

Growing with the Community: Broadening Reach, Empowering Lives

ANNUAL REPORT 2024

SINDA
Singapore Indian Development Association



About Us

Vision

To build a strong and vibrant Singaporean Indian community together

Mission

To build a well-educated, resilient and confident community of Indians that stands together with the other communities in contributing to the progress of multi-racial Singapore

Values

RESPECT, our culture
INTEGRITY, our foundation
SERVICE, our promise
EXCELLENCE, our pursuit

Thrusts

EDUCATION

Maximising educational opportunities for all students

YOUTH


Inspiring youths towards greater achievements

FAMILY

Engaging parents to play an active role in their children's lives

COMMUNITY

Forging a stronger relationship with community partners



Board of Trustees

PATRON

Mr Lee Hsien Loong

CHAIRMAN

Mr K Shanmugam

LIFE TRUSTEES

Mr K Shanmugam
Prof S Jayakumar
Mr S Dhanabalan
Mr S Chandra Das
Mr J Y Pillay
Mr Sat Pal Khattar
Dr N Varaprasad

TERM TRUSTEES

Ms Indranee Rajah
Mr Ravi Menon
Mr Girija Pande
Mr Gautam Banerjee
Justice Judith Prakash
Mr K Kesavapany
Mr Shabbir Hassanbhai
Mr Timothy Chia
Mr Piyush Gupta
Mr Harjit Singh Bhatia
Mr K V Rao
Mr Ashok Kumar Mirpuri
(appointed on 8 January 2024)
Dr Sudha Nair
(term ended on 31 Dec 2024)

ADVISORS

Dr Vivian Balakrishnan
Mr Vikram Nair

Executive Committee

PRESIDENT

Ms Indranee Rajah

VICE-PRESIDENTS

Mr Murali Pillai
Mr Sarjit Singh

SECRETARY

Mr Siraj Omar

TREASURER

Mr G Arull

MEMBERS

Mrs Rathi Parimalan
Ms Carmelia Nathen
Prof Vineeta Sinha
Mr R Raghunathan
Ms Praveen Randhawa
Mr Rajakanth Raman
Mr Dinesh Vasu Dash
Dr Hamid Razak
Mr G Segar

Management Executives

CHIEF EXECUTIVE OFFICER

Mr Anbarasu Rajendran

CHIEF OPERATING OFFICER

Mr Thambyrajah T
(until 16 February 2024)

DIRECTOR

Ms Shereen Farzana
(from 1 January 2024)





President's Message

Dear Friends of SINDA,

2024 was another year of good progress for SINDA. We have reached new heights in our mission to uplift and empower our community.

SINDA supported 31,476 beneficiaries in 2024, the highest number in recent history and close to an 11% increase from the previous year. We also expanded the diversity and depth of our programmes.

Our outreach was amplified by enhancements to SINDA's Per Capita Income (PCI) criteria threshold in 2024, which enabled us to extend our support to a broader group of families.

EXPANDING REACH ACROSS ALL FOCUS AREAS

SINDA's work in all facets grew in 2024, with the two largest areas of increase being education and family development.

Education

Enhancing our students' academic performance remains central to our mission. In 2024, we increased our investment in education by 22% compared to the previous year. This additional funding has allowed us to refine our education programmes, expand student resources, and

deliver the curriculum in more engaging and impactful ways. Taken together, these reinforce our efforts to build a strong academic foundation for our beneficiaries and open doors to better opportunities.

The tangible impact of our sustained investment in educational initiatives was evident at the SINDA Excellence Awards 2024, where a record 857 recipients were honoured for their outstanding achievements across all levels of academic achievement, sports and the arts.

Family Development

Demand for our family development programmes has also continued to grow steadily, reflecting a broader recognition among families of the value of early enrichment and personal development opportunities for their children. At the same time, more parents better understand the vital role they play in supporting their children's growth and development.

As part of family development, 8,500 students received vouchers from SINDA at the Back To School Festival 2024 – an increase of 1,500 students compared to the previous year. From their initial touchpoint with SINDA, these students and their families were introduced to our broader range of support programmes and services, ensuring sustained and meaningful engagement.

GREATER BENEFITS FOR MORE IN THE COMMUNITY

Going forward, SINDA will continue to focus on introducing greater benefits for even more people in our community. We will continue to identify emerging needs across all areas of work, refining efforts to address these needs and help build a more inclusive society.

Our tutorial programmes offer a multi-dimensional academic experience to our students and youths, complementing their learning at school. In combination with customised academic lessons, these programmes infuse interactive lessons, personal growth workshops and student experience programmes for their overall development.

Students also benefit from our wide range of mentorship programmes, receiving guidance and support on career pathways and learning real-world skillsets from industry professionals. These efforts ensure that they grow in holistic ways and are well-prepared to access the opportunities of the future.

