

◀ BREAK
HERE

BARRIERS



Serving people with
disabilities since 1964

ANNUAL REPORT FY2016/2017

Who We Are and What We Do

SPD is a voluntary welfare organisation that helps people with disabilities to maximise their potential and integrate into mainstream society.

We serve people with physical, sensory and learning disabilities as well as caregivers, employers, schools and others in the network of people with disabilities.

Vision

To build an inclusive community where everyone is a part of it, and not apart from it.

Mission

SPD is committed to working in partnership with people with disabilities to develop their potential to the fullest so that they can be self-reliant and independent.

Values

We are committed to our clients and mission. We place integrity with compassion as a key virtue and we strive to be professional in our service delivery.

Service Quality Commitment

As a person-centred organisation, we are committed to service quality through:

Professionalism

We serve with integrity and strive to excel in our work

Partnership

We listen and work together with you to strive for a favourable experience

Compassion

We strive to see your point of view to achieve better care and understanding of your circumstances

Respect

We value your dignity, privacy and needs

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President's Message

2016 was an incredible year filled with significant events we could cheer about. From the medal haul by our Paralympians at the Rio 2016 Paralympic Games, the inclusion of persons with disabilities as one of the key themes at the 2016 National Day Parade, to the extension of compulsory education to children with special needs, the year, indeed, was one filled with many positives.

It was also a fulfilling year for us at SPD as we constantly challenged ourselves to do more and to do things better every time. In doing so, we supported 9,400 people with disabilities through all our programmes and services, of which 5,500 were unique individuals.

We reached a momentous milestone in May 2016 with a three-year accreditation awarded by the Commission on Accreditation for Rehabilitation Facilities (CARF) International to the Continuing Therapy Programme at SPD Ability Centre and SPD@Tampines, and the Rehabilitation Centre at SPD Ability Centre and SPD@Toa Payoh. It was recognition indeed of our commitment to uphold the highest service and quality standards in our delivery of services.

Early intervention was a key growth area in FY2016/2017. We increased capacity and supported 44 per cent more children with the opening of the Building Bridges EIPIC Centre at SPD@Tampines and the new SPD@Bedok as well as better optimisation of space at SPD@Jurong.

Close to 1,300 educators and professionals working with people with disabilities were trained to help them thrive in their domains. We did more to encourage and involve more caregivers.

In this annual report, you will come across stories of individuals rising above their circumstances. Such stories energise us and show what we do has real impact.

The "Breaking Barriers" campaign in February 2017 gave us an excellent platform to rally the community and bring people together for our cause. In fact, we advocated change at every public education event we organised, to every person we spoke to and at every opportunity we could get. Close to 14,000 heard us through our outreach efforts and we hope many more had when the message was shared with families and friends.

Good governance is critical in our sector and its principles have certainly guided us to become the best at what we do and to stay accountable to our stakeholders. We are honoured to receive the Charity Governance Award again at the earliest qualifying period of four years after the last win, given in recognition of our best-in-class governance processes. Along with this, we were also awarded the President's Volunteerism & Philanthropy Awards (Non-Profit Organisation) for setting benchmarks of excellence in encouraging giving in Singapore.

SOCIAL

CHARITY



As we mark the end of a fruitful year, the Board would like to thank the management team and all employees for their invaluable contributions to SPD. We would also like to extend our deepest appreciation to Mr Soh Chee Keong, who has retired from the Board, for his unwavering commitment and guidance over the years in leading SPD forward.

Last but not least, to our dedicated donors, volunteers and partners, thank you wholeheartedly for being part of this movement. We could not have done all these without you.

Yours sincerely,

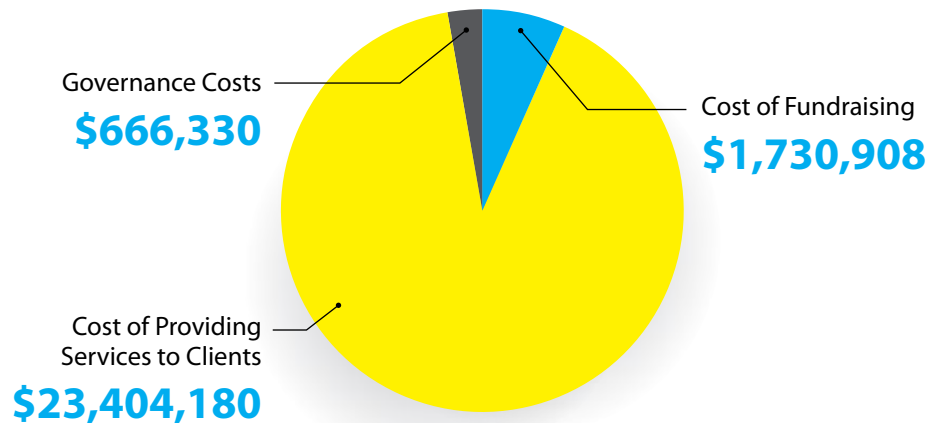
Chia Yong Yong, PBM
President
SPD

life



At a Glance

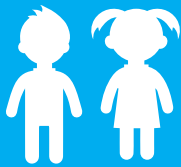
How Our Funds Were Used



How We Helped



9,400 → **5,500**
persons with disabilities served by all programmes, of which
are unique individuals



1,148

children and youth supported and enriched through early intervention and educational support



205

job seekers with disabilities placed in open employment



272

people with disabilities trained for employment



470

persons with disabilities received therapy at SPD's rehabilitation centres



1,120

caregivers empowered



235

lives enabled through AT



350

families received respite while their loved ones were cared for at SPD



92

therapists deployed to provide community care

Highlights of the Year

The rehabilitation centres and Continuing Therapy Programme attained a three-year CARF accreditation in May 2016.

The Building Bridges EIPIIC Centre was opened at SPD@Bedok and SPD@Tampines in August 2016. Open houses were organised at the two centres and headquarters to engage the community.

The first SPD Ability Walk in September 2016 attracted close to 1,000 participants and supporters.

SPD received its second Charity Governance Award 2016 for Large Charities/IPC's category on 28 September 2016.

SPD jointly organised a conference on inclusive education with ITE College Central in October 2016.

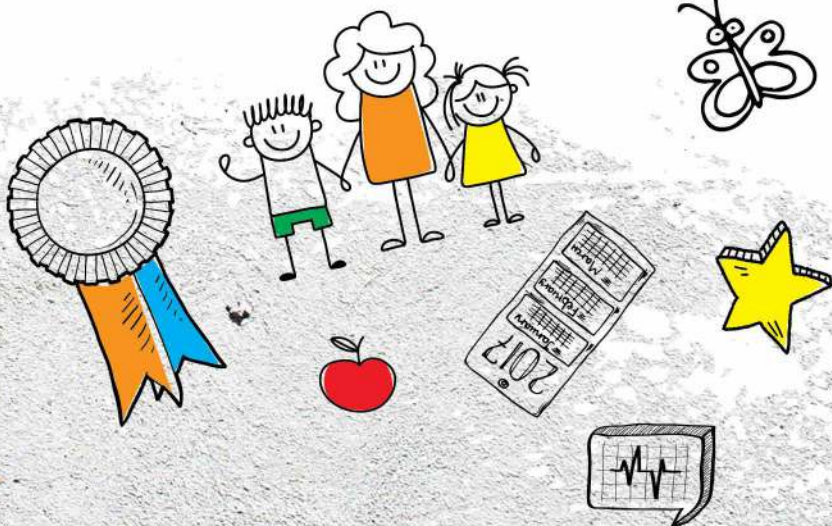
SPD was conferred the President's Volunteerism & Philanthropy Awards (Non-Profit Organisation) on 9 November 2016.

Over a 10-week period from February 2017, the "Breaking Barriers" campaign comprising a photo exhibition, open house and the SPD Charity Show raised disability awareness.

The Youth Development Programme was introduced in February 2017 to train and provide mentorship for a new generation of disability champions.

The Day Activity Centre piloted two virtual reality-based programmes with funding from the Infocomm Media Development Authority.

