

**Transforming the Non-Profit Sector Conference 2022:
Solutions that Help Us Help One Another**

Tuesday, 4 October 2022
Summit 1 & 2 (Level 3)
Suntec Singapore Convention & Exhibition Centre

PROGRAMME

8.45 am – 9.30 am

Registration

9.30 am – 9.45 am

Welcome Speech

Mr Fong Yong Kian
Chief Executive
Tote Board

9.45 am – 10.00 am

Keynote Speech

Mr Eric Chua
Senior Parliamentary Secretary
Ministry of Social and Family Development

10.00 am – 11.00 am

**PANEL 1: SOLUTIONS THAT HELP US HELP ONE
ANOTHER**

**Abundant Community Initiative – Giving as a Small
Group**

Ms Denise Liu

**Unlocking the Peer-to-Peer Learning Capacities of
Communities**

Ms Rachel Loh
Senior Social Worker &
Head of Youth GO! Programme
Fei Yue Community Services

Building Inclusive Neighbourhoods through Local Area Coordination

Mr Lewin Low
Project Consultant
Solve n+1

The Potential of Worker-owned and Platform Cooperatives for Economic Inclusion and Social Mobility

Mr Ang Hin Kee
Chief Executive Officer
Singapore National Co-operative Federation

Question-and-Answer Session

Moderator

Dr Justin Lee
Senior Research Fellow
Institute of Policy Studies

11.00 am – 11.30 am

Tea Break

11.30 am – 1.00 pm

PANEL 2: CONVENORS, BROKERS & INTERMEDIARIES

Government as Convenor: Alliance for Action

Ms Prema Govindan
Director
Independent Living and Caregiver Support
SG Enable

Brokering Collaborations

Mr Lenard Pattiselanno
Director
Leaders of Good
National Volunteer & Philanthropy Centre

The Orchestrating Role of Grantmakers

Ms Tan Su-Yin
Senior Director
Corporate Services & Grant Management
Tote Board

Connecting Students to Community

Ms Cynthia Chang
Assistant Dean, Experiential Learning &
Head, Office of Service-Learning & Community
Engagement
Singapore University of Social Sciences

Question-and-Answer Session

Moderator

Dr Justin Lee

1.00 pm – 2.00 pm

Lunch

2.00 pm – 3.30 pm

DIALOGUE: CAN EXPERT-LED COMMUNITY PROGRAMMES AND PROFESSIONAL SERVICES DISPLACE MUTUAL AID AND COMMUNITY OWNERSHIP?

Ms Ang Bee Lian
Senior Director
Professional and Corporate Development Group &
Director-General of Social Welfare
Ministry of Social and Family Development

Ms Lim Kar Yee
Senior Director
CDC Planning & Development Division
People's Association

Ms Ruth Tan
Executive Director
South Central Community Family Service Centre

Ms Lin Shiyun
Founder & Executive Director
3Pumpkins Limited

Mr Lim Jingzhou
Community Worker & Co-Founder
Cassia Resettlement Team

Question-and-Answer Session

Moderator
Dr Justin Lee

3.30 pm – 4.00 pm

Tea Break

4.00 pm – 5.15 pm

PANEL 3: NGENE ANN KONGSI COMMUNITY FELLOWS

Mothers Doing Research: Participatory Research to Address Local Needs

Ms Nurhidayah Binte Sazali
Community Connector
Mums' Collective
South Central Community Family Service Centre

Mr Chan Xian Jie
Senior Social Worker
South Central Community Family Service Centre

Unlocking the Caring Capacity of the Community

Mr Adrian Tan
Co-Founder & Chief Operating Officer
SG Assist Pte Ltd

Question-and-Answer Session

Moderator
Dr Justin Lee

5.15 pm – 5.30 pm

Closing Remarks

Dr Justin Lee

5.30 pm

End

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SYNOPSIS

Those who administer or study the broader non-profit or voluntary sector have largely focused on philanthropic giving that fund professional services, but there are also old traditions of communities engaging in mutual aid and newer ground-up initiatives. Under what conditions should we have professional help, and under what conditions should we encourage communities to harness their assets to help themselves? How can non-profit organisations re-imagine what and how social impact can be achieved alongside communities?

Leading up to this conference, we have had panel discussions, learning journeys and an overseas study trip to help us better understand mutual aid, contributing to the commons, new ways of organising social care and social change through cooperatives, and peer-to-peer or collaborative forms of learning that help to unlock a community's learning capacity.