With the rise in STEM (Science, Technology, Engineering, and Mathematics) education, particularly in the field of artificial intelligence (AI), we introduced enrichment programmes designed specifically to spark curiosity in young children and encourage early exposure to these critical areas. These initiatives are crucial, not just for academic success, but for equipping our students with the skills and mindset needed to thrive in a digital and technology-driven world.

Our youth development programmes have also expanded, reflecting the growing recognition of the importance of nurturing all aspects of an individual's development. Our programmes have focused on key areas such as leadership, career readiness, and mental health – empowering youths to make informed decisions about

their futures and giving them the tools to thrive in today's fast-paced world.

At the same time, we have a renewed focus on women empowerment, with more initiatives aimed at building confidence and providing women with essential knowledge, resources and skills to further their aspirations.

We are also grateful for the increased partnerships that have allowed us to do more. By collaborating with more individuals and more organisations, both public and private, we have been able to expand our reach and deliver more personalised services. Our partnerships have enabled us to host more on-ground events and offer targeted support, ensuring that we engage directly with the people we aim to serve.

BUILDING A STRONGER COMMUNITY FOR THE FUTURE

SINDA is aligned with the government's goal to build a more resilient and inclusive society. We are heartened by the Government's continued support of Self-Help Groups, which underscores the importance of organisations like SINDA in supporting our community.

In a world of global uncertainties, and where households feel the pressures of rising costs of living, SINDA remains committed to being nimble and responsive to the community's needs. We also want to proactively build the capacity to help more people on their life journeys.

As we continue to expand our outreach, deepen our impact, and identify new areas of need, we remain steadfast in our commitment to serving our community and ensuring that every individual can achieve his or her aspirations.

With the support of our network of partners, volunteers and donors, we will build a stronger, more resilient Singaporean Indian community.



Indraneel Rajah
President
SINDA Executive Committee

SINDA–Wide Reach

31,476

Individuals Benefitted by SINDA

6,791

Students
Nurtured

3,205

Youths
Empowered

8,219

Children and Parents
Enriched

12,028

Individuals Received
Assistance

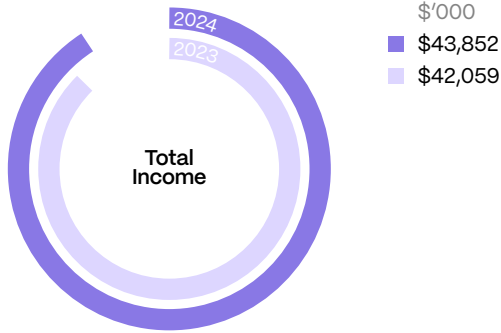
1,233

Individuals and Partners
Collaborated With



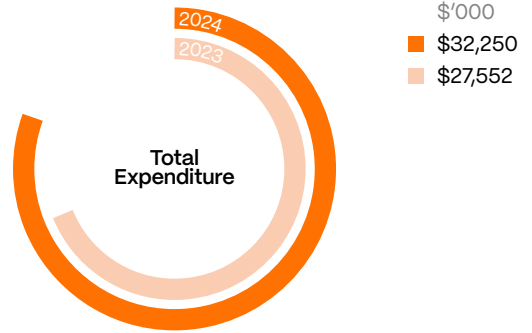
Financial Summary

INCOME AT A GLANCE



Category	2024 (\$'000)	2023 (\$'000)
SINDA Fund Contributions		
2024	\$25,876	
2023		\$25,228
Donations		
2024	\$969	
2023		\$1,246
Government Subvention Grant		
2024	\$3,400	
2023		\$3,400
Other Government Grants		
2024	\$3,755	
2023		\$3,806
Tuition Programme Fees		
2024	\$342	
2023		\$176
Other Income		
2024	\$24	
2023		\$35
Investment Income		
2024	\$9,486	
2023		\$8,168


EXPENDITURE AT A GLANCE



Category	2024 (\$'000)	2023 (\$'000)
Education Programmes		
2024	\$17,720	
2023		\$14,528
Family Services		
2024	\$5,390	
2023		\$4,668
Family Development Programmes		
2024	\$2,034	
2023		\$2,017
Youth Development Programmes		
2024	\$1,802	
2023		\$1,530
Community Engagement and Volunteer Management		
2024	\$1,519	
2023		\$1,480
Publicity and Marketing Expenses		
2024	\$359	
2023		\$293
Administrative and Governance Expenses		
2024	\$3,196	
2023		\$2,885
Investment Loss and Expenses		
2024	\$230	
2023		\$151

Students' Academic Performance

The Ministry of Education's annual Education Statistics Digest (ESD) provides general indicators on academic performance in Singapore. The data presented below is extracted from the ESD 2024 and presents a 10-year trend of Indian students' academic performance.