Advocacy and public education activities held in the year reached 14,000 individuals.



Board of Management



a Ms Chia Yong Yong, PBM
 President (2008 - current)
 Vice President (2006 - 2008)
 Managing Director, Chia Yong
 Yong Law Corporation

b Mr Ngan Wan Sing, Winston
 Vice-President (2012 - current)
 Honorary Assistant Treasurer
 (2010 - 2012)
 Partner, Ernst & Young LLP

c Ms Chow Siew Ying
 Honorary Treasurer
 (2016 - current)
 Chief Financial Officer, Jurong
 Health Services Pte Ltd

d Mr Soh Chee Keong, BBM
 Honorary Assistant Treasurer
 (up to 27 August 2016)
 (2014 - 2016, 2008 - 2010,
 2000 - 2002)
 Honorary Treasurer
 (2010 - 2012)
 Vice-President (2004 - 2006)
 Second Vice-President
 (2002 - 2004)
 Chief Executive Officer, Synergy
 FM International Pte Ltd

e Ms Suman K Balani
 Honorary Assistant Treasurer
 (2016 - current)
 Founder & Executive Coach,
 Strengths Coaching Asia LLP

f Professor Ho Lai Yun, BBM, JP, PBS
 Member

g Mr Low Wong Fook
 Member

h Dr Ng Yee Sien
 Member

i Ms Ong Toon Hui
 Member

j Ms Poh Hwee Hian
 Member
 Honorary Treasurer
 (2012 - 2016, 2008 - 2010)
 Honorary Assistant Treasurer
 (2007 - 2008)
 Managing Director (Singapore
 & Malaysia), De'Longhi Group

k Mr Tan Soo Nan
 Member

l Mr Zhang Weijie
 Member

Not in Picture

Mr Abhimanyau Pal
 Ex-Officio Secretary
 (photo on page 10)



**AUDIT
COMMITTEE**

Chairperson
Mr Low Wong Fook

Members
Mr Kamalarajan M
Chettiar
Mr Ngan Wan Sing,
Winston
Mr Yeo Jiu Nam

**FUNDRAISING
COMMITTEE**

Chairperson
Mr Tan Soo Nan

Members
Ms Suman K Balani
Mr Rajan Raju
Mrs Yeo Su Chen
Mr Yeo Teck Guan

**HUMAN RESOURCE
& REMUNERATION
COMMITTEE**

Chairperson
Ms Ong Toon Hui

Members
Ms Chia Yong Yong, PBM
Ms Poh Hwee Hian
Mr See Cher

**SERVICES
COMMITTEE**

Chairperson
Prof Ho Lai Yun, BBM, JP,
PBS

Members
Mr Lim Hua Beng
Dr Lim Sok Mui, May
Dr Ng Yee Sien
Ms Susan Niam
Mr Tang Liheng
Dr Wong Meng Ee
Mr Zhang Weijie

Senior Management Team



a **Abhimanyau Pal**
Executive Director
(Since 1 December 2012)

b **Loi Boon Lee**
Senior Director
Community Partnerships

c **Becky Hoo**
Director
Children Services

d **Quek Hong Choon**
Director
Organisational Development

e **Tay Soong Kiang**
Director
Corporate Services

f **Jeffrey Chin**
Deputy Director
Adult & Elderly Services

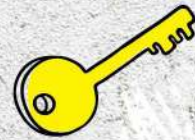
g **Teo Pek Wan**
Deputy Director
Inclusion Advancement



We measure our success
by the smiles we see around us everyday.



Our Work, Our Impact



A Head Start for Children and Youth



Continuing Therapy Programme

The **Continuing Therapy Programme (CTP)**, which conducts speech and occupational therapy services for children 18 years old and below, supported 186 children at SPD Ability Centre and SPD@Tampines. A new service model introduced in the year enabled the children to undergo more sessions in order to achieve their goals.

In May 2016, SPD became the first community-based outpatient rehabilitation programme for children in Singapore to receive a three-year accreditation

awarded by the Commission on Accreditation for Rehabilitation Facilities (CARF) International, which recognises service providers for providing the highest level of care and attention to their clients.

Development Support Programme

The **Development Support Programme (DSP)** team continued to make steady progress in the year.

It reached out to 256 mainstream pre-schools and provided 368 learning support and therapy packages to 345 children at their pre-schools.





Early Intervention Programme for Infants and Children

SPD began offering the **Early Intervention Programme for Infants and Children (EIPIC)** at two other satellite centres – the new SPD@Bedok and SPD@Tampines – in August 2016 which more than doubled the number of clients served. In the year, the Building Bridges EIPIC Centre operated by SPD at four locations served 465 children.

Of the 41 students who graduated from EIPIC in December 2016, 27 progressed to primary school while 14 went on to special schools.

In line with the Ministry of Social and Family Development's guideline on carrying out screenings within three months from date of referral, the EIPIC teams at SPD Ability Centre and SPD@Jurong were able to increase the number of screenings. There was also more than one teacher or teacher assistant to support the increase in class size.

SPD@Jurong leveraged on the National Council of Social Service's (NCSS) bite-size project in July 2016 and renovated the centre to optimise space utilisation. More classrooms, a room for caregivers and a new working space for staff were created. This allowed



the centre to serve even more children with varying disabilities and needs.

Educational Support

The **SPD Education Programme (EP)** underwent a review and relaxed the criteria for the bursary award and **SPD Youth Aspiration Award** to include students with sensory disabilities. This attracted 21 new applicants with sensory disabilities. In addition, EP will progressively withdraw its support for students whose parents have disabilities to channel more assistance to students with disabilities.

With NatSteel Holdings' sponsorship, about \$95,000 in bursaries was awarded to 90 students in a ceremony held on 14 January 2017, while another four received the SPD Youth Aspiration Award from Senior Minister of State for Education and Communications & Information, Dr Janil Puthuchery, who represented SPD in presenting the awards.

Administered by SPD, the **Asia Pacific Breweries Foundation Scholarship for Persons with Disabilities** and **Microsoft YouthSpark Scholarship** were awarded to three and four students respectively, bringing the total scholarship recipients for the year to 22.

Empowering Young Minds

Under the **I.M.Powered** pilot programme funded by NCSS, SPD's social workers conducted workshops and training for 21 students with physical disabilities in mainstream schools and 19 caregivers to increase their mental resilience and improve stress management. Participants scored well on mental resilience and coping resources. SPD will continue to work with NCSS and focus on enrolling students with visual impairments and autism the following year.

With the support of APB Foundation, SPD kicked off the **Youth Development Programme** on 18 March 2017 to train and mentor 15 youths with disabilities to enable them to champion social causes, give back to the society and be role models to their peers.

Several learning and development activities such as art jamming, sailing, outings, archery, and a workshop on entrepreneurship and dance performance were organised for 118 young clients, their siblings and caregivers supported under SPD's various programmes.



Reasons to Smile

Daniel Tan, 4

Building Bridges EIPIC Centre client

Daniel displayed signs of having Autism Spectrum Disorder and his parents were not sure of how to help him. They enrolled him in the Building Bridges EIPIC Centre at SPD Ability Centre in January 2017 where he has made much progress since. His mother, Mdm Susanti, said: "Daniel has learned so much in the first two months that he has been with EIPIC. He can now call me "Mommy" and even shouted out "Mommy help" for the first time recently. He often sings when he comes home and does not run around as much. When I send him to the centre, I get to meet many other mothers who are all very kind and helpful."

Muhammad Ariff bin Mohd Ilyas, 20

SPD Youth Aspiration Award recipient

Ariff was in kindergarten when he lost the ability to hear in his right ear after multiple surgeries due to ear infection. He was constantly ridiculed and teased while growing up. Instead of allowing these incidents to affect him, he put on his running shoes and focused on doing what he loved most – running. The polytechnic student often turns to his father, a former national sprinter, for encouragement. In January 2017, Ariff received a boost through the SPD Youth Aspiration Award, taking him closer to his dream of joining the national track and field team.

