

Milk

*mainly i love kids*

**MILK (MAINLY I LOVE KIDS) FUND  
ANNUAL REPORT  
2020/2021**

# Contents

1. President’s Message.....	2
2. MILK (Mainly I Love Kids) Fund.....	3
3. Programmes .....	4
4. People for MILK (Mainly I Love Kids) Fund.....	5
5. Statutory Information.....	7
6. Acknowledgements.....	10
7. Charity Council – Governance Evaluation Checklist FY2020/2021 .....	11
8. Audited Financial Statements FY2020/2021 (enclosed)	

# 1. President's Message

MILK believes that no child should be left behind. We remain committed in our efforts to plug gaps and transform the lives of those we help.

This year, we have supported 22 new MILK Scholars in their tertiary education (14 Diploma, 8 Degree). The MILK Bursary programme with St Anthony's Canossian Secondary School has also assisted 157 students.

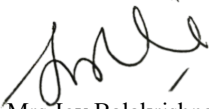
Our Make A Difference (MAD) Programme for current and past MILK Scholars has grown. Since the start of the year, under a mentoring programme, 15 new MILK Scholars have benefitted from the guidance and community support provided by their older peers.

A new pilot programme was launched in January 2021 with Counselling and Care Centre (CCC) to provide children and youth from needy families full access to a high quality of counselling support, to help them tackle their mental health challenges. CCC's focus on family therapy helps these beneficiaries by working collaboratively with their families to build them from their innermost support network.

The COVID-19 pandemic has shown the importance of everyone playing their part. MILK continues to work in close and complementary partnerships with Voluntary Welfare Organisations (VWOs) to achieve our mission, allowing our partners to best play their role of providing direct services to children and their families.

We are deeply appreciative of all our partners, donors, volunteers and supporters in journeying together with us, and we look forward to your continued support.

Warmest regards,



Mrs Joy Balakrishnan, President  
1 September 2021

## 2. MILK (Mainly I Love Kids) Fund

**MILK (Mainly I Love Kids) Fund** (“MILK”), a charity with IPC status, was founded in 2004. The mission of MILK is to ensure no child is left behind because of disability, illness or circumstance. MILK works towards developing children into contributing members of society. Over the years of serving the community and the needy, MILK programmes continue to plug gaps as well as focus on transforming the lives of those we help. Apart from only giving help at the time of need, we have initiated programmes to help our beneficiaries with the aim of reaching the point of being independent of support from the community.

### **Our Mission & Vision**

MILK believes that no child should be left behind regardless of disability, illness, or circumstance. At MILK we believe that the best way to commit to our future is through our children. This is why we build-up and work with partners and programmes that develop children into contributing members of society.

MILK operates in a unique partnership Voluntary Welfare Organizations (VWOs). MILK is committed to advocate and raise funds, supporting our partners so they may best play their role of providing direct services to the children and their families. This is our mission and the way that we achieve results.

MILK focuses on plugging the gaps in the social service sector rather than duplicating what is already in existence, and this is done by an ongoing and rigorous study of the non-profit landscape and the policies in place. MILK also devotes its resources to transformational programmes that empower children and their families to break out of the poverty cycle.

Our work can be broadly described in 3 areas:

- (1) Support for education;
- (2) Special and specific needs;
- (3) Journeying with families.

### **Our Values**

- We believe in working with committed partners to ensure that our programmes are transformational and meet needs.
- We believe that our programmes must be responsive and compassionate.
- We believe in good governance guided by transparency and integrity.

### **Review of financial state, explanation of major financial transactions and purposes for which the charity’s assets are held**

Total income for the financial year ended 31 March 2021 of S\$1,311,427 consisted of donations, government grants and other income. Total expenditure of S\$293,191 was for charitable activities (S\$105,414) and governance costs (S\$187,777). Net income for the financial year was S\$1,018,236.

### 3. Programmes

MILK ensures that help provided is holistic and transformational to the families or community by bringing together resources and committed partners.

#### **The MILK Scholarship and Bursary**

Set up in 2010, MILK Scholarship is aimed at empowering promising young persons who come from low-income households. It ensures that deserving youth are not denied a tertiary education because of financial hardship. We believe that through higher education these disadvantaged youths will realise their fullest potential and break out of their poverty cycle.