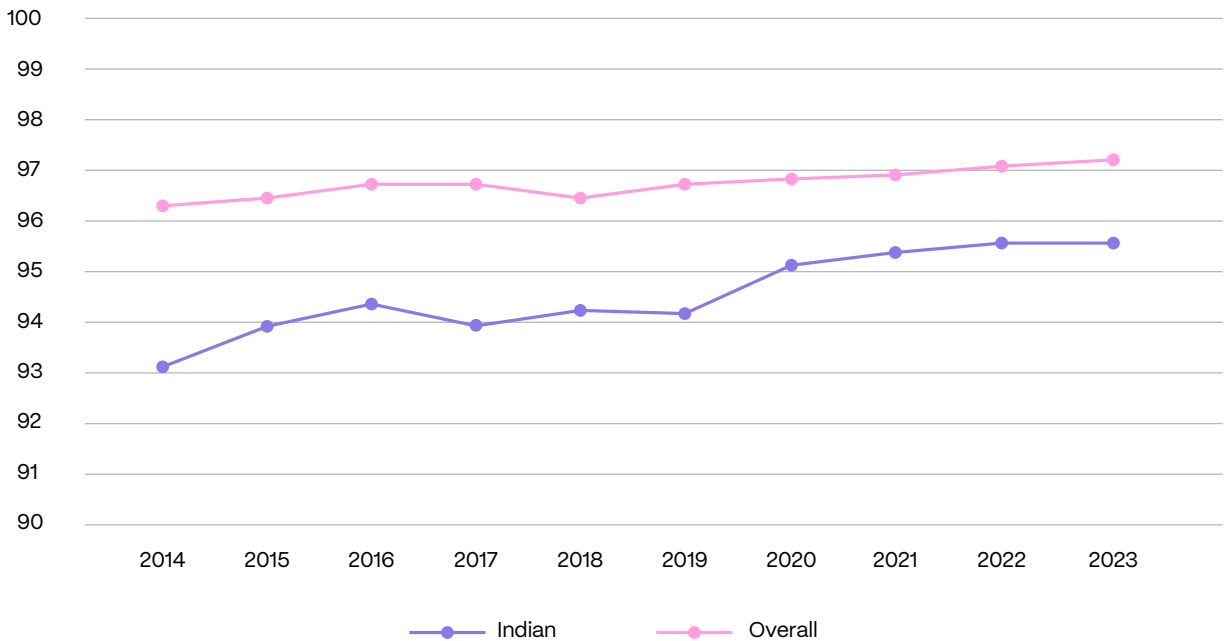


Scan the QR Code to view the Education Statistics Digest 2024 or visit www.moe.gov.sg/about-us/publications/education-statistics-digest

Increase in percentage of P1 cohort that progressed to post-secondary education in 2023

The percentage of Indian Primary 1 cohort that progressed to post-secondary education gradually increased from 93.2% in 2014 to 95.6% in 2023. However, compared to 2022, the gap between Indian students and the national overall percentage increased by 0.1%.^{1,2}

FIGURE 1: PERCENTAGE OF PRIMARY 1 (P1) COHORT THAT PROGRESSED TO POST-SECONDARY EDUCATION



ETHNIC GROUP/YEAR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Indian	93.2	93.9	94.3	93.9	94.2	94.1	95.1	95.3	95.6	95.6
Overall	96.3	96.4	96.7	96.7	96.4	96.7	96.8	96.9	97.1	97.2

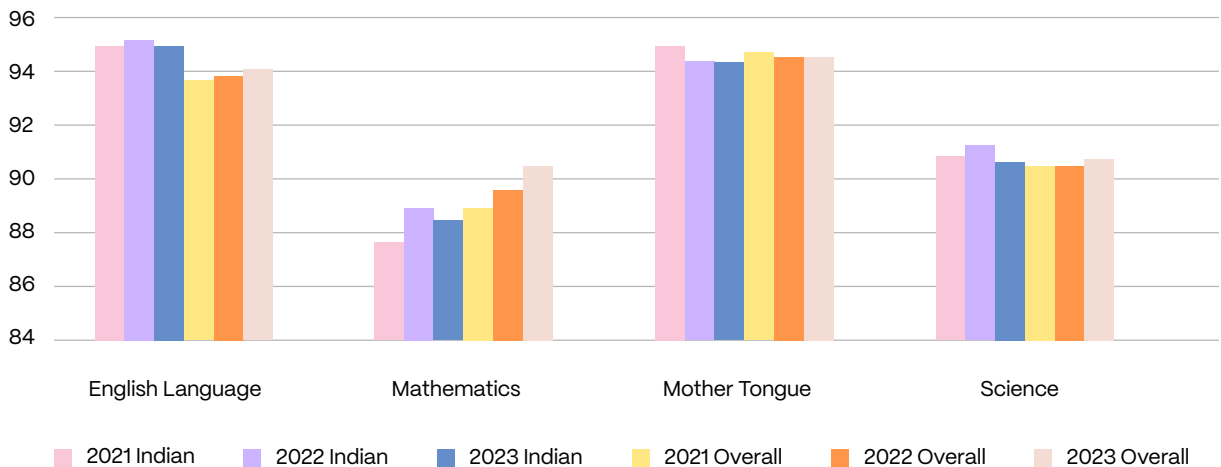
¹ Figures include participation in Junior Colleges, Millennia Institute, Polytechnics, Institute of Technical Education, LASALLE College of the Arts, Nanyang Academy of Fine Arts and other private education institutions, and take into account students who have left the country. From 2015 onwards, figures also include participation in Privately-Funded Schools and Foreign System School.