Quality of Community Care Enhanced



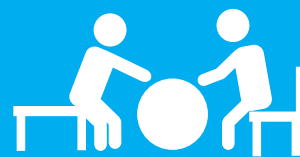
350

received day care and respite services



470

individuals served at the rehabilitation centres



10,604

therapy sessions provided at the rehabilitation centres

Rehabilitation Centres

The rehabilitation centres at SPD Ability Centre and SPD@Toa Payoh attained the three-year Commission on Accreditation of Rehabilitation Facilities (CARF) International accreditation, one of the most internationally recognised accreditations in rehabilitation services, in May 2016.

In the year, both centres provided 10,604 sessions of physiotherapy and occupational therapy to 470 clients. More than half of them were 65 years or older and diagnosed with stroke, Parkinsonism or orthopaedic-related conditions such as hip fractures.

The setting up of a section for active rehabilitation at SPD@Toa Payoh in July 2015 allowed the centre to focus on providing quality service while serving twice as many clients in this reporting year. More transport trips were added to serve more clients.

The realignment of focus to centre-based active rehabilitation resulted in a decline of home therapy sessions to 322 therapy sessions that were offered to 12 clients in the year.

A training room was set up in the rehabilitation centre at SPD Ability Centre to train clients in activities of daily living.

Having access to clients' information in the National Electronic Health Record facilitated better decision-making for the therapy team in the year.

The Integrated Hip Fracture Programme, the pilot project of over two years between SPD@Toa Payoh and Tan Tock Seng Hospital, supported 28 patients with 413 therapy sessions in total before ending on 30 September 2016.



Respite Care Services

The **Day Activity Centre (DAC)** provided 16,080 training hours and initiated several new activities in the year to enhance the learning experience for 57 clients and to make skill acquisition fun and engaging. Notably, two customised assistive technology/virtual reality programmes were rolled out in the year with the support of the Infocomm Media Development Authority to train clients in money management and community mobility.

SPD@Toa Payoh offered 16,490 sessions of day care to 284 clients under its Maintenance Exercise and Integrated Rehabilitation programmes. Due to relatively low demand, its Weekend Respite Care service, which supported 12 clients, ended in October 2016.

Clinical Audits

SPD Therapy Hub, which manages the outsourcing of therapy services to other community healthcare providers, audited six therapists to ensure that SPD continues to deliver a high quality of care.



Reasons to Smile

Wong Mui Mui, 79

Rehabilitation Centre client

Mdm Wong enrolled for physiotherapy and occupational therapy in December 2016 after she was discharged from hospital for severe abdominal pain. Mdm Wong had chronic lower back pain and severe kyphosis or excessive curvature of the spine. They affected her mobility and kept her away from her daily routine and what she enjoyed most such as going to the wet market and chatting with her friends in the neighbourhood.

With determination and therapy four times weekly, Mdm Wong's condition improved. Not only did her pain reduce significantly, she was able to eat, shower, dress, go to the toilet and perform chair and bed transfers independently. During one of her community mobility training, an ecstatic Mdm Wong showed the therapists her neighbourhood in Chinatown and introduced them to her friends.

She remains eager to improve further, and at the same time, to motivate others undergoing therapy alongside her.

Lee Yoke Sui, 44

Day Activity Centre client

Yoke Sui was diagnosed with spastic quadriplegic cerebral palsy and severe intellectual disability with limited communication skills. She uses the wheelchair and requires maximum assistance for activities of daily living. Up until recently, Yoke Sui was cared for by her 82-year-old mother who needed to stop due to her own poor health.

Yoke Sui spent most of her life homebound. Since joining DAC in 2012, Yoke Sui has picked up social skills and made new friends. The routine exercises conducted by her training officer and occupational therapist have helped strengthen her arms and legs. She enjoys the regular outings and activities organised by volunteers.

Lives Enabled through Technology and Training



235

lives enhanced with AT prescriptions



126

persons with disabilities underwent vocational training at the Sheltered Workshop



146

persons with disabilities received training in IT and office skills

Assistive Technology

Operating from **Tech Able** at the Enabling Village, the assistive technology (AT) team served 363 clients. It conducted 342 assessments and prescribed 235 clients with AT solutions.

It worked with EIPIC teachers and therapists from SPD@Jurong to integrate augmentative and alternative communication into classroom learning. AT solutions were also deployed to aid clients in their mobility, learning in schools and return to employment.

The team worked closely with SG Enable, its partner, to raise Tech Able's profile as the nation's AT resource, resulting in more engagements and collaborations with hospitals, voluntary welfare organisations and educational institutions.

Vocational Training

Job skills training

SPD trainers conducted 48 classes, offering 473 training places to increase the employability of 146 trainees. In addition, 10 trainees also underwent the **Pre-Vocational Skills Training** as a foundation to prepare them for other vocational training classes.

Train-place-train programmes

To better equip clients with relevant skills for specific jobs, the team in Employment Support Programme collaborated with key stakeholders including SG Enable and employers in train-place-train programmes for retail, call centre and scanning roles. This led to the placement of 12 clients in six companies.

Training at sheltered employment

The **Sheltered Workshop** provided training and supported employment to 126 persons with disabilities, including 11 craftsmen who worked on the production of lifestyle products. Suitable trainees were also placed for work at a company in Jurong, helping them to assimilate into open employment.

As some workshop trainees require more support to ease into open employment, the workshop piloted the "Job Preparation and Continuous Training" project. It provided job support and job coaching to seven trainees who were placed in mainstream employment.



Transitional Support

The **Transition Programme for Employment (TPE)** introduced group activities to help clients build on their skills and increase socialisation. It also initiated job trials within SPD where clients took up various roles in IT, finance and communications for a short term with the objective of helping them return to the workforce.

TPE, which supported 40 clients with stroke and spinal cord injuries, will be revising its intake criteria to support more individuals who are motivated and ready to return to school and work.



Reasons to Smile

Vivian Goh Puay Hwoon, 37
Tech Able client

Vivian has spinal muscular atrophy, a neuromuscular condition that has robbed her of the ability to ambulate, swallow and breathe properly. She uses a ventilator, is confined to her bed at all times and requires maximum assistance in every activity of daily living. Despite all these, Vivian remains cheerful and engaged. The computer has been her window to the outside world and she uses it for work and leisure. Vivian runs an e-shop and accesses Facebook and YouTube on her computer. As she is only able to move her fingers, she was worried that she may not be able to control the mouse anymore when her condition deteriorates. When alerted, the AT team assessed her for alternatives and eventually prescribed her with the eye gaze system. This has given Vivian peace of mind and she now uses an eye-tracking technology to control the computer and gain access to the world.

Victor Hoon, 32
Transition Programme for Employment client

Victor is paralysed from the chest down and has limited functions in both hands after a road accident in 2005. A resident of a community hospital for many years, Victor joined the TPE in January 2015 with the hope of improving his quality of life. The structured rehabilitation regime of the TPE enabled Victor to improve in his physical functions. He has regained some independence and is now able to commute on buses and trains in his motorised wheelchair. With AT, Victor is able to access the computer again and has participated in job trials in SPD. Through the TPE, he discovered an interest in mouth painting and had several of his artwork showcased in a public exhibition. Victor was awarded a scholarship from the Mouth and Foot Painting Artists Pte Ltd to pursue his interest.

Lives Improved through Financial Independence



205

persons with disabilities found jobs



194

employers partnered in job placements

Open Employment

The **Employment Support Programme (ESP)** worked closely with SG Enable to promote the hiring of persons with disabilities and also served more clients in FY2016/2017. Besides supporting 500 clients in job placement and job support, ESP made 311 needs assessment, processed 382 job requests and matched 205 clients to 134 companies.

Sheltered Employment

Short-term contract work that the **Sheltered Workshop** secured not only provided training opportunities for people with disabilities, the income also helped to supplement the trainees' allowances. The sale of lifestyle goods as well as bookbinding and book restoration services offered by the workshop's artisans contributed to the workshop's bottom line.