Partnerships with 7 Voluntary Welfare Organisations and schools, with whom we work closely, help to provide a holistic approach as well as reduce operational costs. Our partners are Bethesda Care Services, Care Corner Singapore Ltd, Kampong Kapor Family Service Centre, Lakeside Family Services, SHINE Children and Youth Services, South Central Community Family Service Centre Ltd, TRANs Family Services and St. Anthony's Canossian Secondary School.

198 students were assisted by the MILK Scholarship and Bursary.

#### **KeyStart Housing Stability and Family Partnership Programme**

Between 2015 and 2017, MILK, in partnership with South Central Community Family Service Centre (SCC FSC), initiated the Keystart Housing Stability and Family Partnership Programme to help low-income families with young children out of poverty.

It is a comprehensive assistance scheme for low-income families with young children. Beneficiaries are families in public rental flats who will benefit from home ownership and families who are at risk of losing their home due to crisis. The purpose of this programme is to give hope, provide an enabling environment for them to improve their lives and in particular that of their children. The stability of having a home of their own away from the delinquent subculture has been shown to have numerous positive effects on young children who then go on to perform better academically and socially. The programme includes financial assistance, financial literacy coaching and family partners (volunteers from the community) - who seek to befriend, support, motivate and create opportunities that enable financial self-sufficiency and other transformative outcomes.

25 families received financial assistance in the year.

#### **Make A Difference (MAD) Programme & Let's MEET Mentoring Programme**

Since 2019, MILK started the Make A Difference (MAD) Programme to encourage and more holistically support our current and past MILK Scholars. Through the programme, we also hope to create a community of MILK Scholars that would mutually support one another and work together to give back to the wider community where possible.

In 2021, we extended the MAD Programme to include a mentoring component, the Let's MEET (Mentor, Empower and Transform) Programme to encourage older MILK Scholars to equip themselves with mentoring skills and know-how, to support and journey together with younger MILK Scholars through the sharing of past experiences and knowledge. The programme has reached out to 10 mentors and 15 mentees in the year.

#### **MILK-CCC Young Minds Support Programme**

In 2021, MILK partnered Counselling and Care Centre (CCC) on a pilot programme to provide children and youth from needy families full access to a high quality of counselling support, to help them tackle their mental health challenges. With a focus on family therapy, CCC is best placed to effectively help these beneficiaries by working with their families to build them from their innermost support network. Updates on this programme will be provided next year.

## 4. People for MILK (Mainly I Love Kids) Fund

MILK (Mainly I Love Kids) Fund depends on a special group of passionate volunteers who are dedicated to the cause of serving disadvantaged children and they receive no monetary remuneration for their contributions. As at the end of the financial year 2020/2021, there were an Executive Director and two staff assisting in the daily operations.

### **Members of MILK (Mainly I Love Kids) Fund:**

1. Dr Sheryn Mah
2. Mrs Joy Balakrishnan
3. Mr Stanley Tan
4. Mr Chua Kee Lock
5. Mr Low Seow Juan
6. Mrs Laura Poh
7. Ms Janet Lyn Yoke Chin
8. Mr Lee Lung Nien
9. Mr Tan Wah Yeow
10. Mr Douglas Foo
11. Mr David Lim
12. Ms Woo Shea Leen
13. Mrs Deborah Ong
14. Mr Wendell Wong (since 20 January 2021)

### **Honorary Adviser:**

Dr Sheryn Mah (since 2015), a founding member of MILK (previously President 2004 – 2015)

### **Trustees:**

Dr Sheryn Mah and Ms Janet Lyn Yoke Chin

### **Executive Committee (Ex-Co) / the Board:**

Mrs Joy Balakrishnan (since 2004), a founding member of MILK, (previously Honorary Secretary 2004 – 2015)

Mrs Deborah Ong (since 2019)

Ms Janet Lyn Yoke Chin (since 2006)

Mr Tan Wah Yeow (since 2008)

Ms Woo Shea Leen (since 2018)

### **Background Information, Operating Model and Profiles of Membership and Executive Committee Members**

MILK (Mainly I Love Kids) Fund (“MILK”) is a volunteer driven organisation with an active Executive Committee that provides support for programmes, in addition to oversight and strategy.