The flagship face-to-face conference aims to consolidate these collective insights and allow leaders, practitioners and researchers in the non-profit sector opportunities to network with each other and explore these ideas.

BIOGRAPHICAL NOTES

ANG Bee Lian, trained as a social worker, has many years of experience in policymaking, programme design and operations in the social service sector. She is currently the Director-General of Social Welfare in Singapore. Ms Ang has seeded and developed policies and programmes to grow the sector and the social work profession in Singapore. She enjoys and has over 20 years of experience in being part of the growth and development of social purpose entities through organisation development and corporate social responsibility efforts. A practising lifelong learner, Ms Ang has applied her brain-based coaching training from the NeuroLeadership Institute to enable and support the development of leadership. She is a current adjunct faculty member of SIM Centre for Systems Leadership.

ANG Hin Kee is Chief Executive Officer of the Singapore National Co-operative Federation, the apex body of the co-operative movement in Singapore. Together with his team, they drive programmes and initiatives to build stronger and resilient co-operatives, in turn enabling the local co-operatives to thrive and better serve their members and the broader community.

He is concurrently serving in the National Trades Union Congress (NTUC) as its Assistant Director-General, and its Director of Governance, Risk & Compliance, where he would establish NTUC's corporate governance framework and policies, as well as to coordinate governance, compliance and data protection efforts across the different business units.

Serving as the Advisor to NTUC's Freelancers and Self-Employed Unit, National Instructors and Coaches Association, National Taxi Association and National Private Hire Vehicles Association, he champions the interests of the freelance and self-employed community. He drives efforts to initiate a discourse among stakeholders, including unions, government agencies, service buyers, employers and consumers on the part they can play in impacting the lives of freelancers and self-employed workers.

CHAN Xian Jie is a practising social worker working in South Central Community Family Service Centre and Adjunct Lecturer in the Department of Social Work, National University of Singapore. He lectures on community work practice and actively employs community organizing ideas in his work to collaborate with citizens for collective action. He graduated from the University of Pennsylvania with a Master of Social Work and Master of Science in Social Policy in 2016. Since graduating with a Bachelor of Social Science (Honours) in Social Work from the National University of Singapore in 2011, Mr Chan has developed an interest in the issue of poverty and homelessness during his practice experiences in the Family Service Centre sector. His practice interests include the use of community-organising approaches, applying critical theories to understand social issues, and conducting practice research.

Cynthia CHANG is founding Head at the Office of Service-Learning & Community Engagement, Singapore University of Social Sciences. She has nurtured initiatives at non-profits and educational institutions, advancing youth and leadership development in service with communities in Singapore and the Asia Pacific. A speaker, convenor and moderator on issues in service-learning, community engagement and diversity, equity and inclusion, she has facilitated learning with a wide spectrum of learners; from primary students to undergraduates, civil society leaders in Bhutan, higher education practitioners in Taiwan and mid-career professionals from across the Asia-Pacific.

An alumna of both the East-West Center Asia Pacific Leadership Program Fellowship and Singapore International Foundation ASEAN Fellowship, Ms Chang received a Master of Tri-Sector Collaboration from Singapore Management University, double majored in Southeast Asian Studies and Theatre Studies at the National University of Singapore and is currently undertaking doctoral studies in educational leadership and innovation at New York University.

Eric CHUA is Senior Parliamentary Secretary at the Ministry of Social and Family Development and Ministry of Culture, Community and Youth, and was previously a lifesaver in the Singapore Civil Defence Force for 17 years before being elected to Parliament in July 2020. Before joining politics, Mr Chua spent a good part of his time volunteering in the community. Over the span of his professional and volunteering journey, he discovered his passion for working with and empowering people. Having come from a humble family background, Mr Chua advocates strongly for social mobility and is a strong believer of the power of mentoring.

FONG Yong Kian joined Tote Board as its Chief Executive on 1 January 2014. He brings with him over 25 years of experience and expertise serving in the public sector.

His career in the public sector began in 1989 at the former Ministry of Communications and Information. In 1996, he moved to the Ministry of Finance and later assumed Director (Taxation), where he was in charge of formulating taxation and revenue policies.

Between 2001 and 2008, Mr Fong worked in various positions in Ministry of Home Affairs and Ministry of Finance, including the post of Director, Singapore Immigration and Registration (SIR) Department. He was awarded the Public Administration Medal (Silver) in August 2003, for the role he played in combating SARS.

In January 2008, Mr Fong was appointed Director-General of Singapore Customs. Under his leadership from 2008 to 2013, Singapore Customs introduced several business-friendly initiatives

to facilitate legitimate trade flows. Singapore Customs also attained the prestigious Singapore Quality Award in 2012.

Mr Fong graduated from the University of Oxford in 1987 with a Bachelor of Arts in Political Science, Philosophy and Economics, under the Public Service Commission (Overseas Merit) Scholarship. He attended the Programme for Management Development at Harvard Business School in 2000. He has served as board member of various public statutory boards.

Justin LEE is Senior Research Fellow at the Institute of Policy Studies, National University of Singapore. He is interested in issues relating to community development and social services. He has created a wiki platform that allows citizen mapping of social needs (socialcollab.sg) and co-founded a skilled volunteer-matching platform (serve.sg). He frequently trains and consults for voluntary organisations and foundations in design thinking and programme evaluation. He is Chairperson of ArtsWok Collaborative and serves on the board of Trampoline and the research committee of Singapore Children's Society.

LIM Jingzhou is community worker and Co-Founder of Cassia Resettlement Team. His work with communities is at the intersection of poverty, housing, health, ageing and public policy. He has been actively serving and learning with communities since 2013. Serving as a community worker for the past six years, his practice focuses on relational work with community members and drawing from lived realities in communities into conversations with systems and advocacy work. At the Cassia Resettlement Team, this community work approach allows for the team to work with the community on all the different issues that exist in the community, ranging from involuntary public rental housing relocation; poverty and debt issues; health and disabilities issues; legal, ex-offenders and criminal justice issues; ageing, dementia and end-of-life care.

Mr Lim's community work continues at other communities affected by involuntary relocation, including the Tanglin Halt community (2019) and Merpati Road community (2020 till present). When COVID-19 struck, he was part of the coalition under the [Mind The Gap](#) initiative to make possible pandemic relief efforts, worked at a Family Service Centre as a case worker to serve homeless individuals, and supported Engineering Good's efforts for digital inclusion through [Computers Against Covid](#). His research and advocacy efforts include being the co-editor of the book [They Told Us to Move: Dakota-Cassia](#); being part of the team at [Between Two Homes](#) to document rental housing relocation; supporting legislative advocacy efforts together with ex-NMP Anthea Ong (2019–2020); and leading the Mental Health Advocacy Workgroup to [advocate on mental health issues in Parliament](#) (2020).

LIM Kar Yee is a community development practitioner. She oversees the five Community Development Councils (CDCs) in Singapore and is the Secretary to the Mayors Committee Meeting. She also serves on the Scout Council and is the judging panel for Jamiyah Singapore's Exemplary Mother Award. Ms Lim has recently been appointed as the Co-Chair on the Steering Committee for the School Green Awards. Her recent work involves overseeing the CDC Vouchers Scheme. Her forte includes helping partners to build their capabilities and connecting them to benefit the community.

LIN Shiyun is Founder and Executive Director of 3Pumpkins, a community development agency that connects the realms of place-making, participatory arts and integrated community care. Since

2016, Ms Lin has conducted extensive practice research to discover the lived realities of children from less privileged backgrounds. Rather than focusing the lens on poverty, she firmly believes that practitioners should focus on studying and re-connecting an array of tangible and intangible *brokenness* that families and children face in rental flat communities over generations. Ms Lin's multi-disciplinary relational work is fully embodied in *Tak Takut Kids Club*, a community children and youth centre serving the families of Boon Lay Drive, Singapore. www.3pumpkins.co.

Denise LIU has a keen interest in community development and participatory research. She is involved in a variety of interest groups, volunteering her time with organisations such as the Riding for the Disabled Association and Unlocking ADHD. She also volunteers with informal groups and collectives such as the community of practice for social service researchers, which she has co-organised since 2017. She works as a researcher in the social service sector.

Rachel LOH is currently heading the Youth GO! street outreach programme at Fei Yue Community Services, with a team of 16 street outreach workers who reach out to youths that hang out on the streets and plans programmes with youths such as baking and painting. She is also heading the parent support groups for parents of street-involved children and youth and hidden youth. She supports colleagues to develop positive youth development programmes for youths-at-risk in Fei Yue such as the animal-assisted, baking, digital media, fishing and sports programmes.

Lewin LOW is project consultant with Solve n+1, a community-based management consultancy that seeks to help businesses, NGOs, and government agencies develop and implement innovative business and social solutions.