Reasons to Smile

Renee Abigail Soh, 22

Employment Support Programme client

Encouraged by her family, Renee approached the ESP in March 2015 to seek employment. She was diagnosed with hearing loss when she was just a year old and relies on hearing aids. Renee attended several office skills training to upgrade herself. In April 2016, Renee was successfully placed in a multi-national company while she was still undergoing training. Her job coach helped to prepare her for the job interview, and provided job support in the subsequent months to help her ease into the new workplace. Having settled well in her job, Renee was discharged from ESP in February 2017.



Pang Meng Chong, 35

Sheltered Workshop trainee

Meng Chong, who has Down syndrome, comes from a single-parent home. Originally the sole breadwinner, his mother had to stop work to look after her own mother who was in poor health. It was important to his mother that during this critical time, Meng Chong could support himself in order not to strain the family's finances and add to her worries and stress.

Meng Chong joined the Sheltered Workshop in January 2016. Not only did it provide him with a structured routine and widened his social circle, Meng Chong also picked up various work skills that increased his potential for open employment. The workshop soon found him a job at a packaging solutions company where he now works as an operations assistant.

With the training that Meng Chong received at the workshop, he has learnt to be independent and is now able to contribute to the family financially.



Sector Partners Empowered



SPD Therapy Hub

The SPD Therapy Hub recruited more therapists to meet the demands for therapy services in the sector.

Continued partial funding from the Ministry of Social and Family Development secured in the year has enabled more therapist positions to be funded. Therapists in these newly funded positions will be trained to serve new programmes in the sector including EIPIC centres, day care centres and disability homes.



92

physiotherapists, occupational therapists and speech therapists



36

external organisations supported



4,686

persons with disabilities served



Training Professionals

In accordance with the Allied Health Professions Council's guidelines, 39 therapists with conditional registration were supervised by senior therapists under the SPD Therapy Hub supervisory framework.

Fulfilling its objective of building assistive technology (AT) capabilities in the disability sector, the AT team trained 954 professionals working with persons with disabilities in AT.

Students from the National University of Singapore's Bio-Engineering and Master of Science (Speech & Language Pathology) programmes were trained in AT by the team that also conducted learning journeys for occupational therapy and early childhood education students.

The professional team from Children Services provided training for 393 school personnel and allied educators, 33 per cent more than last year, to build their competencies in supporting children with special needs in mainstream schools.

SPD Therapy Hub provided clinical attachments to 16 physiotherapy and occupational therapy students and aspiring professionals who wished to join the sector.

Knowledge and Resource Sharing

The AT team presented a paper at the International Society for Augmentative and Alternative

Communication's biennial conference in Toronto, Canada, between 6 and 13 August. An AT workshop was also conducted at the International Society for Physical and Rehabilitation Medicine in Kuala Lumpur, Malaysia, between 29 May and 2 June.

In addition, six therapists contributed to the allied health profession by presenting research posters and participated in oral presentations as well as discussions that took place at national conferences.

SPD's social workers and case management officers continued to be involved in TWG, the networking and training platform for social workers in the disability sector, and organised sessions on transitional planning and improving quality of life for the benefit of clients and caregivers.

At the inaugural allied health forum organised by the Ministry of Health, the team from the Transition Programme for Employment (TPE) co-presented with Tan Tock Seng Hospital on the setting up of the TPE.

The TPE team also shared at E² Connect, co-organised by the Infocomm Media Development Authority and SG Enable, on use of AT to help clients return to work.

In the year, the AT Loan Library loaned out 182 devices to individuals with disabilities and professionals working with people with disabilities.



Clients and Caregivers Supported



Social Support

Social workers and case management officers from the Community and Social Service Department (CSSD) supported 505 persons with disabilities and 331 caregivers. They also made 391 home visits in the year.

Outings were organised for close to 200 elderly clients and their caregivers to attend the yearly celebration at Tong Sian Tng Temple and during festive periods such as Vesak Day.

Caregiver Empowerment

CSSD piloted a new project with voluntary welfare organisation WINGS to conduct a workshop for older female clients and caregivers. It trained them in areas relating to mental, physical and financial health. Feedback received from the participants was positive and plans are in place to offer more of such psycho-educational workshops in future.

The **Specialised Case Management Programme** (SCMP) was reviewed and in the following year, will expand to include counselling, group work for clients and caregivers, as well as caregiver respite and training.

The renovation of SPD@Jurong saw the setting up of a new caregiver room which would provide a dedicated space for caregivers' resources and activities such as parents support group.

The early intervention teams organised a series of

caregiver support initiatives to provide parents and caregivers with relevant skills training as well as platforms for information sharing throughout the year. Orientations were conducted for parents new to EIPIC. Similarly, transition briefings were also held for those whose children were graduating from the programme. Participation of caregivers doubled from the year before with 534 taking part in various caregiver activities.

Training was conducted for 46 caregivers and domestic helpers in assisting in activities of daily living and wheelchair transfer.

Counselling, financial assistance, referral for assistive technology and caregiver resources were extended to 209 caregivers from the Day Activity Centre. Training in bed/wheelchair transfers for caregivers and helpers also took place at some of the clients' homes.



Financial Assistance and Subsidies

A sluggish economy and increased therapy fees at the SPD's rehabilitation centres resulted in more clients being eligible for maximum government subsidies and a drop in non-subsidised clients. Close to 20 per cent of the Rehabilitation Centre clients at SPD Ability Centre required additional financial assistance from SPD for their therapy and transport fees.

The **NTUC Daily Needs** vouchers amounting to \$123,040 were given out to 238 clients from low-income households to lighten their grocery expenses. The scheme was reviewed and a maximum period a recipient could remain on the scheme was introduced to encourage clients to be independent.

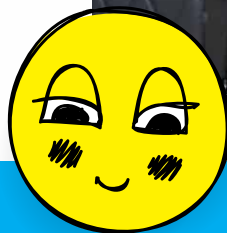
Similarly, the **SMRT Gift of Mobility** fund was granted to 47 applicants amounting to \$6,650 in transport fares issued for trips for medical appointments or to commute between home and work.

Funded by the Infocomm Media Development Authority, the **Neu PC Plus Programme** helped 34 clients purchase new computers and gain access to the Internet.

To ensure sustainability, the **SPD Care Fund** was streamlined to help clients co-pay for assistive

technology purchases such as motorised wheelchairs and accessories, as well to provide short-term crisis support. In FY2016/2017, \$15,526 was disbursed to 25 SPD Care Fund applicants.

More than 478 trips were made daily by SPD's dedicated and shuttle services so that 813 clients could access programmes and services. Transport fees were heavily subsidised for clients.



Reasons to Smile

Soh Whee Lian, 40

Specialised Case Management Programme client

Due to a medical condition associated with disc degeneration, Whee Lian relies on a wheelchair to get around. He was certified as permanently unfit for work and had insomnia.

Whee Lian was referred to SPD where his case management officer alleviated his financial burdens through applications for rehabilitation fee waiver, the SMRT Gift of Mobility taxi vouchers to get him to his medical treatments and the NTUC Daily Needs vouchers for the family's grocery needs. Ramps and a self-propelled commode were installed in his home

where he stays with his mother and younger brother.

With the encouragement and support of his case management officer, Whee Lian gained confidence to get out of the house and to interact more. His mother, who left her job to take care of him, felt relieved at Whee Lian's newfound independence as her caregiving burdens had been reduced significantly.

Along the way, Whee Lian regained confidence to pursue his dream of becoming a hair stylist. He is now building up his business as a hair stylist from home and has even gone on to give back to society by volunteering his services.

Changing Attitudes and Mindsets



Advocating Change

Beyond partnering with people with disabilities and caregivers, SPD also equipped the larger eco-system of professionals working with people with disabilities, businesses, schools and policy planners to advocate for social inclusion and bridge inclusion gaps.

Through more than 20 speaking engagements including conferences, talks, panel discussions and media interviews, SPD President Ms Chia Yong Yong actively engaged policymakers, professionals, young change makers as well as students.

The advocacy team also conducted 25 disability awareness talks and 10 dialogue sessions at various secondary schools, institutes of higher learning, organisations and at SPD.