MILK believes that no child should be left behind regardless of disability, illness, or circumstance. That is why we build up and work with partners and programmes that develop children into contributing members of society. MILK’s operating model is to advocate and raise funds to support our partners so that they may best play their role of providing direct services to the children and their families.

As a result of this operating model, MILK can afford to have a small and stable membership base, with members admitted based on their passion for, and ability to serve, the cause. Since our formation, the total number of members at any point in time has not exceeded 16 members. Our current membership comprises 14 members.

Due to the small and stable membership base, of the 14 current members, 10 have been members for 10 years and more.

From these 14 current members, there are 5 members, who are able and willing to devote considerably more time to the cause, that have stepped forward as Executive Committee members.

They are: Mrs Joy Balakrishnan (President); Mrs Deborah Ong (Vice President); Ms Janet Lyn Yoke Chin (Honorary Secretary); Ms Woo Shea Leen (Honorary Treasurer); and Mr Tan Wah Yeow (Executive Committee Member).

Apart from Mrs Deborah Ong and Ms Woo Shea Leen, the remaining 3 Executive Committee members have served more than 10 years on the Executive Committee.

While MILK strongly believes in Executive Committee renewal, the operating model and small and stable membership base of MILK as well as the level of time commitment needed to be given by Executive Committee members, the pace of renewal will be measured and gradual. However, the search for new Executive Committee members is ever on-going and whenever a right candidate comes to the fore, MILK will endeavor to bring in the candidate and renew the Executive Committee.

## **MILK Office Bearers:**

### President

2015 - current: Mrs Joy Balakrishnan, a full time volunteer

### Vice President

2019 - current: Mrs Deborah Ong, a full time volunteer

### Honorary Secretary

2015 - current: Ms Janet Lyn Yoke Chin, a fellow of Institute of Singapore Chartered Accountants

### Honorary Treasurer

2018 - current: Ms Woo Shea Leen, a Public Accountant

## **MILK Executive Committee Meetings in financial year 2020/2021:**

	<b>Held</b>	<b>Attendance</b>
Mrs Joy Balakrishnan	2	2
Mrs Deborah Ong	2	2
Ms Janet Lyn Yoke Chin	2	2
Ms Woo Shea Leen	2	2
Mr Tan Wah Yeow	2	2

## **Executive Director:**

Mr Matthias Ong (since 26 February 2020)

## 5. Statutory Information

MILK (Mainly I Love Kids) Fund was set up as a society on 24 June 2004. It was registered as a charity under the Charities Act on 6 July 2004.

<b>UEN.</b>
T04SS0150L
<b>Registry of Societies (ROS) registration number</b>
ROS 187/2004 WEL
<b>Charity registration number</b>
1793
<b>Governing instrument</b>
Constitution
<b>Institution of a Public Character (IPC) status</b>
1 August 2004 – 31 December 2023
<b>Registered and principal place of office</b>
1 Lorong 2 Toa Payoh, #07-00 Braddell House, Singapore 319637
<b>A member of</b>
National Council of Social Service
<b>Bankers</b>
Standard Chartered Bank (Singapore) Limited CIMB Bank Berhad, Singapore Branch Oversea-Chinese Banking Corporation Limited DBS Bank Ltd
<b>Independent auditor</b>
Nexia TS Public Accounting Corporation
<b>Committees</b>
<p><b>1. Audit Committee</b></p> <p>Chairman Ms Janet Lyn Yoke Chin Member Mr Tan Wah Yeow</p> <p><b>2. Programme and Service Committee</b></p> <p>Chairman Mr Tan Wah Yeow Members Mr Stanley Tan Mrs Laura Poh Ms Woo Shea Leen Mr David Lim</p>



**3. Fund Raising Committee**

Chairman	Mr David Lim
Members	Mrs Joy Balakrishnan Ms Natalie Balakrishnan Mr Kishin RK

**4. Finance Committee**

Chairman	Ms Woo Shea Leen
Members	Mr Stanley Lim Mr Warren Mah

**Governance Policies****Board governance**

1. The Board / Executive Committee (Ex-Co) oversees MILK's affairs. Key matters for the Ex-Co include:
  - a. approving broad policies, determining strategies and programme objectives of MILK
  - b. accountability for the management of donations
  - c. approving and monitoring annual budgets
2. The Ex-Co meets at least twice a year and other deliberations/decisions are made via electronic methods.