² Figures for 2019 – 2023 are preliminary estimates as these cohorts have not been fully tracked.

Decrease in percentage of PSLE students who scored AL 1-6 in English, Mathematics and Science

In 2023, the percentage of Indian PSLE students who scored AL 1-6 in Standard English remained ahead of the national overall percentage by 0.8%.³ However, for all other subjects, a small gap of 2.0% or less between the Indian student cohort and the national overall has been observed.

FIGURE 2: PERCENTAGE OF PSLE STUDENTS WHO SCORED AL 1-6



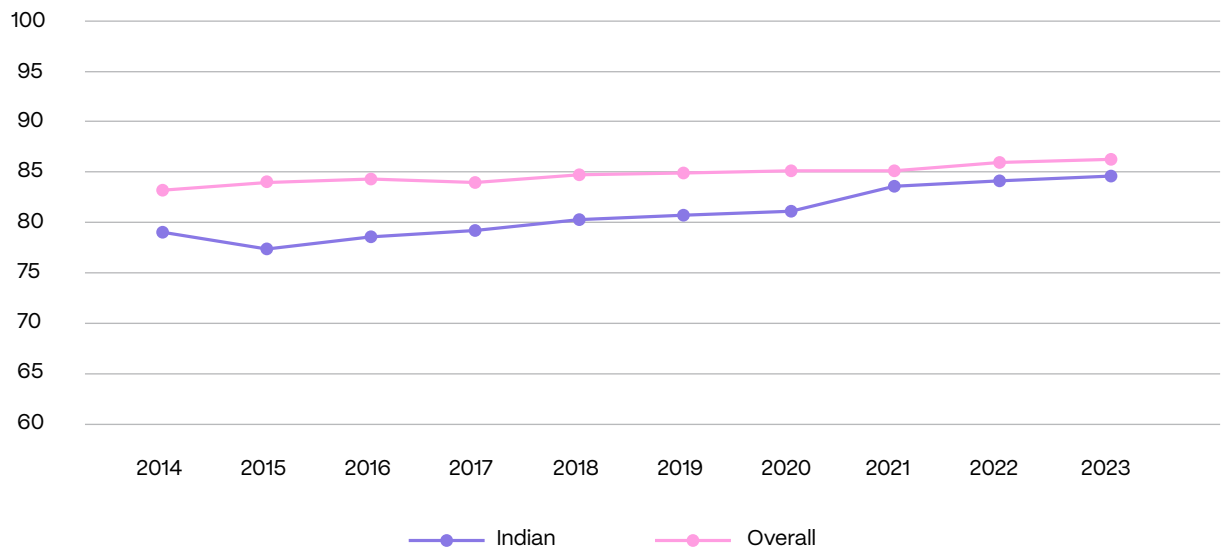
ETHNIC GROUP/YEAR	English Language	Mathematics	Mother Tongue	Science
2021 Indian	94.8	87.7	95.1	90.8
2022 Indian	95.0	89.0	94.4	91.2
2023 Indian	94.8	88.5	94.4	90.6
2021 Overall	93.8	89.1	94.7	90.5
2022 Overall	93.9	89.6	94.6	90.5
2023 Overall	94.0	90.5	94.6	90.7

³The first year that students sat for the PSLE under the new Achievement Level (AL) scoring system was in 2021. Under the new system, there are eight ALs, AL 1-8. The new AL scoring differs from the T-score system and results from the two systems are not comparable. As such, the ESD has started a new series of statistics from 2021 PSLE. The T-score series before 2021 PSLE are available on <https://data.gov.sg>.

Increase in percentage of Indian GCE O-Level students with at least 5 O-Level passes

The percentage of Indian O-Level students with at least 5 O-Level passes increased by 6.4% since 2014. In 2023, the national overall percentage remained higher than that of the Indian student population by 1.7%.^{4,5}

FIGURE 3: PERCENTAGE OF GCE O-LEVEL STUDENTS WITH AT LEAST FIVE GCE O-LEVEL PASSES



ETHNIC GROUP/YEAR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Indian	78.4	77.0	78.3	78.6	80.6	81.1	81.6	83.4	84.3	84.8
Overall	83.0	83.7	84.1	83.2	84.7	85.0	85.2	85.4	85.9	86.5

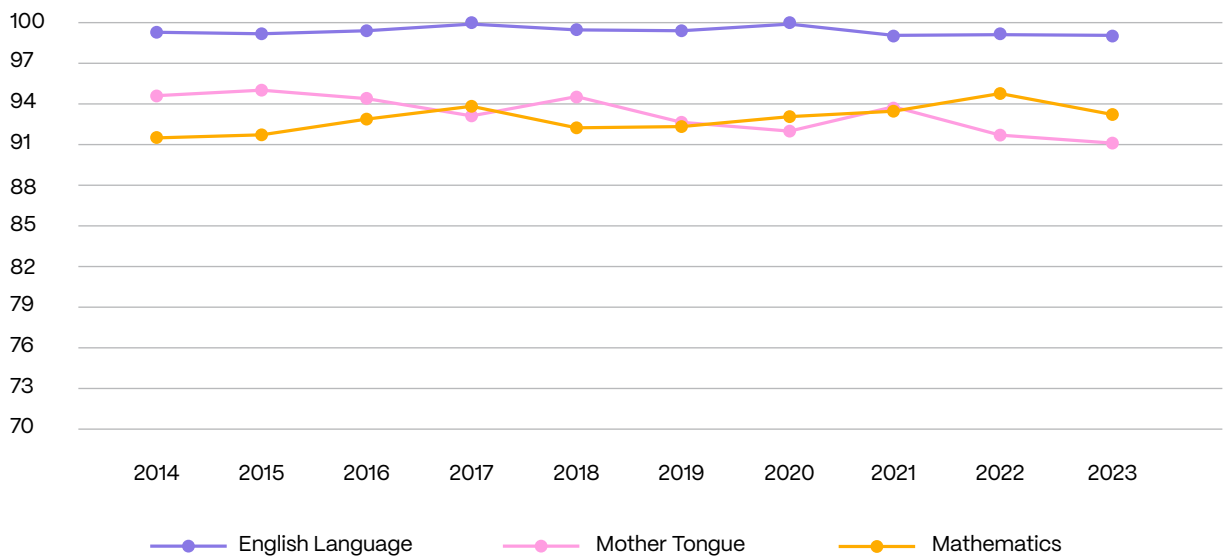
⁴ Figures exclude Integrated Programme (IP) students.

⁵ Figures include all school candidates except those who took O-Level subjects not in their graduating year.

Passing rates of Indian GCE N(A)-Level students in English and Mathematics has slightly decreased

The percentage of Indian N(A)-Level students who passed English, Mother Tongue, and/or Mathematics has remained consistently above 90%, from 2014 to 2023.^{6,7}

FIGURE 4: PERCENTAGE OF GCE N(A)-LEVEL STUDENTS WHO PASSED ENGLISH LANGUAGE, MOTHER TONGUE & MATHEMATICS



SUBJECT/YEAR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
English Language	99.3	99.0	99.6	100.0	99.7	99.6	100.0	99.5	99.6	99.5
Mother Tongue	94.4	95.3	94.2	93.1	94.3	92.6	92.0	93.8	91.8	91.1
Mathematics	91.5	91.6	92.8	93.8	92.3	92.4	93.0	93.6	94.6	93.1

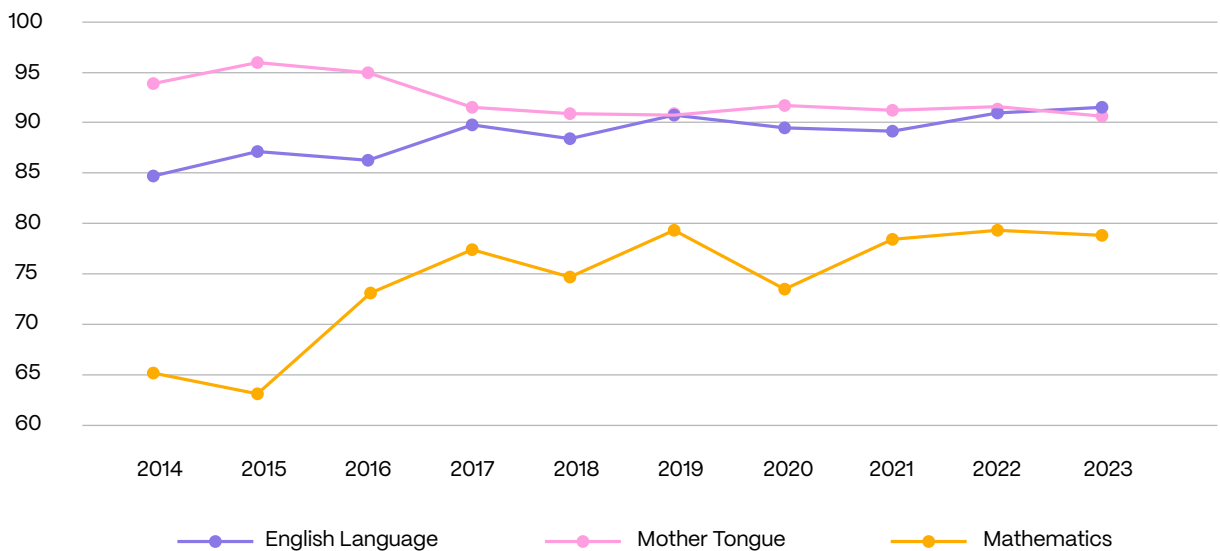
⁶ Figures exclude N(A) students on the Through-train Programme who progress to Secondary 5 N(A) without taking the N(A)-Level Examination.

⁷ Students who offer the subject at a more demanding level are also taken into consideration.

Increased percentage of Indian GCE N(T)-Level students who have passed English and Mathematics

From 2014 to 2023, the percentage of Indian N(T)-Level students who passed English and Mathematics increased by 7.2% and 13% respectively. However, there was a 3.5% decrease in the percentage of those who passed Mother Tongue from 2014 to 2023.

FIGURE 5: PERCENTAGE OF INDIAN GCE N(T)-LEVEL STUDENTS WHO PASSED ENGLISH, MOTHER TONGUE & MATHEMATICS

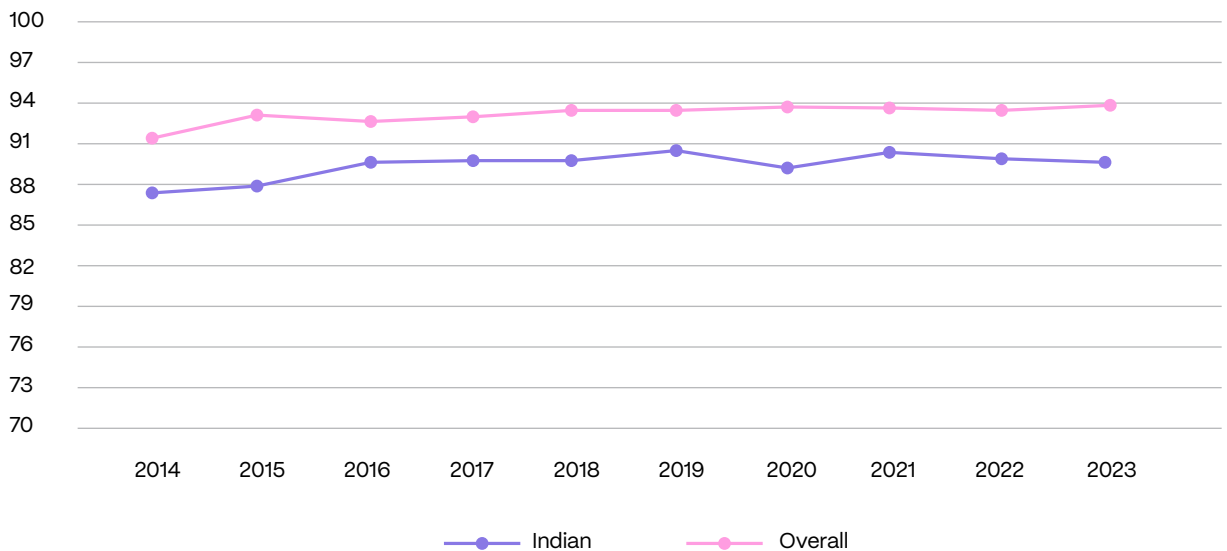


ETHNIC GROUP/YEAR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
English	84.8	87.0	86.3	89.9	88.1	91.1	89.0	88.7	91.6	92.0
Mother Tongue	94.3	96.3	95.0	92.0	91.1	91.1	92.2	91.8	91.9	90.8
Mathematics	65.3	62.9	73.6	77.2	74.6	79.0	73.2	78.1	79.0	78.3

Decreased percentage of Indian GCE A-Level students with at least 3 'H2' passes and a pass in GP/ KI

The percentage of Indian A-Level students with at least 3 H2 passes and a pass in General Paper or Knowledge and Inquiry decreased slightly by 0.2% in 2023, in comparison to 2022. The gap between Indian students and the national overall percentage widened by 0.7%, from 2022 to 2023.

FIGURE 6: PERCENTAGE OF GCE A-LEVEL STUDENTS WITH AT LEAST 3 'H2' PASSES & A PASS IN GENERAL PAPER OR KNOWLEDGE AND INQUIRY



SUBJECT/YEAR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Indian	87.4	87.9	89.6	89.7	89.7	90.5	89.2	90.4	89.8	89.6
Overall	91.4	93.1	92.6	93.0	93.4	93.4	93.7	93.6	93.4	93.9

Maximising Educational Opportunities for All Students

SINDA works to realise the potential in every child. Designed to meet the varied learning abilities and capacities of each student, our academic programmes provide the curricula and resources they need to enhance their academic performance and increase their potential, despite family, social, or economic circumstances.

Today, SINDA leverages strong industry partnerships and deep insights into the educational landscape. Such efforts, combined with experiential programmes for students, support their holistic development. Collectively, these approaches empower students to achieve their best academically and fulfil their aspirations for a brighter future.



6,791

Students Engaged by SINDA

3,662

SINDA Tutorials for Enhanced Performance (STEP) Students

700

Students in the Collaborative Tuition Programme

633

Students Received Other Academic Support

660

Teach Students

859

High-Performing Students Awarded for Achieving Excellence in Respective Fields

257

Pre-schoolers in Academic Enrichment Programmes

411

Tutors in SINDA's Educational Initiatives

20

Recipients of Study Awards/Scholarships

“Joining SINDA’s STEP Programme was a pivotal decision that strengthened my academic growth and built my confidence in my abilities. Having seen the progress I achieved so far, I am motivated to work even harder so that I can achieve my aspirations and make my career goals a reality.”

Lohendra s/o Terrence Jesse, 14

Initiative: STEP Programme

Studying Hard for His Family

Lohendra’s journey with SINDA’s STEP programme began in 2018 when he was just a Primary 1 student. Growing up in a single-parent household, he saw how his mother struggled to support her four children. At the same time, he faced challenges in school, especially in English and Mathematics. Recognising the importance of education and that her son needed help, his mother turned to STEP for additional support he needed to improve academically.

From the beginning, he displayed determination and a commitment to improve, attending classes regularly and proactively seeking guidance from his tutors to clarify any doubts he had about the topics.

Years of making a consistent effort in his studies and persevering through challenges finally bore fruit in 2024, when he made significant progress in English, earning him recognition as a PSLE recipient at the Joint Tuition Awards. This accomplishment was not only a testament to his hard work but also provided a crucial boost to his academic confidence.

Now a G1 student at Marsiling Secondary School, Lohendra remains an active participant in SINDA’s STEP programme. His dedication continues to pay off and he recently achieved a commendable milestone by passing all subjects in his school’s holistic assessment.

Outside the classroom, Lohendra is equally driven. As a member of the SINDA Football Club, he channels his passion for the sport into building teamwork and discipline. He aspires to become a football coach one day, using his journey to inspire others and uplift youths like himself.





Education Programmes that Nurture Holistic Growth

PRE-SCHOOL ACADEMIC PROGRAMMES

257

pre-schoolers benefitted from SINDA's pre-school programmes

Aimed at nurturing an interest in learning from a young age, pre-school academic enrichment is a key pillar in SINDA's efforts to enhance educational outcomes for children aged 5 to 6 years.

The **Literacy and Numeracy (LYNN)** programme equips pre-schoolers with a strong foundation in reading, writing and basic numeracy. Over 20 weeks, facilitators cultivate students' interest and confidence in these areas to prepare them for primary school education.

The **Pre-school Tamil Enrichment programme** strengthens language competency and foundation through interactive learning, with the aim of developing a positive attitude towards Tamil.

“ LYNN makes learning fun. We like our teachers in LYNN a lot. They get everyone in the class to join in. We all learn together. Now we understand maths better. Our English has also improved. Our parents are very proud of us. We are now happy to go to school and learn new things!

”

Alifah Umairah Binti Mohamed Ali and Aryisha Sadiqah Binti Mohamed Ali, both 6

INITIATIVE:

Literacy and Numeracy Programme (LYNN)



STEP

3,662

students attended
STEP classes

SINDA Tutorials for Enhanced Performance (STEP) is a comprehensive after-school tutorial programme for primary, secondary, and A-Level students. By improving their understanding of concepts, the programme raises students' academic performance and confidence in core subjects.

With the help of centre principals, centre administrators and tutors, STEP is also a key avenue through which SINDA identifies students and families in need of social, developmental or financial help, and provides them with further support.

In 2024, AI tools were integrated into lessons and the curriculum to offer students interactive learning, recommendations, and feedback, tailored to their individual learning styles.

GUIDE

407

students attended
Guide

The **Guide** programme is a community-based supplementary programme that provides academic support to primary and secondary students who require assistance in strengthening their conceptual understanding of core subjects and closing learning gaps.

Through a strong partnership with community stakeholders such as schools, religious organisations and residents' committees, the programme provides students with a supportive learning environment at accessible locations island-wide.

TEACH

660

primary and secondary school
students attended Teach

Teach is a school-based tutorial programme that emphasises intensive small-group coaching and strong collaborative partnerships between schools, parents and teachers to enhance students' competency and academic performance.

COLLABORATIVE TUITION PROGRAMME

700

students in the Collaborative
Tuition Programme

All SINDA tutorial programmes – STEP, Teach, and Guide, harness the **Collaborative Tuition Programme (CTP)** model, where students from different races may enrol in any of the four Self-Help Group's (SHG) tutorial programmes. Through this, 700 SINDA students were enrolled in tutorial programmes from other SHGs.

LANDMARK EXAMS ACHIEVEMENT PROGRAMME (LEAP)

226

students attended LEAP

Targeting students preparing for the national examinations, including PSLE, GCE N(T)-Level, GCE N(A)-Level and GCE O-Level examinations, the **Landmark Exams Achievement Programme**, or LEAP, immerses students in intensive preparatory lessons and equips them with practical tips and strategies to study for and ace their Mathematics examinations.