SPD hosted nearly 3,000 visitors and close to 8,000 people also visited Tech Able where they learnt the importance of AT in enabling persons with disabilities.

In the year, SPD reached out to over 14,000 individuals including professionals, caregivers and members of the public through public education and training platforms. The outreach efforts were reinforced through greater media engagements. SPD contributed eight forum letters and was mentioned in 750 news coverage across media platforms, largely due to the SPD Charity Show 2017. SPD also leveraged social media to reach

out to a growing online community. It garnered 4,435 fans on Facebook as at 31 March 2017, and in the year, published 13 videos on YouTube and recorded 388,277 daily hits on the SPD website. The first Instagram post from SPD was published in May 2016 to help grow its digital footprint.

SPD “Breaking Barriers” Campaign

SPD launched the 10-week “Breaking Barriers” campaign in February 2017 to get more people to know and talk about disabilities. A roving photo exhibition, open house and charity TV show were lined up to reach out to and engage the general public. Preceding the photo exhibition, a photo contest themed “Let’s focus on inclusion” attracted 445 entries and the winning photos were exhibited in community centres and libraries at various locations during the campaign.



Engaging the Community

Educational Institutions

The Building Bridges EIPIC Centre team collaborated with schools to facilitate the transition of its children into mainstream schools. Such support was also extended to former clients who were already in mainstream schools.

The team also worked with Ngee Ann Polytechnic's School of Health Sciences and its optometry students to provide vision screening for the children. In the year, Jurongville Secondary School and Sport Singapore rendered support in EIPIC's inaugural combined sports day.

In conjunction with World Sight Day, the Community & Social Service Department collaborated with Optometry Giving Sight in an event where 17 clients and a caregiver were given free vision screening and prescribed spectacles.

SPD and ITE jointly organised a conference with the theme 'Inclusiveness: From Learners to Earners', which centred on supporting students with disabilities from school to work. Over 400 educators, allied educators and employers attended the conference on 7 October 2016.

Healthcare Community

There had been intensive outreach by the Transition Programme for Employment (TPE) team which visited more than 30 hospitals and social service offices to increase awareness of the programme.

Greater exposure of Tech Able created more opportunities for collaborations with hospitals and allied healthcare professionals in the area of assistive technology.

Corporate and Community Partners

The Building Bridges EIPIC Centre tapped on the expertise of the staff of DSO Laboratories, Engineering for Good and GE Engineering to adapt switches and modify toys for the children. Support from Civil Service Club (Bukit Batok) in aqua-therapy sessions and HSBC in speech and drama programmes enlivened learning outside the classroom. Volunteers from Singapore Soka Association also spent many hours reading to the children.

Staff volunteers from GE Singapore repainted the EIPIC classrooms and common areas in SPD Ability Centre. Walt Disney SE Asia installed Disney-themed decorations and furniture in the EIPIC classrooms and entrance area.

The support of 10 Square at Orchard Central enabled TPE to stage the HeART and Soul art exhibition in Orchard Road from 16 December to 1 February. The artworks of four clients were showcased publicly. At the invitation of DBS Bank, six TPE clients also had the opportunity to board a sailing boat to enjoy the sights along Singapore's bay area.

Nippon Paint Singapore transformed the Day Activity Centre into a homely and conducive place for learning for its clients with fresh coats of paint.



Resource Development





\$6.29
million

raised



4,190

volunteers contributed

22,856

man hours

More Events Organised

SPD's total operating expenditure in the year amounted to \$25.8 million, of which \$6.29 million was raised by the Resource Development department through various means.

In addition to the annual SPD Charity Hongbao and SPD Flag Day, and the biennial SPD Charity Show 《真情无障爱》, SPD stepped up its fundraising efforts by doubling the number of events in the year. A charity concert, golf tournament and walkathon were organised for the first time to widen outreach and increase touchpoints with the community. These new events raised close to \$755,000 and forged new connections.

Other fundraising activities included the monthly contribution programme STAR, donation appeals, donation boxes placed at various locations and third party events organised by partners.

Growing Partnerships

SPD continued to rely on the support of corporate partners to sustain its programmes and services. DBS Bank, Far East Organization, HSBC, Loyang Tua Pek Kong, Microsoft Singapore, NatSteel, NTUC Fairprice, San Wang Wu Ti and StarHub were some of its biggest contributors in the year. Asia Pacific Breweries Foundation, which offered scholarships to students with disabilities, also extended its support to the Youth Development Programme and Specialised Case Management Programme.

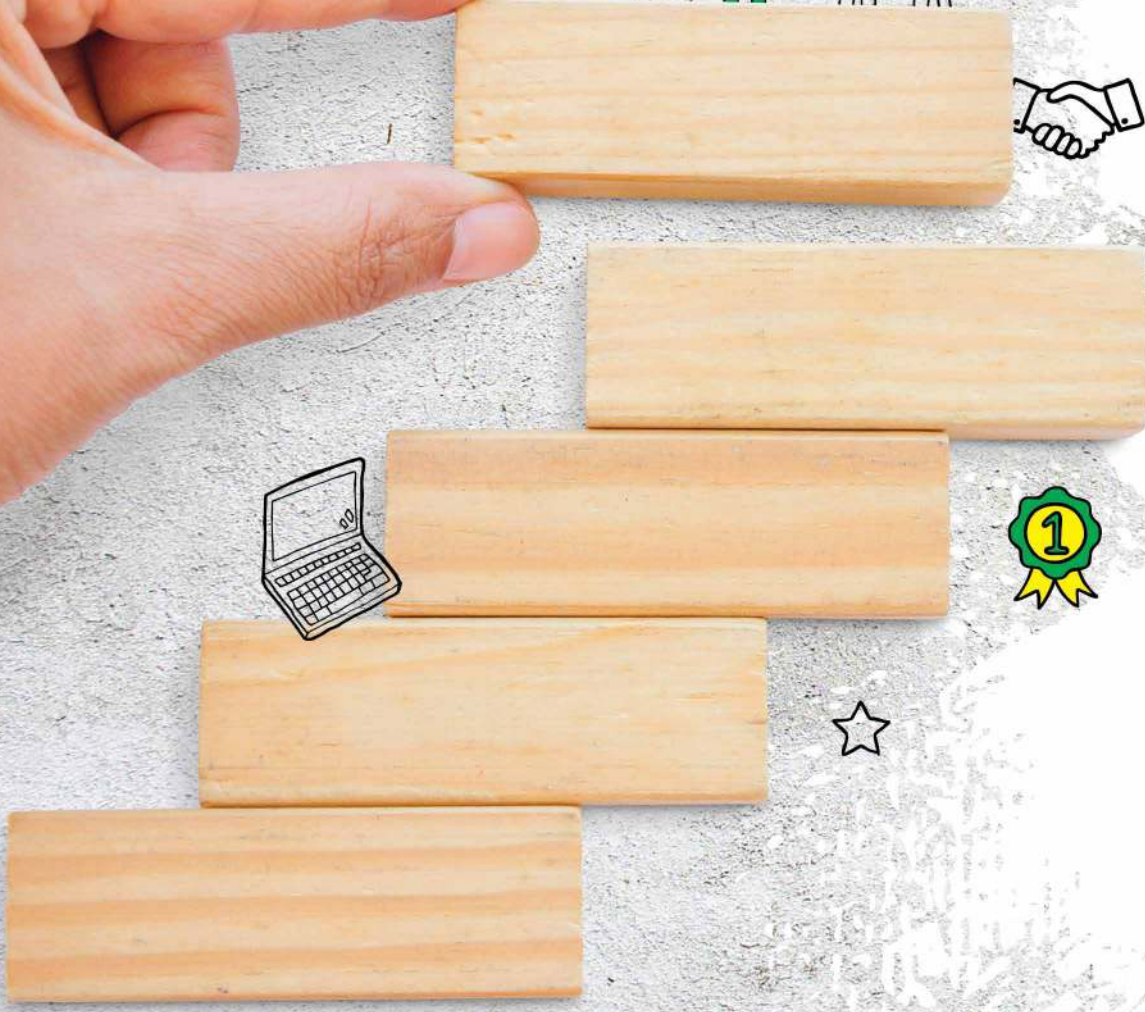
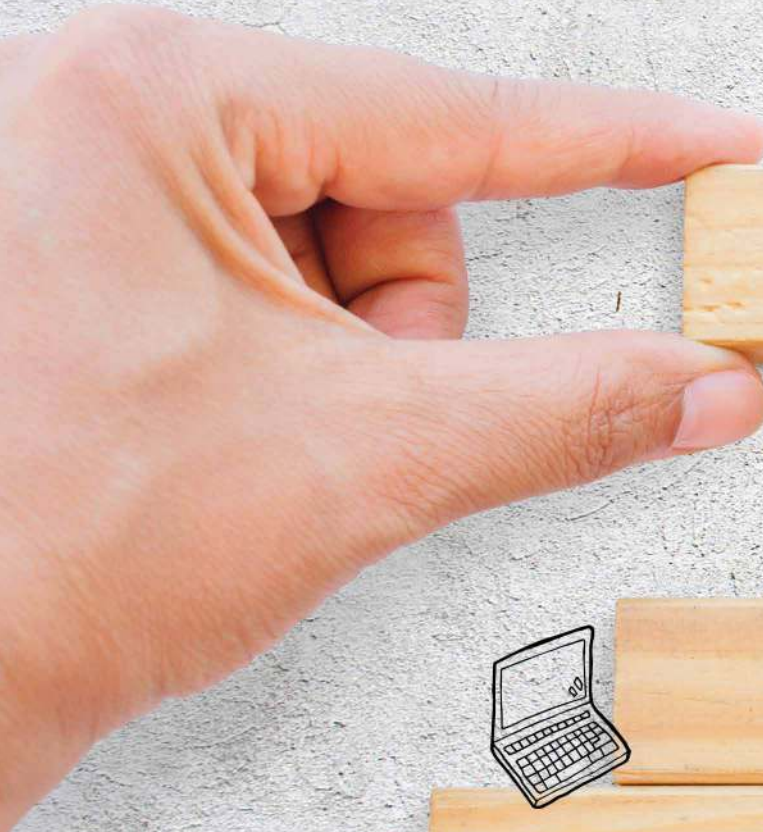
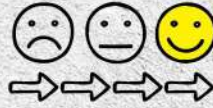
Volunteers