**Ex-Co composition**

1. The Ex-Co comprises of 5 members, all of whom are independent.
2. Each member has been appointed on the strength of his/her calibre, experience and potential to contribute.
3. The Honorary Treasurer may be re-elected to the same post for a consecutive term of office and, not withstanding such consecutive appointments, cannot serve for a continuous period of more than 4 years.

**Fund raising**

1. The donations received are used in accordance with MILK's regulations and guidelines, unless stated for specific programmes.
2. We believe in keeping fund raising costs to the minimum so that the donations may go directly to the children and the programmes that support them.

**Finance and audit**

1. The finance and audit processes are closely monitored by the Ex-Co for adequacy of internal controls.
2. Financial statements shall be disclosed to the public and other stakeholders via the annual report or the website.

**Conflict of interest and related party transactions**

1. MILK has a conflict of interest or related party transaction disclosure process.
2. The concerned parties should declare and abstain from voting in any decisions involving related parties or potential conflict of interest.
3. The Ex-Co must be informed of all related party transactions and disclosure made in the annual report.
4. No appointment of paid staff with close relationship (i.e. those who are more than acquaintances) with current Ex-Co members shall be made unless with the unanimous approval of all Ex-Co members who do not have any conflict of interest.

**Disclosure and transparency**

1. Annual reports are prepared which include up-to-date information on MILK's programmes, activities and finances.
2. Audited financial statements and the annual reports are available at MILK's website for donors and other stakeholders.
3. Details of donations in kind, sponsored expenses and related party transactions would be disclosed in the audited financial statements and made available at MILK's website.

**Programme objectives and principles**

1. Vision: No child capable of developing into a contributing member of society will be marginalised because of disability, illness, poverty or social circumstance.
2. Mission: MILK reaches out to disadvantaged children and youth who fall through the cracks by focusing on advocacy, fund raising and working with our partners to implement programmes.
3. Principles:
  - We believe in working with committed partners to ensure that our programmes are transformational and meet needs that "fall through the cracks".
  - We believe that our programmes must be responsive and compassionate.
  - We believe in good governance guided by transparency and integrity.

## 6. Acknowledgements

We are thankful to each and every donor/supporter, whose contributions go a long way in helping the disadvantaged children. Some of the organisations and individuals are:

Acadian Asset Management (S) Pte Ltd

Mr Alfred Cheng Hong Wing

Ms Ang Huiling Jasmine

Chew How Teck Foundation

Mr Chua Kee Lock

Mr Lee Lung Nien

Ms Michelle Liem Mei Fung

Ms Onnah Liew

The Estate of the late Mr Windle Ian Peter

*There are many other donors whose contributions have gone a long way in helping the disadvantaged children that we support. We are unable to mention all of them in this space, but we convey our heartfelt thanks and gratitude for your faith in our work.*

## 7. Charity Council – Governance Evaluation Checklist FY2020/2021

This is the Enhanced checklist for large charities with gross annual receipts or total expenditure of \$10 million or more and IPCs with gross annual receipts or total expenditure from \$500,000 to less than \$10 million.

S/N	Code guideline	Code ID	Response (select whichever is applicable)
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	NA
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	NA
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		Yes
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	Complied
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied

S/N	Code guideline	Code ID	Response (select whichever is applicable)
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity? (skip item 15 if “No”)</b>		Yes
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
	<b>Financial Management and Internal Controls</b>		
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity’s key risks.	6.1.4	Complied
20	The Board approves an <b>annual budget</b> for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)</b>		Yes
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)</b>		No
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	NA
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)</b>		Yes
23	All donations in kind received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)</b>		No
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	NA
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied

S/N	Code guideline	Code ID	Response (select whichever is applicable)
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)</b>		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied