outreach programmes, resource development, among others.

## HISTORY

EMCC was started by Dr John Ng who returned from his doctorate studies in Northwestern University, USA, in mid-1993 and was motivated to help mend strained and broken relationships. With the help of people who shared his passion, Eagles Mediation Services (EMS) was formed in 1996 as an arm of Eagles Communications and started its family mediation service.

EMS was renamed Eagles Meditation & Counselling Centre in August 1997. It was incorporated and set up its operations at Temasek Polytechnic in October 1997.

## EMCC'S SERVICES

### Mediation

Marital & Divorce Disputes  
Workplace Disputes  
Community, Family and other  
Relational Disputes

### Counselling

Family Therapy  
Couple Therapy  
Individual Therapy  
School Counselling  
Employee Assistance Programme  
Trauma and Crisis Intervention  
Clinical Supervision  
Support Group

### Marriage Journey

Marriage Preparation Programme  
Marriage Follow-up  
Marriage Retreat  
Parent-teen Conflict Resolution

### Training & Education

Mediation  
Peer Mediation  
Conflict Management  
Para-counselling  
Psycho-emotional & Relational Well-being  
Anger Management  
Stress Management  
Parenting & Fathering  
Peacemaking Skills for Parents

## FUNDING

EMCC is funded through public donations and can issue tax deduction receipts of 2.5 times the amount of the donation to our donors. We also received project funding from Tote Board Social Service Fund and Community Chest. We were also a beneficiary of the President's Challenge 2013.

## Management Committee Members

|                              |                          |
|------------------------------|--------------------------|
| Honorary Chairman            | Dr Kenny Tan Ban Leong   |
| Honorary Vice Chairman       | Dr John Ng Swee Kheng    |
| Honorary Secretary           | Mr Benny Ong Hock Siong  |
| Honorary Treasurer           | Mr Francis Loo Sin Chong |
| Honorary Assistant Treasurer | Mr David Lum Lam Kong    |
| Committee Member             | Ms Cindy Koh Yean Leng   |

## Charity & Trustee Information

|                              |  |
|------------------------------|--|
| Charity Registration Number: | 001334   |
| ROS Registration Number:     | ROS 0249 / 1997 /WEL   |
| IPC Number:                  | IPC000208  |
| Unique Entity Number:        | UEN S97SS0164E   |
| Registered Address:          | 177 River Valley Road,<br>#05-19 Liang Court (Level M5)<br>Singapore 179030                                      |
| Banker                       | DBS Bank   |
| Auditor                      | D Arumugam & Co. Certified<br>Public Accountants 190<br>Middle Road<br>#10-03 Fortune Centre<br>Singapore 188979 |



# Corporate & Individual Donors

EMCC board and staff thank the following organisations, individuals and donors who wish to remain anonymous, for their generous donations.

## ORGANISATIONS

BARKER ROAD METHODIST CHURCH  
BINJAITREE  
COMMUNITY CHEST  
D'LIGHT(2007) PTE LTD  
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LIFE PLANNING ASSOCIATES PTE LTD  
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TOTE BOARD SOCIAL SERVICE FUND  
WESLEY METHODIST CHURCH

## INDIVIDUALS

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CHEN WENG LEONG STEPHEN  
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CHEONG LEE HONG KATHERINE  
CHEONG MIEW CHENG  
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CHONG AI SIM GINA  
CHONG JIN SIEW  
CHOW BOON KUAN ALEC  
CHOW ZHIQUAN  
CHUA BUAN HER  
CHUA KOK CHONG  
CHUA LAY NEE  
CHUA MUI LENG  
CHUA WHEE CHING KARIN  
CHUNG KAY GONG ROBERT  
DHARISHINIE D/O MANI  
EE YOKE MOY PAULINE  
ELDWIN  
ENG ZEE LIN  
ERUKU RAVI SRINIVAS  
FAN REN RAY  
FAUZI DJAUHARI  
FOO ANDREW  
FOO LEE PHOON  
FOO MARJORIE  
FOO YEONG CHIN  
FRANCIS RAYMOND  
FU XIAOPEI  
GAN WEE JIN TIMOTHY  
GOH CHEONG WEI  
GOH CHING POH  
GOH CHOI FONG  
GOH HIN TIANG  
GOH HOU LIN  
GOH KIAN CHYE EUGENE  
GOH MAI CHEE TRACY  
GOH SHAW PENG ALEX  
GOH SIEW LIM  
GOH TEIK SUAI  
GOPALAN K  
HARVINDER SINGH GREWAL  
HE ZHENLONG JACKSON  
HENG LEE KIANG SUSAN  
HENRY SUSENO NILAM  
HEW PAULINE  
HO GUAN XIANG  
HO LAY CHING  
HO SEE JOON  
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HOO ZHOU LIN  
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ISAC JOSEPH JAMES  
KAM YAT TIN

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KHOO CHING WEI WAYNE  
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LAU HAO JAN SAMUEL  
LAU SOOK FUN  
LAW YIP HANG  
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LEE HUI KOON BARBARA  
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LEE MAN QI  
LEE PHUI HONG  
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 LUM MEI LENG  
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 MAK YUEN CHAU  
 MANVINDER KAUR  
 MARI CHANDRASEKARAN  
 MARSH ALISTAIR BRUCE  
 MOH PUAY SI DEBORAH  
 BRIDGET  
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 SABARI  
 MUHAMMAD JUFFRY BIN  
 JOIHANI  
 MUHAMMAD NAJEED BIN  
 HAJI ARIFFIN  
 MUHAMMAD SARIZAN BIN  
 AHMAD  
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 NG POH LUAN  
 NG SERN LOONG  
 NG SIM MEE AMI  
 NG SUNNY

NG SWEE KHENG JOHN  
 NG WEE SIONG  
 NG WEI HUAH  
 NG WEI-CHERN PAUL  
 NOR MALA BINTE AHMAD  
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 QUEK SZE KHEE  
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 RAMESH THANAPATHY  
 RAPEAH BT ABDUL KADEH  
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 SIM EE SIONG  
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YEO TZE HUI  
YIP LAI KUAN  
YONG BEE CHOON  
YONG FEN CHAO  
YONG JIING SING  
YONG LEONARD  
YOON LAY BENG  
ZHOU YONGCHANG

# Thank you!

# Message by Honorary Chairman Dr Kenny Tan

We are blessed to have ended 2013 in the positive financially and believe that the groundwork we have been doing will see us strongly through 2014.

We will be receiving \$80,000 from President's Challenge 2013 which should be disbursed to us in 2014.

We are also blessed that our Tote Board Social Service Fund will be extended to the end of FY2014-2015. This funding is essential for us to provide integrative mediation and counselling for clients from low-income families.

Of significance to our fundraising effort this year is our selection as one of the beneficiaries of the Care & Share Movement.

We are indeed thankful that from 1 December 2013 to 31 December 2014, every eligible donation raised by EMCC will be matched dollar-for-dollar by the government.

We look forward to tapping the matching grants to help us roll out our three-year strategy plan starting 2014 to meet the needs of our clients.

We will be doing much, including creating public awareness and education for our couple-and-family focused work to strengthen marriages.

We will be working closely with the reputable US-based Gottman Institute towards this end.

At EMCC, we believe in being evidence- and research-based, so we invested in technology



and system such as MyOutcomes, a web-based psychotherapy system to provide real-time feedback to improve practice and clinical outcomes for our staff and clients.

We continue to provide train-the-trainer services in family mediation training for social service practitioners and professionals working with families in conflict.

Efforts are also being made to establish and reconnect with the mediation fraternity and voluntary welfare organisations to channel mediation cases to EMCC.

We are thankful for the strong support of all Management Committee members, staff, associates, donors and our community partners.

They are the heart, soul and hardworking hands that make it possible for us at EMCC to transform troubled lives and bring hope to everyone in distress.



## Message by General Manager Benjamin Chan

EMCC's counselling and mediation services continued to bring hope and manage conflicts for 634 clients during difficult periods of their lives last year while our training and education activities served 2,180 beneficiaries.

We constantly strive to improve our services and have tapped into technology in recent years to improve the qualitative aspects of our counselling service. MyOutcomes, a web-based psychotherapy feedback tool was implemented in March 2013 to allow clients to give immediate feedback about how they feel about each session.

We believe that an efficient feedback system will encourage clients to come back for more sessions to ensure that there would be behavioural changes. The results have been encouraging as last year we saw a higher percentage of clients coming in for more than four sessions (81%) and fewer clients dropping out after one session (28%).

Our investment in MyOutcomes is working well and we intend to implement this tool for tracking outcomes for our school-based counselling work as well.

For mediation, we went through a transition period following the departure of our Head of Mediation who emigrated with her family. We have started rebuilding



our team. In the meantime, we made a concerted effort to promote our mediation service directly to staff working in Family Service Centres (FSCs) and other voluntary welfare organisations (VWOs).

We also conducted family mediation workshops at the Social Service Institute (SSI) for professionals working with families in conflict, including social workers and counsellors. By teaching them about conflicts and mediation as an alternative dispute resolution service, we hope to generate more leads and referrals for our mediation service.

In Marriage Journey, last year we served more minors who had to attend the Mandatory Marriage Preparation Programme before they could say "I do". Our facilitators connected well with these young couples where at least one party is below 18 years old or where both are aged 18 but below 21 years old.

To boost our training activities, EMCC reached out to more schools and VWOs which would benefit from our workshops, including customised programmes. We also held psycho-emotional and health talks for the Civil Service College and other organisations. We strengthened our partnership with SSI and negotiated for more workshops to be held there in 2014.

I would like to thank our associates, sponsors, donors, community partners for your support. Your significant contributions have helped us serve our clients better and keep our agency growing over these past years.

### Total number of cases and workshops in 2013

| Total Professional Services          | 2011 | 2012 | 2013 |
|--------------------------------------|------|------|------|
| Total Cases                          | 385  | 448  | 422  |
| Beneficiaries                        | 659  | 658  | 634  |
| Total Sessions                       | 1284 | 1585 | 1634 |
| Training & Education Workshops/Talks |      |      |      |
| Total Workshops/Talks                | 31   | 37   | 41   |
| Total Beneficiaries                  | 784  | 1905 | 2180 |
| Total Training Hours                 | 446  | 446  | 400  |

## Working with the community to promote mediation

Last year EMCC's mediation department was marked by a transition period with the departure of our Head of Mediation while more efforts were made to promote the service to the community to generate more cases in the future.

Over the years, EMCC has been able to offer integrative mediation and counselling services under one roof to serve families. Couples who come to our Liang Court Social Service Hub for counselling who require mediation services are referred to our mediators. Likewise, mediators can refer their clients to our counsellors when they see a need.

EMCC actively promotes and educates all about mediation as an alternative dispute resolution. Mediation is a cost-effective and time saving way to resolve disputes and can enhance relationships as the disputing parties can avoid going to court.

The government made it mandatory from 1 July 2013 for divorcing couples with young children to go for counselling and mediation. We expect more demand in the future for EMCC's core mediation service, which has a success rate of 70%.

However, with changes in the mediation department last year, we saw fewer in-centre cases -- there were 6 cases with 21 beneficiaries (compared with 8 cases and

16 beneficiaries in 2012). Cases at the Tribunal for Maintenance of Parents (TMP) handled by EMCC last year were 15 with 43 beneficiaries (14 cases with 50 beneficiaries in 2012). The TMP has been set up to offer a legal option for those aged parents unable to support themselves. They can go through the TMP to seek maintenance from their children, who are capable of supporting them but unwilling to do so.

We have started rebuilding our team and made efforts last year to reach out to more potential users of mediation. In August 2013, EMCC held an Open House to promote the service to Family Service Centres (FSCs) so they can refer their clients who need mediation services to EMCC.

EMCC introduced new rates and subsidies since 2012 to serve more low-income families. This is to ensure clients can access our services without worrying about costs.

### Family mediation workshops

Last year EMCC conducted 22 mediation skills/ conflict management workshops and talks, serving a total of 1,119 beneficiaries. Among these were two family mediation workshops on 26 to 27 March 2013 and 17 to 18 September 2013 respectively at the Social Service Institute (SSI).



Family mediation training at the Social Service Institute

These workshops were for professionals working with families in conflict, including social workers and counsellors. The March workshop was attended by 17 participants while the September workshop saw 25 attendees.

Having EMCC's family mediation workshops offered at the SSI is advantageous for EMCC. SSI is a recognised leader in social service training and its courses equip social service professionals and volunteers with relevant skills. By teaching the participants about conflicts and mediation as an alternative dispute resolution service, EMCC hopes to generate more leads and referrals for our mediation service.

### Mediation cases handled in 2013

| In-centre                                  | 2011 | 2012 | 2013 |
|--|------|------|------|
| Cases                                      | 8    | 8    | 6    |
| Beneficiaries                              | 37   | 16   | 21   |
| Sessions                                   | 13   | 27   | 12   |
| <b>Tribunal for Maintenance of Parents</b> |      |      |      |
| Cases                                      | 44   | 14   | 15   |
| Beneficiaries                              | 163  | 50   | 43   |
| Sessions                                   | 47   | 16   | 15   |
| <b>Mediation total</b>                     |      |      |      |
| Total Cases                                | 52   | 22   | 21   |
| Total Beneficiaries                        | 200  | 66   | 64   |
| Total Sessions                             | 60   | 43   | 27   |

## Family mediation workshops

EMCC also conducted an advanced mediation workshop in October 2013 for participants who had attended the basic family mediation workshop before. This two-day workshop built on the skills covered in the basic mediation workshop. It provided participants with a deeper understanding of their own abilities and aptitude for mediation and taught them ways to deal more effectively with difficult tactics, people and situations.

EMCC also conducted several one-day and two-day workshops on conflict management with mediation for staff of various schools and voluntary welfare organisations (VWOs). The participants who attended these workshops were taught about conflict levels and strategies to de-escalate conflicts.

Among the participants were teachers and administrators of schools in the Tampines cluster, social workers who worked in FSCs as well as staff of Girls' Brigade and St Luke's Eldercare.

In addition, EMCC has been conducting family mediation workshops for staff of the Ministry of Social and Family at our premises in Liang Court.

### Mediation Skills/Conflict Management Workshops/Talks in 2013

|                 | 2011 | 2012 | 2013 |
|-----------------|------|------|------|
| Workshops/Talks | 16   | 20   | 22   |
| Beneficiaries   | 436  | 1550 | 1119 |
| Training Hours  | 404  | 351  | 321  |

### Mediation training for students

EMCC conducted eight peer mediation workshops in collaboration with Community Mediation Centre (CMC), set up by the Ministry of Law to help develop a more harmonious community where social conflicts can be resolved amicably through mediation.

The workshops reached more than 200 secondary students, inspiring them to take on the challenge of being peacemakers in school and the community. In the workshops, students learnt through role plays life skills in conflict resolution through mediation.

The workshops were conducted in seven schools, including two in St. Joseph's Institution in response to good demand. The other workshops were held in Naval

Base Secondary School, School of Science and Technology, East Spring Secondary School, Bedok South Secondary School, Pei Hwa Secondary School and Singapore Sports School.

### Mediation is crucial

"Mediation is crucial because we live in a community where we form complex relationships with one another," said a participant who attended the 10 to 11 April 2013 conflict management with mediation workshop organized for a cluster of schools in Tampines.

The workshop held at Tampines Secondary School was attended by 25 participants, including teachers and administrators.



Conflict management workshop at Tampines Secondary School

Social worker Ms Ng Li Jin of Care Corner Family Service Centre who attended a one-day workshop on 10 May 2013 held at EMCC said it helped her to broaden her perspective of conflict.

Besides getting insights into the nature, types and levels of conflicts so they could manage conflicts more effectively, the attendees of the interactive conflict management with mediation workshops participated in Conflict Style Preference Inventory (COSPI), developed by Dr John Ng, EMCC's founding Chairman.

The first Asian conflict management style inventory, COSPI describes 12 different conflict styles and is used to profile the participant's preferred conflict handling style preference in conflict situations. It provides a platform for self-awareness.

## Helping troubled families, couples and individuals

Counselling is one of EMCC's core services to serve low-income families and individuals during difficult periods in their lives. In these stressful times with rising divorces, EMCC therapists have been counselling more couples facing the prospect of divorces at our Social Services Hub at Liang Court. The counsellors also help children impacted by divorces or separation of their parents address their trauma of loss and grief.

In addition, concerned family members are sending teenagers direct to EMCC for help on a range of issues the children have to deal with, such as with family members, peers and also in the school environment.

For primary and secondary children in schools, EMCC's counsellors worked with students potentially at risk of dropping out of school. There were 6 schools under the Enhanced STEP-UP programme (ESU). EMCC's counsellors also served students at National Junior College.