The three networking sessions that were conducted in the year to connect with and build camaraderie among volunteers attracted 90 participants. About 130 volunteers attended a breakfast reception and movie screening organised in appreciation of volunteers' contributions.

SPD enlisted the help of 152 students to recruit volunteers from the Tiong Bahru neighbourhood. The exercise attracted 36 new volunteer sign-ups.



Developing Capabilities



Staff Strength

SPD ended the year with 335 staff; the increase of 39 in staff strength over the previous year helped with the service expansion.

Recruitment Efforts

SPD participated in eight recruitment drives organised by government agencies and institutes of higher learning to reach out to suitable job seekers.

In particular, the SPD Therapy Hub actively participated in outreach activities organised by local and overseas institutions, provided talks at scholarship previews, offered clinical attachments to students and facilitated visits to SPD to attract more therapists.

Overall, vacancy rate stood at 3.3 per cent as compared to 5.7 per cent the year before.

People Development

SPD invested 1,821 training days, or 46 training hours per staff, this financial year. A training management system was rolled out to facilitate staff training and development needs planning, requests and applications.

A career development system including a competency-based career progression pathway and staff career dialogues was introduced to support staff career development and aspirations.

In the year, four therapists pursued undergraduate studies in their respective disciplines. SPD Therapy Hub supported the sponsorship application of two

of the therapists for their studies locally. Four staff were supported under the Professional Conversion Programme and the Intermediate and Long Term Care – Upgrading Programme.

Building Bridges EIPIC Centre staff in Jurong and Tampines were given training in transdisciplinary assessment of clients, engagement with caregivers and functional intervention skills to help them serve clients and caregivers better.

As part of SPD's corporate social responsibility programme, all staff took a day off work to support other community work at day care centres, nursing homes, an animal shelter and a soup kitchen.

Service Quality Values

A set of service quality values was developed to improve the service culture and promote continuous improvement within the organisation. Initiatives such as SPD Compliments Week and Service Excellence Award for staff were introduced. A stakeholders' survey was also conducted to identify areas done well and those that required improvements.

IT Support

An upgrading of the purchasing system resulted in the improvement and workflow optimisation of several financial processes. A project with Wireless@SG to provide free Wi-Fi access to clients, visitors and caregivers at all SPD centres is also underway.



Reasons to Smile

Kanitha Jagatheson, 26

Social work trainee

Professional Conversion Programme

"Knowing that I would have the potential to directly impact the life of another holistically as a social worker gave me the impetus to pursue social work as a career. Through the Professional Conversion Programme, I am able to directly apply whatever I learnt to my work immediately

and SPD has provided me a platform to translate theory into practice. Although the work can be challenging for someone new to the sector, watching my wonderful colleagues and learning from them have truly been an eye-opening experience. Needless to say, their unwavering support and guidance have only helped to enhance my learning and confidence to excel in my work. For igniting the passion in me every single day, I'm forever grateful to the SPD family."

The Year Ahead



Improving Service Delivery

A waitlist management programme is in the pipeline for the Early Intervention Programme for Infants and Children (EIPIC) and Continuing Therapy Programme to help optimise utilisation rates and increase places to serve more children requiring these services. There are also plans to standardise and structure transitional programmes for children moving to mainstream or special schools.

The rehabilitation centres will embark on the Tele-Rehab project with the Ministry of Health to address the issue of cancellations.

Programme Enhancements

To better meet the needs of its elderly clients, SPD@Toa Payoh will explore modelling its existing Maintenance Day Care programme after that of a senior care centre.

The Day Activity Centre will be expanding its physical facilities to accommodate over 30 additional clients.

Bursary and scholarship recipients can look forward to alumni events and activities aimed at helping them strengthen independence and meet quality of life goals.

New training modules will be introduced to improve the employability of persons with disabilities.

Increasing Staff Capabilities

A competency roadmap will be developed for EIPIC teachers and therapists to help identify professional development opportunities.

The current competency framework for occupational therapists, speech therapists and physiotherapists will be enhanced. SPD Therapy Hub will be piloting the use of video case studies as an evaluation tool during hiring interviews and a supervisory audit framework will be implemented to assess the competency and proficiency of clinical supervisors.

DAC will partner with the Institute of Mental Health's Adult Neuro Developmental Service over two years to equip staff with knowledge and skills to support clients with intellectual disabilities and autism spectrum disorder.

The Community & Social Service Department will look into developing structural support and evidence-based practice to establish internal capabilities. This includes supervision guidelines, training roadmaps and standard operating procedure for new hires. Staff will continue to lead accessibility and community-based projects, as well as nurture and train the sector in the social model approach.

Caregiver Engagement

Recognising that parents and caregivers play an important role in the child's development, more resources and support will be made available to encourage their involvement. For ease and convenience, access to resources as well as communication with caregivers can soon be done online.

A pool of caregiver champions will be identified to provide a natural support to other caregivers and parents, and to lead caregiver support discussions and activities.

Community Engagement

SPD looks to mobilising community resources to provide a holistic learning for children outside the classroom. It will be collaborating with primary and special schools to conduct a school immersion programme for children graduating from EIPIC.

Through a more structured ambassador programme, people with disabilities and caregivers will be engaged and coached to advocate for disability issues.



Governance



Improving Accountability and Transparency

In the year, we continued to adhere to the Charities Act, the Code of Governance for Charities & Institutions of a Public Character and regulations issued by the Charity Council, reporting regularly to the Ministry of Social and Family Development, Ministry of Health, National Council of Social Service, Agency for Integrated Care and SG Enable.

SPD's Board of Management is made up of volunteers who are elected to the Board and serve a period of two years before a new Board is elected. All Board members are not paid any remuneration or director's fees.