As a strong believer in collaborations, Mr Low actively seeks the cross-pollination of ideas from both the private and non-profit sectors in order to drive meaningful innovation for society. He has led projects such as the creation of sustainable rest areas for essential workers in commercial properties and is also the editor of *Beneath the Rug*, a collection of stories from the social impact sector that utilises storytelling as a methodology to create greater understanding, deeper reflection, and more meaningful engagement with our communities.

NURHIDAYAH Binte Sazali is a Community Connector with South Central Community Family Service Centre since 2018. She enjoys finding fun and interactive ways to engage other mothers in the community, being part of a community support system that contributes towards the well-being of others, and mobilising local assets to build the community. As a stay-home mother with five young children, she strongly believes in giving back to community and taking time to listen to the stories and experiences of others, so that nobody is left behind. In her four years of contributing, she has also discovered a lot about herself and hopes to create other life-giving experiences for others. In her free time, she enjoys baking and craftwork.

Lenard PATTISELANNO joined the National Volunteer & Philanthropy Centre (NVPC) in July 2017 as Director, Corporate Giving and is currently serving as Director, Leaders of Good. The current portfolio is focused on nurturing community leadership by inspiring and catalysing peer learning and collaborations.

Over the course of his career, Mr Pattiselanno has come to appreciate the importance of nurturing organisations worthy of people's commitment. He believes in servant leadership and has been involved in several organisational development projects over the years.

Before joining NVPC, Mr Pattiselanno was at Sport Singapore where he had the opportunity to lead various divisions. Prior to that, Mr Pattiselanno served in the Republic of Singapore Navy (RSN) for thirteen years.

Mr Pattiselanno graduated from Indiana University in the United States with a Bachelor of Science in Business. He later completed his Master of Business Administration in 2010 at ESADE in Spain.

PREMA Govindan is the Director of Independent Living and Caregiver Support in SG Enable (SGE). She drives efforts at ecosystem level through integrating persons with disabilities and their caregivers into society through capability building efforts; influencing the ecosystem of support for the family and the wider social environment; and initiating change in service integration, accessibility and adoption of tech solutions through 3P partnerships. She represents SGE in workgroups and committees to advance Singapore's Caregiver Action Plan and more recently the Alliance for Action for Caregivers of Persons with Disabilities.

Adrian TAN has over 11 years of experience in procurement as well as logistics operations, and held key roles in continuous improvement and organisation-wide change management before co-founding SG Assist, with a mission to build a sustainable ecosystem of care centred around the community and promulgate the "kampung spirit" through mobile technology. SG Assist has been featured in various news and radio channels such as Channel 8 News and Channel NewsAsia on how the platform have supported vulnerable communities, caregivers and social organizations during COVID-19, keeping the spirit of volunteering among Singaporeans.

A strong supporter and believer of second chances, Mr Tan is also the Event Director for Help-Portrait Singapore — a social movement that provides free photography services for voluntary welfare organisations/social organisations such as senior activity centres, hospice care and women shelters to help them capture cherished memories.

Ruth TAN graduated from National University of Singapore in Social Work and Mathematics with a Postgraduate Diploma in Clinical Supervision. Despite 20 years in social work, her focus over the past four years at South Central Community Family Service Centre has been around poverty transformation work in rental communities, including social work and Assets-Based Community-led Development (ABCD) work in building empowered communities and harnessing the kampung spirit needed. Apart from actively contributing towards the mindset change of how those living in relative poverty in Singapore are viewed, she hopes to effect meaningful change in the way community and social work are being carried out through the humility of unlearning and reconstructing approaches for meaningful dignified change to occur from a more grounds-up perspective alongside with communities.

Aside from being thankful to be able to dedicate the past two decades to social work in Singapore, she counts her blessings as a hands-on mother of three children.

TAN Su-Yin is Senior Director, Corporate Services and Grant Management in Tote Board, where she leads the grant-making function of the Tote Board, for a caring and resilient Singapore.

She is an experienced administrator and HR professional, and previously served the Legal Sector in Singapore for 10 years as the Chief Executive Officer of the Law Society of Singapore then the Chief Operating Officer of the Attorney-General's Chambers.

Ms Tan is qualified as a Chartered Accountant (Singapore) and an Institute for Human Resource Professionals-Senior Professional. She graduated from the Nanyang Technological University, started her career in the private sector as an auditor and advisory consultant and was last a Senior Manager in PricewaterhouseCoopers LLC.

Last Modified on 1 October 2022