### In-centre counselling: more sessions

EMCC's investment in a web-based real-time feedback system called MyOutcomes which calls for client empowerment and the drive for professional accountability since 2012, together with the skills of our psychotherapists, helped the agency improve in qualitative service delivery. More in-centre clients came back for more sessions last year. This is an indication of their perceived benefit level and greater rapport with their therapists, which enabled them to achieve desired outcomes.

By allowing clients to give on the spot feedback about how they feel about each session, MyOutcomes enables therapists to address the client's concerns, helps to build client-therapist relationship, and helps client to stay on with EMCC for more sessions where necessary and appropriate. With adequate number of sessions, the therapist will be able to make a difference in the client's behaviour for his or her wellbeing.

Total counselling sessions in 2013 totalled 709, largely due to the willingness of clients to undergo more sessions. Last year 81% of clients (184) stayed for more than 4 sessions compared with 61% in 2012 and 54% in 2011.

Overall, in-centre cases last year were 233, down 17% from 2012. The corresponding number of beneficiaries was 354, down 11%. Although the number of cases was down, an increased number of sessions may indicate a higher satisfaction level of services.

EMCC served a total of 353 in-centre and school cases last year compared with 377 in the year before. The total number of beneficiaries was down to 474 from 494 in the previous year. However, the number of sessions was up to 1,429 from 1,350 in the previous year.

### Counselling cases handled in 2013

| In-centre                      | 2011        | 2012        | 2013        |
|--------------------------------|-------------|-------------|-------------|
| Cases                          | 190         | 281         | 233         |
| Beneficiaries                  | 281         | 398         | 354         |
| Sessions                       | 520         | 679         | 709         |
| <b>Enhanced STEP-UP</b>        |             |             |             |
| Cases                          | 55          | 51          | 61          |
| Beneficiaries                  | 55          | 51          | 61          |
| Sessions                       | 408         | 464         | 595         |
| <b>National Junior College</b> |             |             |             |
| Cases                          | 53          | 45          | 59          |
| Beneficiaries                  | 53          | 45          | 59          |
| Sessions                       | 165         | 207         | 125         |
| <b>Total Cases</b>             | <b>298</b>  | <b>377</b>  | <b>353</b>  |
| <b>Total Beneficiaries</b>     | <b>389</b>  | <b>494</b>  | <b>474</b>  |
| <b>Total Sessions</b>          | <b>1093</b> | <b>1350</b> | <b>1429</b> |

### Serving more students

EMCC served 61 cases through the Enhanced STEP-UP programme (ESU) in 2013, up 20% from 2012. The programme is conducted in collaboration with EMCC's partner schools and the Ministry of Social and Family Development. Under this programme, counsellors work with at-risk students and their parents to process issues troubling students so the students will stay in the school system.

The number of sessions conducted for the students in the 6 schools totalled 595 compared with 464 in 2012, an increase of 28%. Last year EMCC served two more schools than in 2012 under the ESU programme.

Last year EMCC served more students studying in the National Junior College Boarding School – 59 compared with 45 in 2012. The sessions however were only 125 compared with 207 in 2012.

### Other services

EMCC has also been providing counselling for employees of companies and organisations under their employee assistance programme. This was largely to help employees cope with stress and other psycho-emotional issues.

Last year EMCC's counsellors also provided trauma and crisis counselling for employees of companies. In one particular case, counsellors helped employees who witnessed the sudden death of a co-worker.

In addition, EMCC had the opportunity to provide clinical supervision service for the School of Counselling, Singapore Bible College. This service was for their Master of Arts in Counselling students in their final year training.



## Workshop for professionals working with couples

Beyond providing counselling, EMCC also trained professionals who work with the agency's target clients. Last year EMCC brought in an American couples expert to run a workshop on marriage enrichment and recovery work for struggling couples -- "Bridging the Couple Chasm -- Gottman Therapy Level 1".



Bridging the Couple Chasm – Gottman Therapy Level 1 workshop

### Family counselling helps teenager pull through dark period

EMCC's counsellor helped a teenager Steven\* (pseudonym used to protect his identity), who was slipping into depression and guided him through his dark period so he could sit for his school examinations.

Steven was seeing his school counsellor but also came to EMCC for counselling. He did not function well emotionally because of very low self-esteem. At school, he had been bullied for years and at home he felt he did not have a voice and his parents placed high expectations on him.

For years, Steven had suppressed his pain and felt he was alone in his journey. He had no close friends or ample family support. Our counsellor brought in his parents who then found out about the bullying.

After several sessions, Steven's parents were able to have a better understanding of him and to hear him out. They held back on overloading Steven with too much advice and instead found ways to communicate better with him. As a result they related to each other in a more loving way.

Through counselling, Steven overcame his negative self-image, learned to forgive and acquired skills to better relate to his peers and manage his anger. He has since finished his examinations and is now working.

The workshop held on 13 and 14 November 2013 was run by Dr Jeffrey W. White, a Certified Gottman Method Couples Therapist and Certified Gottman Educator. It was attended by 19 participants, mostly therapists working with couples.

### Client's story: Counselling as yoga for the heart

One night when I\* was desperately seeking help in a major conflict with my ex-fiancee, I found myself browsing through EMCC's website and was attracted by the agency's tagline "There is hope".

This happened four years ago. I started marriage counselling not out of choice. My then-fiancee and I had a heated argument which saw us both behaving in ways we didn't think we were capable of. We agreed our issues have escalated to beyond our abilities to resolve, and hence decided to seek external help.

Unfortunately, it wasn't a happy ending for us. We didn't get beyond three sessions in EMCC before she had an overseas posting, and eventually, we parted ways. I continued on my own thereafter, trying to make sense of what happened.

Initially, I was looking for a quick solution to my relationship issues. I wanted to do something, as opposed to talking about who I was.

My counsellor was familiar with this, and was patient with me. The first step was for me to see my part in the problem -- it wasn't just about what I was or wasn't doing, but it was also about who I was and the motivation behind what I was doing.

Once I realized that, I found that the more forthcoming I'm, the more I get out of it. The more I shared, the more my counsellor could help me, and the more I got out of our sessions.

Since then, I've continued counselling and used it to address other issues I've faced -- stress at work, anxiety with new people, a lack of connection with my siblings, and my propensity to get impatient with people.

It's fair to say that I've used my counselling sessions to address all the various deep-rooted issues that have always bothered me, and to chisel out a version of me that makes me happier.

I like to think about counselling as yoga for the heart, and my counsellor as my yoga instructor. And for me, counselling goes beyond healing ... long after my wounds have recovered, I still use counselling to be the person I want to be.

*\*The writer, a male in his mid-30s, has been a client of EMCC since 2009*



Marriage Journey is the third pillar in the work of EMCC, the other two being Mediation and Counselling. Marriage Journey was conceived because we seek to connect with and cultivate a close relationship with couples in their marriage journey to build strong marriages that will eventually keep families resilient in society.

In 2009, EMCC began the work of preparing couples for their marriage. Since then we have about 180 couples who have completed our eight-hour Marriage Preparation Programme (MPP).

In 2012 there were 27,936 marriages registered for both civil and Muslim couples, up 2.5 per cent from 2011 (Department of Statistics, Year 2012, Singapore).



EMCC seeks to help couples build strong marriages

At EMCC, we also see a gradual increase in couples participating in our MPP. This is largely due to the proactive work of promoting the importance of marriage preparation so that the couple can begin on a firm foundation by the then Ministry of Community Development, Youth and Sports (MCYS), now the Ministry of Social and Family Development (MSF).

In September 2011, EMCC's MPP was extended to align with the ministry's effort to prepare minor couples (where at least one party is below 18 years old or where both are aged 18 but below 21) for marriages. This Mandatory Marriage Preparation Programme for minors is highly subsidized by MSF.

The MPP topics cover marriage expectation, role relationships, financial management, conflict resolutions, sexuality, in-law relationships, personality traits, children and parenting.

### Marriage Preparation Programme beneficiaries served in 2013

| Marriage Preparation Programme (MPP)                   | 2011       | 2012       | 2013       |
|--|------------|------------|------------|
| <b>Total Cases</b>                                     | <b>35</b>  | <b>49</b>  | <b>48</b>  |
| <b>Total Beneficiaries</b>                             | <b>70</b>  | <b>98</b>  | <b>96</b>  |
| <b>Total Sessions</b>                                  | <b>131</b> | <b>192</b> | <b>176</b> |
| <b>The above includes the following MPP for Minors</b> |            |            |            |
| Cases  | 0          | 2          | 6          |
| Beneficiaries  | 0          | 4          | 12         |
| Sessions   | 0          | 8          | 24         |

Last year EMCC served 6 minor couples out of 48 couples who came to EMCC to attend our MPP.