Newly elected to the Board, Ms Ong Toon Hui and Mr Zhang Weijie bring fresh perspectives and ideas with their experience in the health and social service sectors and civil service. They are part of the new Board of Management (2016 - 2018) elected on 27 August 2016 for a two-year term to lead SPD's Vision 2020 which is SPD's next strategic and forward planning cycle.

Mr Soh Chee Keong, one of SPD's veteran Board members, retired without seeking election. Mr Soh served on the Board from 1998 to 2016 during which time he had variously served as Vice-President, Honorary Treasurer and Honorary Assistant Treasurer.

He continues to contribute to SPD as a volunteer. SPD is indebted to Mr Soh for his unstinting enthusiasm and support.

To maintain balance between the members' skillsets and for renewal purposes, the Board actively recruits members through various means such as Board members' contacts with stakeholders, the social service and health sectors, corporates and the Board Match programme offered by Mentoring Partnership International. New members are inducted into the Board by Board members and all members are kept updated on courses, events and opportunities which are helpful for increasing their insight on and to add depth to their roles as Board members. The Board as a whole undertakes self-evaluation through annual retreats and also through structured Board assessment surveys.

The Board's work is supported by four Board Committees comprising the Services Committee, Fundraising Committee, Human Resource & Remuneration Committee, and Audit Committee. These committees are regulated by Terms of Reference set by the Board which reviews these terms from time to time to ensure relevancy and maintain good governance.

Board of Management Attendance at Board Meetings

Board Member	Designation for Term 2016 - 2018	Attendance in FY16/17
Ms Chia Yong Yong, PBM (re-elected on 27 August 2016)	President	5 out of 6
Mr Ngan Wan Sing, Winston (re-elected on 27 August 2016)	Vice President	6 out of 6
Ms Chow Siew Ying (re-elected on 27 August 2016)	Honorary Treasurer	3 out of 6
Ms Suman K Balani (re-elected on 27 August 2016)	Honorary Assistant Treasurer	4 out of 6
Professor Ho Lai Yun, BBM, JP, PBS (re-elected on 27 August 2016)	Member	5 out of 6
Mr Low Wong Fook (co-opted on 27 August 2016)	Member	5 out of 6
Dr Ng Yee Sien (re-elected on 27 August 2016)	Member	5 out of 6
Ms Ong Toon Hui (elected on 27 August 2016)	Member	6 out of 6
Ms Poh Hwee Hian (re-elected on 27 August 2016)	Member	3 out of 6
Mr Soh Chee Keong, BBM (elected on 30 August 2014 and up to 27 August 2016)	Honorary Assistant Treasurer (up to 27 August 2016 during Board term 2014 to 2016)	3 out of 3
Mr Tan Soo Nan (re-elected on 27 August 2016)	Member	5 out of 6
Mr Zhang Weijie (elected on 27 August 2016)	Member	2 out of 3

Reserves Policy

SPD continued to adopt a pragmatic approach while planning the organisation's reserves for the year. Its reserves level was maintained at no more than two years to ensure that it met the immediate needs of its clients and at the same time have sustainable resources to support people with disabilities through its various programmes and services.

As at 31 March 2017, SPD's reserves stood at about seven months.

SPD's financial results and standings were regularly reviewed by its Board through financial performance updates, forecasts, a budgetary exercise and annual financial statements approval. This was to ensure that it had adequate reserves to fulfill its continuing obligations.

Conflict of Interest Policy

All Board members and employees are required to comply with SPD's conflict of interest policy which stipulates that, when dealing in matters concerning SPD, they are to exercise their best care, skill and judgement for the sole benefit of SPD, and to make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. Written processes are in place for Board members and employees to declare actual or potential conflicts of

interest on a regular and need-to basis. In addition, staff and Board members are to be excluded from discussions and approvals of transactions to which they have a conflict of interest. SPD's written policy and procedures guides Board members and management on how a conflict of interest situation is to be handled and further defines what constitutes a conflict of interest.

Code of Governance Evaluation Checklist for the Year Ended 31 March 2017

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
BOARD GOVERNANCE				
1	Are there Board members holding staff appointments? <i>Remarks: (Skip questions 2 and 3 if "No")</i>		No	
2	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2		
3	Staff does not chair the Board.	1.1.2		
4	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
5	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
6	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied	
7	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
CONFLICT OF INTEREST				
8	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
9	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
10	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
11	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
14	There is a system to address grievances and resolve conflicts.	5.11	Complied	
FINANCIAL MANAGEMENT AND CONTROLS				
15	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
16	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
18	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
19	Does the charity invest its reserves? <i>Remarks: (Skip question 20 if "No")</i>		Yes	

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
20	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.4	Complied	
FUNDRAISING PRACTICES				
21	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
DISCLOSURE AND TRANSPARENCY				
22	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
23	Are Board members remunerated for their Board services? <i>Remarks: (Skip questions 24 and 25 if "No")</i>		No	
24	No Board member is involved in setting his or her own remuneration.	2.2		
25	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2		
26	Does the charity employ paid staff? <i>Remarks: (Skip questions 27 and 28 if "No")</i>		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
29	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	

In the year, SPD's Code of Ethics and Conduct and Whistle Blowing Policy and Procedures were uploaded onto its website. The organisation continues in its efforts to improve transparency and facilitate public access to critical information on governance matters.



DONATION



*Our
Heartfelt
Thanks*

Thank You!

Donor Acknowledgement April 2016 to March 2017

\$250,000 and above

Asia Pacific Breweries Foundation
Far East Organization
Microsoft Singapore
NTUC Fairprice Foundation Ltd
StarHub Ltd
The Hongkong and Shanghai
Banking Corporation Limited

\$100,000 - \$249,999

DBS Bank Ltd
Loyang Tua Pek Kong
NatSteel Holdings Pte Ltd
San Wang Wu Ti Religious Society
Singapore Totalisator Board

\$50,000 - \$99,999

Chew How Teck Foundation
FMC Technologies Singapore
Pte Ltd
Jurong Port Pte Ltd
Kuan Im Tng Temple (Joo Chiat)
Ng Ching Kok Anson

\$10,000 - \$49,999

ACW Logistics Pte. Ltd.
CapitaLand Hope Foundation
Cargill TSF Asia Pte Ltd
Chang Meng Kiat
Chua Soon Hock

CMA Mental Arithmetic Centre
Pte Ltd
CTC Global Pte Ltd
Flextronics Foundation
H2 Hub
Heineken Asia Pacific Pte Ltd
Hitachi Data Systems Pte Ltd
Hoe Kee Hardware Pte Ltd
Isaac Manasseh Meyer Trust Fund
Lam Yew Chong
Lee Foundation Singapore
Li Teck Chuan Cin Tong
Lim Eng Kiang
Lim Soo Ngoh
Low Hwee Chua
M+W Singapore Group
Mediacorp Pte Ltd
Mellford Private Limited
Mitsubishi Electric Asia Pte Ltd
mm2 Entertainment Pte Ltd
Natural Healing Pte Ltd
Oan Chim Seng
Overseas Academic Link Pte Ltd
Phillips 66 International Trading
Pte Ltd
Quantedge Foundation
(Singapore) Ltd
Samsung Asia Pte Ltd
Seet Lucy
Select Group Limited
Singapore Pools (Private) Limited
Singapore Telecommunications
Limited
SingHaiyi Group Ltd

SJJ Marine Pte Ltd
Sport Singapore
The Community Foundation of
Singapore
The Korean Chamber of Commerce
Tuas Pek Kong Keng Management
Council
Wang Learning Centre Pte Ltd
Wong Hong Ching
Yin Fook Cheong

\$3,000 - \$9,999

AAstar Pte Ltd
ACR Capital Holdings Pte Ltd
ADDP Architects LLP
Aegis Building & Engineering
Pte Ltd
Agrocorp International Pte Ltd
Ang Ah Beng
Anglo American Marketing Limited
Singapore Branch
Anglo-Chinese School
(Independent)
Breadtalk Group Limited
Canon Singapore Pte Ltd
Chan Eng Chiu
Chan Man Ping Philip
Cheng Jian Fenn
Cheong Yok Keat
Chiang Hock Seng Patrick
Chong Soo Loi/Goh Sook Ling
Choo Yiang Hong
Chow Ban Hoe
Cisco Systems (USA) Pte Ltd