We have observed the importance and the relevance of not just conducting a marital preparation programme for couples but to journey with them in the early stages of the couple's marriage journey.

This journey is delivered through our structured as well as informal programmes, MPP, Marriage Clinics, Couple Counselling and Journey Points.

### Feedback from participants

***"Great! Understand our mental preparation and what to expect. Programme has been well run."***

~ Clarence Tan Kok Cheow, MPP attendee

***"We learn practical ideas that we can apply and we got to do hands-on exercises to reinforce what we learn."***

~Kelvin Thiang, MPP attendee

***"The sessions allow me to get to know my partner better and also opened up my eyes and knowledge towards marriage. The topics are well covered."***

~J. Lin, Mandatory MPP (for minors)

# Training & Education

## Equipping community and training professionals

EMCC held interesting talks last year for different groups of people, including self-esteem talks for more than 200 students from 28 to 30 October 2013 and a lunch-time talk on managing stress for Civil Service College employees on 16 October 2013.

In response to demand, EMCC organised our first Mother-Teen Conflict Resolution workshop on 6 July 2013. This workshop at Dunman High School was attended by 29 mothers.

A number of mothers had earlier expressed interest in learning the same skills offered to fathers in our Father-Teen Conflict Resolution workshops. The trainers at these workshops taught awareness of conflict triggers and effective strategies to manage conflict and enhance parent-child relationships.



Mother-Teen Conflict Resolution workshop at Dunman High School

### Training & Education Workshops/Talks in 2013

| Mediation Skills/Conflict Management              | 2011       | 2012        | 2013        |
|---|------------|-------------|-------------|
| Workshops/Talks                                   | 16         | 20          | 22          |
| Beneficiaries                                     | 436        | 1550        | 1119        |
| Training Hours                                    | 404        | 351         | 321         |
| Father-Teen Conflict Resolution                   |            |             |             |
| Workshops/Talks                                   | 5          | 15          | 13          |
| Beneficiaries                                     | 60         | 333         | 293         |
| Training Hours                                    | 15         | 87          | 52          |
| Others-Psycho-emotional, marriage, parenting, etc |            |             |             |
| Workshops/Talks                                   | 10         | 2           | 6           |
| Beneficiaries                                     | 288        | 22          | 768         |
| Training Hours                                    | 27         | 8           | 27          |
| <b>Total Workshops/Talks</b>                      | <b>31</b>  | <b>37</b>   | <b>41</b>   |
| <b>Total Beneficiaries</b>                        | <b>784</b> | <b>1905</b> | <b>2180</b> |
| <b>Total Training Hours</b>                       | <b>446</b> | <b>446</b>  | <b>400</b>  |

EMCC's Father-Teen Conflict Resolution workshops which were first launched in 2011 proved popular and last year EMCC ran Saturday workshops for more than 290 fathers. These were for fathers with children attending primary and secondary schools and in the community under the auspices of Fathers@Schools and Dads@Communities.

Overall, EMCC conducted 41 workshops/talks, serving a total of 2,180 beneficiaries. The majority of the talks were on mediation skills/conflict management (22) and Father-Teen Conflict Resolution workshops (13).

While the number of talks classified under the category "Psycho-emotional, marriage, parenting etc." was only 6, the number of beneficiaries served was 768. The attendees listened to topics including self-esteem and managing stress.

EMCC's founder and Honorary Vice Chairman Dr John Ng also spoke at major public events on parent-teen conflict management with a total attendance of 850. At these events, EMCC also distributed copies of our parenting booklets on managing parent-teen conflicts.

The workshops and talks are part of EMCC's upstream initiatives aimed at prevention and early detection of psycho-emotional and relational problems.

They allowed EMCC to reach out to target groups such as families, the community and corporate employees to educate them and generate referrals for EMCC's counselling and mediation services.



Dads@Communities workshop at Kampong Chai Chee Bedok Reservoir View Neighbourhood Committee



Peer mediation workshop at St. Joseph's Institution

EMCC has been providing counselling and mediation services since our establishment in 1997 but we still need to raise public awareness about these services as a means to manage conflicts in homes, work places and the community.

If Singaporeans are familiar with these services, much can be done to prevent the deterioration in relationships and to resolve conflicts early and with less pain.

In addition to helping families, EMCC has been partnering with the Social Service Institute (SSI) to run family mediation workshops.

These two-day workshops are particularly helpful to social workers, case managers, mediators, family dispute resolution practitioners, psychologists, volunteers of social service organisations, educators and other professionals. They provide participants with a general understanding and appreciation of the fundamental tools and skills needed for effective mediation.

EMCC intends to strengthen its partnership with SSI and will be increasing the number of family mediation workshops and add intermediate level workshops to be held at the institute's premises.

SSI, as the foremost training provider in Singapore's social service sector, is able to reach a wider target group of social service professionals and its courses are well recognised.

For staff working for voluntary welfare organisations and other organisations, EMCC also conducted a number of conflict management workshops last year. Participants at these workshops were able to learn practical conflict management skills to help themselves and when working with others in the community.

To build future generations of peacemakers, EMCC conducted peer mediation skills training for students in secondary schools.

The peer mediation workshops held in partnership with the Community Mediation Centre taught students life skills so they can help resolve conflicts among their peers in schools and even bring these skills to their homes and the community.

### Feedback from some workshop participants

#### ***"Good learning and sharing workshop."***

~Ms Jacqueline Teo, Mother-Teen Conflict Resolution workshop, Dunman High School, 6 July 2013

#### ***"Great. The course brought up the fundamental approach and thoughts to enhance understanding and to avoid/minimise conflict."***

~Mr S. K. Yeo, Fathers@School workshop, 30 March 2013

#### ***"It was good, interesting and clear, making sure that we thoroughly understand the process of mediation and how to do so."***

~Chew Yun Hui, School of Science and Technology, Peer Mediation workshop, 18 March 2013



## Workshops to help fathers resolve teen conflict



Fathers@schools workshop at Damai Primary School

More than 290 working fathers, including uncles, sacrificed their Saturday mornings to attend EMCC's popular Father-Teen Conflict Resolution workshops last year.

These fathers crammed into classrooms in primary and secondary schools where their children were attending, church halls and temple premises to pick up parenting tips at the workshops held in collaboration with Dads for Life/ Ministry of Social and Family Development (MSF) under the auspices of Fathers@Schools and Dads@Communities.

Some caregivers who were uncles wanting to be the same kind of father figure to their nephews and nieces had joined the attendees of a workshop under Fathers@School on 2 March 2013 at Damai Primary School.

Among the enthusiastic members who turned up at a shophouse at 113 Syed Alwi Road for the workshop under Dads@Communities were two brothers, an elderly father and his adult son. The workshop was held at the Arya Samaj Temple located in Little India for a group of 16 fathers.

At these workshops fathers gained insights into conflict triggers and understanding of some key perspectives of conflict so they could manage conflicts at home, especially with their teenagers. The participants also engaged in interactive discussions and used diagnostic tools such as the Conflict Style Preference Inventory (COSPI) developed by EMCC's founder Dr John Ng to better equip them for conflict management.

*A participant said after the workshop at Damai Primary School that what was taught was an eye opener. "Indeed (it) made me realize who I am and how I can improve as a father," he said.*

The fathers who attended these workshops reported learning practical skills which would help them in their parenting.

A participant said after the workshop at Damai Primary School that what was taught was an eye opener. "Indeed (it) made me realize who I am and how I can improve as a father," he said.

Mr Alex Cavazos, a father who attended a workshop at Crescent Girls School on 3 August 2013 learnt that communication and reasons for conflict were useful and applicable to solving conflicts.

"Fathering is not just a responsibility but a relationship as well," noted participant Sanjay Rai who found the workshop at Arya Samaj Temple positive and informative.

Part of EMCC's upstream initiative to help build stable families, EMCC's Father-Teen Conflict Resolution workshops for Fathers@Schools were first launched in 2011. The workshops were expanded to reach fathers in the community under Dads@Communities in December 2012.



Dads@Communities workshop at Arya Samaj Temple

## Mothers learn insights into mother-teen conflicts

“Learn to release,” was one of the learning points several mothers said they found most useful and applicable after attending EMCC’s first Mother-Teen Conflict Resolution workshop on July 6, 2013 at Dunman High School.

The group of 29 attended the workshop organized specially in response to demand from mothers who were looking for solutions to conflicts between mother and child.

As described in Lebanese-American artist, poet and writer Kahil Gibran’s poem “On Children”, mothers are like the bows and their children as the arrows. Mothers need to release the arrows (their children) into the world, hoping that they go as far as they can, helping them fulfill their destiny.

Another point raised at the workshop was that many mothers do not realise that their unrealistic expectations of their teenagers cause these conflicts to start.

The mothers also learnt about their own conflict styles using a profile tool called Conflict Style Preference Inventory(COSPI) developed by EMCC’s founder Dr John Ng.



Mother-Teen conflict resolution workshop at Dunman High School

They also learnt how a part of the teenage brain called the prefrontal cortex -- responsible for reasoning, planning and organising -- is still in its developmental stages. Hence, teenagers cannot seem to keep their rooms tidy and do their homework once they reach home though their mothers were expecting them to do so.

## Training young ambassadors of peacemaking

The ability to handle fights among peers in school, greater confidence to mediate in a conflict situation and becoming active listeners – these were skills picked up by the 200 secondary school students who attended EMCC’s peer mediation workshops in 2013.

As part of its strategy to train the young, since 2012 EMCC had been actively training students in secondary schools to prepare them to be peacemakers for future generations. The eight peer mediation workshops for these students were conducted in collaboration with the Community Mediation Centre (CMC).



Peer mediation workshop at Bedok South Secondary School

In the interactive workshops, the students learnt that conflict is normal and can be resolved through mediation. They played games which taught them elements of trust and negotiation. Through role plays, they learnt to be active listeners, to negotiate and to paraphrase statements by disputing parties.

Last year EMCC conducted workshops in seven schools, including two in St. Joseph’s Institution (15 March, 2013 and 18 November 2013).

Peer mediation workshops were also held in Naval Base Secondary School, School of Science and Technology, East Spring Secondary School, Bedok South Secondary School, Pei Hwa Secondary School and Singapore Sports School.

Hubert Yeo of St. Joseph’s Institution said after the 15 March 2013 training, “The confidence level I possess to mediate and resolve conflicts has increased much more.”

“The course was useful to me,” said a student from East Spring Secondary School where the workshop was held on 20 March 2013. “If any of my friends happen to fight, I would be able to help them resolve the problem.”



## Building strong families

Married couples and young parents benefitted from a “Building Strong Families” talk held on 17 November 2013 at Grace Methodist Church conducted by EMCC’s counsellors Mrs Monica Fernando and Mr Billy Chan.

A man who has been married for over a long period of time said he learnt tips to better communicate with his wife and a mother received guidance on how to help her child be secure yet independent. The two participants were among ten couples with children who attended the talk on parenting.

The topics in the talk included the following:

“Understanding your family system” which gave couples the opportunity to explore how they are functioning in their present family system compared to their family of origins. This topic helped couples understand that they need to sustain values, beliefs and norms applicable for their current family system.

The speakers examined the role change that occurred during marriage. Quite often, couples become distant in their marital relationship with the arrival of children.

The speakers also encouraged the couples to improve their communication using the Community Temperature

Reading tool. This tool was adapted and used with permission from the Virginia Satir Global Network by Americans Pete & Geri Scazzero. This husband-and-wife team wrote the Emotionally Healthy Skills Workbook.

The exercises in the tool highlighted the importance of emotional and sexual intimacy. Couples were told that by sharing their worries

and appreciation for each other as well as their dreams, they could change the atmosphere within a family setting. On parenting, the speakers provided a number of tips to help parents bring up their kids with love and respect.



“Building Strong Families” workshop at Grace Methodist Church

## Helping struggling married couples

EMCC organised a training workshop for marriage enrichment and recovery work for struggling couples on 13 to 14 November 2013. The “Bridging the Couple Chasm – Gottman Therapy Level 1” workshop at EMCC was for professionals who work with married couples.

The workshop was conducted by Dr Jeffrey W. White, Certified Gottman Method Couples Therapist and Certified Gottman Educator. Dr White is also an American licensed Marriage and Family Therapist.

“A lot of Singapore marriages seem to be wanting deeper levels of intimacy,” said Dr White. “We’re training therapists to help couples to do that.”

Reverend Carrie Chan, a pastor at Amazing Grace Presbyterian Church and a director of Filos Community Services Ltd, said the training was very useful. In her church couples facing crises tended to want to talk to pastors.



“Bridging the Couple Chasm, Gottman Therapy Level 1” workshop

For Rev Darryl Chan, who is a Senior Minister at Prinsep Street Presbyterian Church, the two-day workshop provided him with an additional tool kit.

Some of the topics covered in the workshop included proven strategies and tools to help married couples successfully manage conflict and methods to help them process their fights and heal their hurts.

## Open House to promote mediation services

On 15 August 2013, EMCC held an open house for staff of Family Service Centres (FSCs) in Singapore to promote greater awareness and familiarization about mediation services provided by EMCC.

A total of 22 guests, including staff of the Ministry of Social and Family Development and the National Council of Social Service, turned up for the informal tea-time talk with our principal mediator, Associate Professor Lim Lei Theng, of the National University of Singapore Faculty of Law.

"Mediation service is still not as widely known a service," said Mr Benjamin Chan, EMCC's general manager. "We hope to be able to help FSC social workers in direct contact with clients to identify issues their clients face which can be best resolved through mediation."

After the open house, Ms Ann Lee, a social worker at Covenant FSC, said, "I'm clearer now about the services of EMCC and the networking possibilities."

Within weeks, EMCC received some queries and three cases were channeled to the mediation department.

EMCC has been reaching out to FSCs since last year with a scheme for them to refer a suitable case of family dispute to the organisation for mediation where



Open house at EMCC for staff of FSCs

the parties (first-time clients) will receive a fee waiver for their first mediation session.

EMCC expects to see an increase in such cases in which the agency can help underwrite the cost. "We want to help clients referred by FSCs for mediation to deal with the monetary barrier," said Mr Chan.

The scheme is part of EMCC's ongoing mission and commitment to work alongside the FSCs to bring hope to families embroiled in painful conflicts such as divorce, cases dealing with custody and maintenance issues.

## Helping children to boost self-esteem

Learning their identity and how to appreciate themselves was the self-discovery journey taken by more than 200 MacPherson Primary School Primary 6 students from 28 to 30 October 2013.

The students were educated on their identity -- "Who am I?" -- and taught to appreciate themselves during the "Building Self-Esteem" talk which included slide presentations and activities conducted by EMCC's counsellor Mrs Monica Fernando.

Mrs Fernando first asked the students to complete a self-esteem assessment to determine if they have a high or low self-esteem. She then taught them how one could maintain a high level of self-esteem, through maintaining a balance between one's positive and negative aspects, believing in oneself and accepting oneself. The students discovered factors that could affect their self-esteem -- puberty, peer pressure, relationships between friends and family and identity.

Building self-esteem is important for the kids because they are going through a huge life transition period. Said Mrs Fernando, "When kids have low self-esteem, they are low achieving and emotionally unsure about themselves. We need to help them develop and become aware of their positive sides. A positive self-image will impact school performance and they will be motivated to stay in school."



"Building Self-Esteem" talk at MacPherson Primary School



## How to manage stress before it leads to depression

Ms Hazel See, a researcher at the Civil Service College who attended a lunchtime talk on “Managing Stress vs Slipping into Depression” on 16 October 2013, found the tips presented at lunch time useful to help her de-stress.

“The information is not new but it’s a useful refresher on what you can do to relieve stress,” said Ms See, who was six months into her new position. She found the role stressful because of expectations all around her and a lack of staff support till a month ago when a new person joined her.

Ms Linda Tay, an administrator for almost 35 years said, “The talk was useful as I learnt about what stress is, the effects of stress and their triggers.”

During the talk attended by 26 staff of Civil Service College, the public sector’s core institution for training, learning, research and staff development, EMCC’s counsellor Monica Fernando gave out handouts which included a burn-out self test and a scale of the most stressful events.

***“The information is not new but it’s a useful refresher on what you can do to relieve stress”***

*~Ms Hazel See*



“Managing Stress Vs. Slipping into Depression” talk at Civil Service College

Among the most stressful events in a person’s life are death of a spouse, divorce, marital separation, jail term/institutionalization, death of a close family member, major personal injury or illness.

Mrs Fernando highlighted tips to help a person manage stress such as a positive attitude, gratitude, a sense of humour and physical exercise.

To ensure emotional health, a person needs to be self-aware, have support, resolve relational conflicts, deal with hurts and unresolved issues, set healthy boundaries and have a good, loud cry.

## “Money and You” talk hosted by EMCC

What has money to do with counselling and mediation services? Money is often the source of conflict in many marriages and family relationships, so EMCC decided to sponsor a talk on money management on 26 June 2013 at the YMCA International House.

The talk was attended by 120 people, including EMCC’s supporters, past workshop participants and couples who attended EMCC’s Marriage Preparation Programme.



“Money and you” talk at YMCA International House

“It was a very good talk on money management with good insights and delivery,” said a participant after the talk. Another participant described the event as “entertaining, down to earth, enriching talk with candour”.

In the course of the 2-hour session, Mr Ong shared his personal experiences and tips on managing finances without stress, achieving growth and avoiding the pitfalls of investment and financial freedom.

The speaker was Mr Benny Ong, EMCC’s Honorary Secretary who has close to 40 years’ financial planning experience. He has conducted seminars for financial institutions and other organisations, lectured on Personal Financial Planning and written for various publications.

He taught the participants how to calculate their real net worth, analyse their lifestyles as well as spending habits. He also provided guidance on how to identify priorities, personal and family goals and identify strategies and possible solutions for accomplishment of their goals.

## Dr John Ng on home conflicts at Dads for Life Conference and COMPASS

How to resolve home conflicts with teenagers is a popular topic presented by EMCC's founder and Honorary Vice Chairman Dr John Ng, a recognised trainer and family mediator.

Dr Ng delved into this topic on June 1, 2013 at the "Conflict @ Home – Fighting Well, Recovering Better" workshop at the Dads for Life Conference 2013 held at Singapore Expo.

A mediation expert and president of Meta Consulting, Dr Ng gave parents help on what to do when there was conflict at home. Dr Ng gave tips such as calming down, reframing self-talk, owning the problem and getting help to deal with escalating conflicts. His focus was on how to turn conflicts into opportunities for better relationships.

Dr Ng invited his teenage daughter Meizhi to join him in the workshop to give her input as a teenager on the subject of parental conflict.

A day earlier at the conference, Dr Ng was on a panel of experts who addressed pressing fatherhood questions posed by about 500 attendees. The Dads for Life Conference 2013 was organised by Dads for Life, a



Dr John Ng at Dads for Life Conference

national movement started to inspire and involve fathers to be good influencers in their children's lives for life.

Later in the year on 17 August 2013, Dr Ng shared candidly on his latest conflict with his teenaged daughter and how he resolved it when he presented the same topic at the COMPASS Speaker Series 2013 at Zhonghua Secondary School.

He revealed that he took time to visit his daughter when she moved to a new school overseas. His zeal to help her settle in "embarrassed" his daughter, who saw it as micromanagement. He thought she was ungrateful. His wife had to step in to ease the tension. Eventually, Dr Ng had to back off and learn to manage his own emotions.

During the workshop, Dr Ng engaged the 350 attendees by sharing from both his personal experience of seeking help, as well as his expertise in conflict management. Validating parents about the challenges they faced, Dr Ng also talked about the teenage brain, the importance of self awareness, and the necessity of getting help when things do get out of control.

The COMPASS Speakers Series organized by Community and Parents in Support of Schools is a series of talks, seminars and sharing sessions by inspiring and reputable speakers and experts on parenting.

## Basic family mediation training for MSF staff

What fundamental tools are needed for effective mediation in a conflict situation at home, in the community and workplace? Ministry of Social and Family Development (MSF) staff were able to learn a general understanding and appreciation of these tools from three family mediation workshops conducted by EMCC's trainers at our Liang Court Social Service Hub last year.

MSF staff who worked with families in conflict were able to gain a good understanding of the nature and causes of conflicts and foundational mediation skills to resolve issues from the two-day workshops.

Following the basic family mediation workshops, participants can attend an advanced mediation workshop to learn more advanced skills and gain a deeper understanding of interpersonal conflicts.



MSF staff at meditation training at EMCC

# Code of Governance for Charities & Institutions of a Public Character (IPCs)

## **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 organization 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 exceeding \$100,000**

It is required that the 3 highest paid staff who received annual remuneration exceeding \$100,000 should be disclosed in the Annual Report, in bands of \$100,000.

The table below shows staff receiving remuneration exceeding \$100,000 for 2013 (and 2012):

| Annual remuneration salary band | FY2012 | FY2013 |
|---------------------------------|--------|--------|
| \$100,001 to \$150,000          | 0      | 1      |

There were 11 persons employed by EMCC at 31 December 2013. The annual remuneration amounts include one month of Annual Wage Supplement (AWS) declared and paid out to all eligible staff members in Dec 2013.

## **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\$1.3 million. Our current reserves fund could be seen in the audited Financial Statement of Accounts.

## **3. CODE OF GOVERNANCE**

Based on the last evaluation carried out in March 2014, 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](http://www.charities.gov.sg).



**EMCC**  
(Registered in the Republic of Singapore under  
the Societies Act, Chapter 311)  
(UEN: S97SS0164E)

**FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 DECEMBER 2013**

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**EMCC**

(Registered in the Republic of Singapore under the Societies Act, Chapter 311)

UEN: S97SS0164E

Date of registration: 21 October 1997

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**Management Committee**

Dr Kenny Tan Ban Leong

John Ng Swee Kheng

Benny Ong Hock Siong

Francis Loo Sin Chong

David Lum Kong

Cindy Koh Yean Leng

Mimi Sharmini Govinden

Honorary Chairman

Honorary Vice Chairman

Honorary Secretary

Honorary Treasurer

Honorary Assistant Treasurer

Committee Member

Honorary Auditor (Non-Management Member)

**Registered office / place of business**

177 River Valley Road

#05-19 Liang Court

Singapore 179030

**Auditor**

D Arumugam & Co

Public Accountant and Chartered

Accountants

190 Middle Road

#10-03 Fortune Centre

Singapore 188979


**Banker**

DBS Bank

In our opinion, the accompanying statement of financial position, statement of comprehensive income, statement of changes in funds and statement of cash flow, together with the notes thereon are drawn up in accordance with the provisions of the constitution of the EMCC and the Financial Reporting Standards so as to give a true and fair view of the state of affairs of the EMCC as at 31 December 2013 and of the operations of the EMCC for the financial year then ended.

The Management Committee have authorised these financial statements for issue on

On behalf of the EMCC



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Dr Kenny Tan Ban Leong  
*Honorary Chairman*



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Mr Francis Loo Sin Chong  
*Honorary Treasurer*

Date: 02 APR 2014  
Singapore

**INDEPENDENT AUDITORS' REPORT TO  
MEMBERS OF EMCC**  
(Registered in the Republic of Singapore under the Societies Act,  
Chapter 311)  
(UEN: S97SS0164E)



**D. ARUMUGAM & CO.**  
PUBLIC ACCOUNTANTS AND  
CHARTERED ACCOUNTANTS OF  
SINGAPORE

We have audited the accompanying financial statements of **EMCC** (the "Society"), which comprise the statement of financial position as at **31 December 2013**, and income and expenditure statement, statement of changes in equity and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

*The Executive Committee's Responsibility for the Financial Statements;*

*Executive Committee of the Society* is responsible for the preparation of financial statements that give a true and fair view in accordance with the provision of the constitution of the Society and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair income and expenditure accounts and balance sheets and to maintain accountability of assets.

*Auditors' Responsibility;*

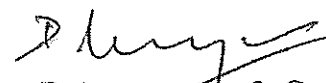
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about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

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

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

*Opinion*

In our opinion the financial statements are properly drawn up in accordance with the provision of the constitution of the Society, Singapore Financial Reporting Standards and the provision of the Charities Act, Chapter 37, so as to give a true and fair view of the state of affairs of the Society as at **31 December 2013**, the income and expenditure statement, the statement of changes in funds and Statement of Cash Flow of the Society for the financial year ended on that date.

  
**D Arumugam & Co**  
Public Accountants and  
Chartered Accountants,  
Singapore

Date: **02 APR 2014**  
Singapore

**D. ARUMUGAM & CO. PUBLIC ACCOUNTANTS AND CHARTERED ACCOUNTANTS OF SINGAPORE**  
190 Middle Road, #10-03 Fortune Centre Singapore 188979 Tel: 63342003 Fax: 63346205

|   | Note | 2013<br>\$     | 2012<br>\$     |
|---|------|----------------|----------------|
| <b>ASSETS</b>                               |      |                |                |
| <b>Non current assets</b>                   |      |                |                |
| Plant and equipment                         | 3    | 5,995          | 21,788         |
| <b>Current assets</b>                       |      |                |                |
| Other receivables, deposits and prepayments | 4    | 52,711         | 37,543         |
| Cash and cash equivalents                   |      | 522,993        | 466,487        |
|   |      | 575,704        | 504,030        |
| <b>Total assets</b>                         |      | <b>581,699</b> | <b>525,818</b> |
| <b>RESERVES AND LIABILITIES</b>             |      |                |                |
| <b>Reserves</b>                             |      |                |                |
| General funds                               |      | 569,127        | 513,874        |
|   |      | 569,127        | 513,874        |
| <b>Current liabilities</b>                  |      |                |                |
| Other payables and accruals                 | 5    | 12,572         | 11,944         |
|   |      | 12,572         | 11,944         |
| <b>Total reserves and liabilities</b>       |      | <b>581,699</b> | <b>525,818</b> |

The notes form an integral part of and should be read in conjunction with this statement.



|   | Note | 2013<br>\$       | 2012<br>\$       |
|---|------|------------------|------------------|
| <b>INCOME</b>                             |      |                  |                  |
| Donations - tax exempt                    |      | 175,421          | 150,491          |
| Direct debit donor program                |      | 96,083           | 111,818          |
| Program fees                              |      | 171,431          | 189,249          |
| Training fees                             |      | 126,489          | 99,232           |
| VWOs - Charities capability funding (VCF) |      | 6,180            | 19,145           |
| Sale of publication                       |      | 15,321           | 8,166            |
| President Challenge 2011                  |      | -                | 200,000          |
| Tote Board Social Service Fund            | 6    | 436,657          | 407,621          |
| Community chest funding                   |      | 6,840            | -                |
| Other income                              | 7    | 11,508           | 6,340            |
|   |      | <b>1,045,930</b> | <b>1,192,062</b> |
| <b>EXPENDITURE</b>                        |      |                  |                  |
| Program costs                             |      | 96,373           | 90,642           |
| Donation expenses                         |      | 14,330           | 12,076           |
| Staff costs                               | 8    | 537,682          | 463,084          |
| CPF                                       | 8    | 59,863           | 51,081           |
| Training cost                             |      | 51,418           | 34,945           |
| Depreciation of plant and equipment       | 3    | 21,362           | 59,690           |
| Operating expenditures (Schedule 1)       |      | 209,649          | 180,860          |
|   |      | <b>990,677</b>   | <b>892,378</b>   |
| <b>Surplus of Income over Expenditure</b> |      | <b>55,253</b>    | <b>299,684</b>   |

The notes form an integral part of and should be read in conjunction with this statement.

| <b>Schedule 1</b>                     | <b>2013</b>    | <b>2012</b>    |
|---------------------------------------|----------------|----------------|
|                                       | <b>\$</b>      | <b>\$</b>      |
| <b>Other operating expenses</b>       |                |                |
| Accounting fees                       | 6,000          | 5,700          |
| Administrative support                | 5,390          | 8,863          |
| Anniversary celebration               | -              | 18,644         |
| Audit fees                            | 2,500          | 2,400          |
| Bank charges                          | 795            | 793            |
| General expenses                      | 1,103          | 45             |
| Insurance                             | 2,321          | 2,317          |
| IT related expenses                   | 16,549         | 15,931         |
| Fine & penalty                        | -              | 47             |
| Marketing & communications            | 5,049          | 4,600          |
| Meeting expenses                      | 371            | 193            |
| Minor equipments                      | 643            | 1,118          |
| Office conservancy charges            | 55,893         | 55,893         |
| Office supplies                       | 5,165          | 4,673          |
| Office upkeeping                      | 9,563          | 7,981          |
| Printing & stationery                 | 29,986         | 17,713         |
| Professional fees & services          | 6,071          | 13,251         |
| Rental of equipment                   | 3,981          | 3,981          |
| Severance package                     | 10,143         | -              |
| Stakeholders engagement expenses      | 2,669          | -              |
| SG Gives and Paypal                   | 453            | 188            |
| Staff benefits                        | 9,940          | 1,047          |
| Staff training                        | 22,100         | 4,395          |
| Subscription and membership           | 140            | 1,010          |
| Telecommunication expenses            | 4,238          | 4,253          |
| Transport                             | 4,379          | 1,594          |
| Utilities                             | 4,207          | 4,230          |
| <b>Total other operating expenses</b> | <b>209,649</b> | <b>180,860</b> |

The notes form an integral part of and should be read in conjunction with this statement.

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|                                | General Funds         | Total                 |
|--------------------------------|-----------------------|-----------------------|
|                                | \$                    | \$                    |
| Balance at 1 Jan 2012          | 214,190               | 214,190               |
| Surplus for the financial year | <u>299,684</u>        | <u>299,684</u>        |
| Balance at 31 Dec 2012         | 513,874               | 513,874               |
| Surplus for the financial year | <u>55,253</u>         | <u>55,253</u>         |
| Balance at 31 Dec 2013         | <u><u>569,127</u></u> | <u><u>569,127</u></u> |

The notes form an integral part of and should be read in conjunction with this statement.

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|  | Note | 2013<br>\$  | 2012<br>\$  |
|--|------|-------------|-------------|
| Cash flows from operating activities               |      |             |             |
| Surplus for the year                               |      |             |             |
| General fund                                       |      | 55,253      | 299,684     |
| Adjustments for:                                   |      |             |             |
| Depreciation of plant and equipment                | 3    | 21,362      | 59,690      |
| Operating cash flow before working capital changes |      | 76,615      | 359,374     |
| Changes in working capital:                        |      |             |             |
| Other receivables, deposits and prepayments        |      | (15,168)    | 3,928       |
| Other payables and accruals                        |      | 628         | (26,878)    |
| Loans payable                                      |      | -           | (50,000)    |
| Cash generated (used in) operations                |      | (14,540)    | (72,950)    |
| Net cash (used in) operating activities            |      | (14,540)    | (72,950)    |
| Cash flows from investing activities               |      |             |             |
| Purchase of plant and equipments                   |      | (5,569)     | (3,874)     |
| Net cash (used in) investing activities            |      | (5,569)     | (3,874)     |
| Net increase in cash and cash equivalents          |      | 56,506      | 282,550     |
| Cash and cash equivalents at beginning of year     |      | 466,487     | 183,937     |
| Cash and cash equivalents at end of year           |      | 522,993     | 466,487     |
| <b>Cash and cash equivalents</b>                   |      | <b>2013</b> | <b>2012</b> |
|  |      | <b>\$</b>   | <b>\$</b>   |
| Cash in hand                                       |      | 615         | 415         |
| Cash at bank                                       |      | 522,378     | 466,072     |
|  |      | 522,993     | 466,487     |

The notes form an integral part of and should be read in conjunction with this statement.



These notes form an integral part and should be read in conjunction with the accompanying statement of financial position, statement of comprehensive income, changes in funds and statement of cash flow.

## 1. GENERAL INFORMATION

The EMCC (the "Society") is registered and domiciled in Singapore and was established as a Society under the Societies Act (UEN: S97SS0164E) and as an Institute of a Public Character under the Income Tax Act. The Society is located at 177 River Valley Road # 05-19 Liang Court Singapore 179030.

The principal activities of the Society are to provide mediation and counselling services to individuals, families and organisations, to organise conferences and to provide training.

The Management Committee administers the affairs of the Society in accordance with the provisions of the constitution of the Society and the provisions of the Societies Act.

The Management Committee have authorised the financial statements for issue in accordance with the date of the Statement by the Management Committee.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### a. Statement of compliance and Basis of Financial Statement preparation

The financial statements of the Society have been prepared in accordance with Singapore Financial Reporting Standards ("FRSs") and the Recommended Accounting Practice ("RAP") 6 and the provisions of the Charities Act, Chapter 37.

The accounting policies have been consistently applied by the Society during the financial year.

The Society has complied in all material respects with FRS and each applicable Interpretation of a FRS, effective for the financial year in the preparation of the financial statement. The adoption of the new or revised FRS will have no material impact on the financial statements of the Society.

### b. Basis of accounting

The financial statements, expressed to the nearest Singapore dollars ("functional currency"), are prepared under the historical cost convention, except for those disclosed in the accounting policies below.

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

*Significant accounting estimates and judgements*

The preparation of the financial statements in conformity with FRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

c. Plant and equipment and depreciation

Items of plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation is recognised in the income statement on a straight-line basis over the estimated useful lives of each part of an item of plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives for the current and comparative years are as follows:

- |                          |         |
|--------------------------|---------|
| • Furniture and fittings | 3 years |
| • Office equipment       | 3 years |
| • Renovations            | 3 years |

Fully depreciated plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these plant and equipment.