City Developments Limited
 Cogent Container Depot Pte Ltd
 Credit Suisse AG
 Deutsche Bank AG Singapore
 Eastern (1961) Co Pte Ltd
 Elitez Pte Ltd
 Frank Steinhäuser
 Getronics Solutions (S) Pte Ltd
 Gold N Gems Pte. Ltd.
 Goodrich Global Pte Ltd
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 Ipsos Pte Ltd
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 Jung Young Soo
 Kaiser Pharmaceutical (S) Pte Ltd
 Khoo Kim Geok Jacqueline
 Kim Seng Heng Engineering
 Construction (Pte) Ltd
 Koh Brothers Building & Civil
 Engineering Contractor Pte Ltd
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 Lee Kim Tah Foundation
 Lee Lam Lee
 Lee Soek Shen
 Lee Weng Chong
 Lim Fang Peng
 Lim Kim Kee
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 Lim Nancy

Lum Chang Building Contractors
 Pte Ltd
 Lum Kok Seng David
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 Melilea International (S) Pte Ltd
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 Pte Ltd
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 Construction Pte Ltd
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 Singapore Pools (Private) Limited
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 Tai Sun (Lim Kee) Food Industries
 Pte Ltd
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Tata Consultancy Services Asia
 Pacific Pte. Ltd.
 Teambuild Engineering &
 Construction Pte Ltd
 Thomson Shin Min Foundation
 Trans-Orient Shipping Pte Ltd
 Value Add System & Technology
 Pte Ltd
 VFS (Singapore) Pte Ltd
 Wong Adrian
 Wong Chee Khin David
 Yangzheng Foundation
 Yeo Jih-Shian
 Yeo Wei Ping Patricia
 Yixin Precision Engineering Pte Ltd

\$1,000 - \$2,999

ABS Benchmarks Administration Co
 Pte Ltd
 ACL Construction (S) Pte Ltd
 Ajinkya Dhavale
 Allalloy Dynaweld Pte Ltd
 Ang Hwee Yang
 Ascending International Pte Ltd
 Big-Foot Logistic Pte Ltd
 Bireme Group Pte Ltd
 Chan Ee Leng
 Chan Jeffrey
 Chan Kum Loon
 Chan Lian Chai
 Chan Mei Lide
 Chang Chin Meng
 Chang Chong Beng
 Chang Pow Onn Alexius

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Chee Wei Shen Shaun	Fairfield Methodist School (Primary)	Keith De Vaz
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Cheng Tin Swan	Gan Beng Jin Lloyd	Khoo Cheng Paik Peggy
Cheng Tin Yeang	Gan Chin Wei Tervis	Koh Chung Ling
Chew Beng Eng Evelyn	Gan Kz Bridget	Kwik Wan Ling Regina
Chia Cher Khiang Vincent	Gan Soh Har	Lars Setffart Sorensen
Chia Feng Quan Wilson	Gay Ping Kee Raymond	Lau Kok Keng
Chiang Ging Seng	Goh Chin Koon	Lau Kok Seng
Chien Hsiu Fang	Goh Eng Heng	Law Tian Beng James
Chinniah Kunnasagaran	Goh Kwang Soon Joel	Lee Beng Lee
Chionh Chye Khye	Goh Pi Lee Beverly	Lee Boon Meng Francis
Chionh Siok Bee	Goy Hoe Shin	Lee Hong Seng Robert
Chng Betsy	Gwee Tiong Kee Ronald	Lee Hui San
Chong Khee Yin	Han Chung Heng	Lee Kwok Kie Patrick
Chow Kum Seng	Han Yew Lang	Lee Lin Poey
Chow Pak Kin	Hatim Fidahusein Nakhoda	Lee Lye Wah
Chow Pei Pei Cindy	Ho Ching	Lee Ming Eugene
Chow Siew Ying	Ho Lai Yun	Lee Seng Quee
Chow Woon Chun	Ho Zhi Zhang	Lee Yih Chyi Yvonne
Chua Bee Choo	Hock United Pte Ltd	Leng Ern Jee Temple
Chua Kim Kwee Joyce	Hong Ho Yong Roger	Leong Soon San
Composers and Authors Society of Singapore Limited (COMPASS)	Interlocal Exim Pte Ltd	Leung Kevin
CPP Global Products Pte Ltd	Invespar Pte Ltd	Li Hung
Derma Aesthetics Institute Pte Ltd	Ingram Micro Asia Ltd	Li Qianwen
Dunman High School	John Edward Champion	Lie Sook Sian Lorayne
Ee Hui Food Manufacture Pte Ltd	Joseph Grimberg	Lim Boon Huat
Electromech Electrical Enterprise Co Pte Ltd	Kalthsum Mohd Yassin	Lim Hong Lian
Elias Harry	Kan Wooi Keng	Lim Kim Huat
		Lim Kong Eng
		Lim Kwee Enn

Lim Leong Chuan	OES Construction Pte Ltd	Sivakumar Saravan
Lim Poh Poh	Ong Hui Lian Grace	Soh Kim Chye Dave
Lim Seow Hwa	Ooi Bok Koon	Soh Lee Yong
Lim Siew Hwa	Pacodis Pte Ltd	Soh Yee How
Lim Soo Kin	Pao Kwan Foh Tang	Soon Soon Tuan Tiong Tuan Tai Guan Sw
Lim Swee Say	Phoon Chiong Tuck	Tak Products & Services Pte Ltd
Lim Vih Chun	President's Challenge	Tampines Chinese Temple
Lin Chung Chiao Annie	The Purple Parade Ltd	Tan Aik Hoe Ivan
Linn Yeh Ching	Quantum Automation Pte Ltd	Tan Cheng Gay
Liu Deren	Quek Chin Huat	Tan Christina
Liu Meng Lye	Quek Julia & Robert	Tan Hai Peng
Liyana Mokhtar Hussein	Quek Sim Pin	Tan Hong Beng
Loh Chin Hui	Quik Lee Lee	Tan Khuan Seng
Loh Hock Chuan Gary	Republic Polytechnic	Tan Kim Biau
Low Kim Sun	Roger John Dyer	Tan Lay Kwan
Low Shu Fen Sophia	S. Anitha	Tan Ling Neo Irene
Low Wong Fook	The SAF Warrant Officers & Specialists Club	Tan Pee Teck
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Luke Anne	Salt Singapore Pte Ltd	Tan Siok Lan
Mangala Vihara Buddhist Temple	SBS Transit Ltd	Tan Soo Nan
Maxi-Cash Group Pte Ltd	Schroder Investment Management (Singapore)	Tan Soong Keng
Meghal P Muranjan	Seah Chee Hwee	Tan Tuan Heng David
Meta Fusion Pte Ltd	Seah Wong Chi	Tang Ba Tee
Moeez H Nakhoda	See Tho Kai Yin	Tang Kim Siong Francis
Nam Ann Siang Theon	Seu Teck Sean Tong Yiang Sin Sia	Tang Liheng
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Ng Lay Chuin	Sim Ann	Tay Boon Khai
Ng Seok Lan	Sim Keat Sim	Tay Hui Hian Kenny
Ng Siok Giok	Sim Siah Kwang	Tay Sen Yong
Ng Sock Hoon	Singapore Press Holdings Limited	Teck Whye Primary School
Ng Tuck Yeong Dayan	Singh Surajdeep	Tee Hiok Yim
Ng Wee Li		Teng Gim Gee
Ngan Wan Sing Winston		

Teo Joo Kim
Teo Kee Meng
Teo Su Pei Belinda
Tham Mun San
Thio Tse Gan
Thong Teck Sian Tong Lian Sin Sia
Tien Siew Ling
Tjo Kwe Sung
Toh Annie
Toh Hong Huat
Toh Kim Hock
Tomato Photo
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