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

The gain or loss on disposal of plant and equipment is determined by comparing the proceeds from the disposal with the carrying amount of the plant and equipment, and is recognised net within other income/other expenses in profit or loss.

Depreciation method, useful lives and are reviewed at each financial year end and adjusted if appropriate.

d. Financial assets

Financial assets include cash and bank balances and other receivables are stated at their fair value.

Other receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the statement of comprehensive income when there is objective evidence that the asset is impaired.

The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

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e. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and bank deposits.

f. Financial liabilities

Financial liabilities comprise other payables, accruals and loans payable which are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

The Society derecognises a financial liability when its contractual obligations are discharged or cancelled or expire.

g. Impairment of assets

The carrying amounts of the Society's assets subject to impairment are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Recoverable amount is defined as the higher of value in use and net selling price.

Any impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to equity. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised. A reversal of an impairment loss on a revalue asset is credited directly to equity under the heading revaluation surplus.

h. Operating lease

Payments made under the leases are recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives, if any, received are recognised in the income statement as an integral part of the total lease payments made.

Contingent rentals are charged to the income statement in the accounting period in which they are incurred.

i. Employee benefits

- Defined contribution plans

The Society contributes to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Singapore Government. CPF contributions are recognised as compensation expenses in the same period as the employment that gives rise to the contribution.

- Short-term employee benefits  
Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.
- Employee leave entitlement  
Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for leave as a result of services rendered by the employees up to the balance sheet date.

j. Provisions

A provision is recognised if, as a result of a past event, the Society has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

k. Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Society and the revenue can be reliably measured.

The following specific recognition criteria must also be met before revenue is recognised.

- Donations  
General and unrestricted purpose donations are recognised in the income statement upon receipt. Designated and restricted purpose donations are recognised directly in Restricted Fund.
- Other income  
Income other than donations is recognised on a time apportioned basis.

l. Government grants

Government grants are recognised initially as deferred income at fair value when there is reasonable assurance that they will be received and the Society will comply with the conditions associated with the grant.

Grants that compensate the Society for expenses incurred are recognised in the income and expenditure account as other income on a systematic basis in the same periods in which the expenses are recognised.

Grants that compensate the Society for the cost of an asset are recognised in the income and expenditure account on a systematic basis over the useful life of the asset.

Cash grants received from the government in relation to the Jobs Credit Scheme are recognised as income upon receipt.

m. Income tax expense

EMCC is exempt from income tax under the Income Tax Act. As such, no provision for Income tax has been made in the financial statements of the Society.



n. Funds

General funds are also commonly known as accumulated or unrestricted funds. The Society is free to use such funds for both capital and revenue expenditure without having to take into account of any restrictions imposed.

Staff welfare fund arises from net proceeds from sale of book for the purposes of staff welfare.

**3. PLANT AND EQUIPMENT**

|                                 | Furniture<br>and fittings<br>\$ | Office<br>equipment<br>\$ | Renovation<br>\$ | Total<br>\$ |
|---------------------------------|---------------------------------|---------------------------|------------------|-------------|
| <b>Cost</b>                     |                                 |                           |                  |             |
| As at 1 Jan 2012                | 7,516                           | 71,765                    | 114,660          | 193,941     |
| Additions                       | -                               | 3,874                     | -                | 3,874       |
| As at 31 Dec 2012               | 7,516                           | 75,639                    | 114,660          | 197,815     |
| Additions                       | -                               | 5,569                     | -                | 5,569       |
| As at 31 Dec 2013               | 7,516                           | 81,208                    | 114,660          | 203,384     |
| <b>Accumulated depreciation</b> |                                 |                           |                  |             |
| As at 1 Jan 2012                | 5,264                           | 49,449                    | 61,623           | 116,336     |
| Charge for the year             | 2,079                           | 19,392                    | 38,220           | 59,691      |
| As at 31 Dec 2012               | 7,343                           | 68,841                    | 99,843           | 176,027     |
| Charge for the year             | 173                             | 6,372                     | 14,817           | 21,362      |
| As at 31 Dec 2013               | 7,516                           | 75,213                    | 114,660          | 197,389     |
| <b>Net book value</b>           |                                 |                           |                  |             |
| As at 31 Dec 2013               | -                               | 5,995                     | -                | 5,995       |
| As at 31 Dec 2012               | 173                             | 6,798                     | 14,817           | 21,788      |

**4. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS**

|                       | 2013<br>\$    | 2012<br>\$    |
|-----------------------|---------------|---------------|
| Other receivables     | 28,888        | 19,638        |
| Deposits (refundable) | 16,773        | 16,773        |
| Prepayments           | 7,050         | 1,132         |
|                       | <u>52,711</u> | <u>37,543</u> |

**5. OTHER PAYABLES AND ACCRUALS**

|                            | 2013<br>\$    | 2012<br>\$    |
|----------------------------|---------------|---------------|
| Other payables             | 9,572         | 8,944         |
| Accrued operating expenses | 3,000         | 3,000         |
|                            | <u>12,572</u> | <u>11,944</u> |

**6. TOTE BOARD SOCIAL SERVICE FUND**

This account pertains to grant, Tote Board Service Fund received from National Council of Social Service (NCSS) for the operation of a programme known as Integrative Mediation & Counselling. NCSS has agreed to provide an annual grant of up to \$386,085 from 1 May 2013 to 30 April 2013 (with the option to renew up to 3 years) subject to certain terms and conditions stated on the funding agreement.

**7. OTHER INCOME**

|                                    | 2013          | 2012         |
|------------------------------------|---------------|--------------|
|                                    | \$            | \$           |
| Tote board group supervision grant | 2,880         | 3,636        |
| Interest income                    | 110           | 123          |
| Special employment credit          | 6,233         | -            |
| Other income                       | 2,285         | -            |
| Automation grant                   | -             | 2,581        |
|                                    | <u>11,508</u> | <u>6,340</u> |

**8. STAFF COSTS**

|                  | 2013           | 2012           |
|------------------|----------------|----------------|
|                  | \$             | \$             |
| Salaries         | 537,682        | 463,084        |
| CPF contribution | 59,863         | 51,081         |
|                  | <u>597,545</u> | <u>514,165</u> |

**9. OPERATING LEASE COMMITMENTS**

The Society leases certain office equipment under a lease agreement that is non-cancellable and expiring more than one year. The future minimum lease payments are as follows:

|                     | 2013          | 2012           |
|---------------------|---------------|----------------|
|                     | \$            | \$             |
| Payable:            |               |                |
| Within 1 year       | 52,236        | 56,216         |
| Within 2 to 5 years | -             | 118,071        |
|                     | <u>52,236</u> | <u>174,287</u> |

## 10. FINANCIAL RISK MANAGEMENT

The Society has minimal financial risks exposure due to the charitable nature of its activities. Overall risk management is determined and carried out by the Management Committee.

The Society has prescribed follow up procedures for managing the risk and the Society has no concentration of credit risk, foreign exchange risk or liquidity risk.

The Society maintains sufficient level of cash and cash equivalents and has continued financial support from the Society members and related institutions to meet its working capital requirements.

Excess cash is monitored and are placed with financial institutions with good credit ratings.

### a. Fair value risk

The carrying value of financial assets and financial liabilities recorded in the financial statements represent their approximate net fair value.

### b. Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

The Society's exposure to movements in market interest rates relate primarily to its fixed / short term deposits placed with financial institutions. However, these interests – bearing financial assets are of short term duration (1 year) and any future variations in interest rates will not have a material impact on the results of the Society.

### c. Price risk

Price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market.

The Society holds quoted or marketable financial instrument, hence, is exposed to movements in market prices.

## 11. ADDITIONAL INFORMATION

### a. Conflict of Interest Policy

All Management Committee members and paid staff of the Society are required to read and understand the conflict of interest policy in place. They must make full disclosure/declaration of any interests, relationships and holdings that actually or could potentially result in a conflict of interest situation to the Management Committee at the earliest opportunity. When a conflict of interest situation arises or may potentially arise, the Member/paid staff shall abstain from participating in the discussion, decision making and voting on the matter.



b. Reserve Policy

- The Society aims to maintain a reserve fund of 12 months of its projected operational expenses.
- The reserve will be use for the general expenses of the Society, unless otherwise stated by the Management Committee.
- The Finance Sub-committee, headed by the Honorary Treasurer, shall monitor the funds and report to the Management Committee by the end of the fiscal year.
- The reserve fund policy shall be subjected to review every 2 years.