ACADEMIC SUPPORT

3,004

parents and students benefitted from SINDA's academic support initiatives*

SINDA's tutorial programmes emphasise holistic and tailored academic support that enhance learning and encourage parents to be active participants in their children's academic journeys. Such support initiatives complement existing tutorial programmes and include:

ENRICHMENT PROGRAMMES

Education Plus

Drives holistic growth in the classroom and at home by engaging students and parents.

Equal Opportunity Fund

Surrounds students with opportunities to pursue and explore their interests by funding their participation in enrichment programmes in the arts, music and sports, with the aim to broaden the development of students from low-income families.

Holistic Care

Provides a multi-level support system, which includes counselling, to ensure added support towards students' social and emotional needs which aid their overall development and wellbeing.

EXPERIENTIAL LEARNING

Student Experience Programme

Drives the confidence and aspirations of secondary-level STEP students through experiential learning activities.

SELF-DIRECTED LEARNING

Online Learning

Provides access to e-learning platforms to encourage self-directed learning and enhance student engagement both in and out of the classroom.

* Parents who benefitted from parenting workshops are accounted for in the Family chapter.

STUDY AWARDS / SCHOLARSHIPS

20

individuals received partial or full scholarships for their diploma or degree courses

Through several **scholarship schemes**, SINDA supports students and young adults in attaining higher education and upgrading their skill sets. These scholarships are offered in collaboration with established educational institutions, organisations and donors.

In 2024, 20 individuals were awarded partial or full scholarships, worth \$179,766, to pursue diploma or degree courses.

The following scholarships were available in 2024:

- APU – SINDA (SIET) Scholarship
- Dr Balaji Sadasivan Study Award
- ERCi – SINDA Scholarship
- Kaplan – SINDA Scholarship
- Lighthouse – SINDA Scholarship
- Optimum Solutions – SINDA Scholarship
- PSB Academy – SINDA Sponsorship
- SCCCCF – SINDA Scholarship
- SIA – SINDA Undergraduate Scholarship
- SICCI – SINDA Scholarship
- SIMM – SINDA Sponsorship
- SINDA Tertiary Study Award
- TMC – SINDA Scholarship

“ I’m so thankful that SINDA was there for me when I decided to pursue a part-time Diploma in Psychology. Going back to school after 15 years was daunting and I also had to support my elderly parents financially. With the Kaplan-SINDA Diploma Scholarship, I was able to focus on my course without worrying about finances. SINDA enabled me to fulfil my passion for helping youth-at-risk and ex-inmates reintegrate into society. Education transforms lives! ”

Nandha Sharm Nair, 45

INITIATIVE:

Kaplan-SINDA (Diploma) Scholarship



TUTOR DEVELOPMENT

299

tutors underwent training

"I have experienced first-hand SINDA's pivotal role in shaping and nurturing its tutors, honing the skills necessary to become effective educators. With their support, I have become a better teacher and am in a stronger position to support my students in their academic journeys."

Rosalind Mary, 57

INITIATIVE:

Teach Programme



To ensure SINDA's education programmes remain relevant and beneficial, SINDA actively provides opportunities for the professional development of tutors. Beyond enabling them to effectively support the differentiated needs of students, these courses provide access to various platforms that help them gain new strategies and stay updated on Singapore's educational landscape and related trends.

A total of 411 tutors were part of SINDA's educational initiatives.

Educating Young Lives

For the past 10 years, Rosalind has been a constant part of SINDA's Teach programme, where she has helped countless students achieve significant improvement academically. Her teaching journey began two decades ago, when she started giving private tuition in homes and teaching at tuition centres. Over time, her passion for educating young lives has grown, with many students blossoming under her care.

Rosalind is a firm believer that motivation is key in fostering her students' development. Recognising that each child is unique, she seeks to understand their learning gaps and styles, and tailors her

teaching methods to suit their different needs. Through this, she successfully simplifies complex topics and helps her students retain knowledge.

Her strong passion for educating young lives has resulted in many students blossoming under her care in SINDA's Teach programme. More than helping them achieve significant improvement in their studies, her methods and dedication have also imparted a love for learning and strengthened their confidence in their abilities – something that their parents are grateful for.

Despite her vast experience in the field, she is not content to rely on tried and tested methods. Instead, she continuously explores new ways of teaching to push the boundaries of her own capabilities. Today, she regularly incorporates new teaching methods, while harnessing the latest digital tools to enhance the learning experience of her students.

Educational Events at a Glance



▲ SINDA Excellence Awards 2024

859 students – the highest number of recipients in the Awards' history – received their SINDA Excellence Award for achievements in academics, sports, and the arts. Held as a dual-session ceremony for the second year, recipients received their awards from Ministers, Mr K Shanmugam, Ms Indraneel Rajah and Mr Chee Hong Tat.



▲ Joint Tuition Awards 2024

340 recipients from SINDA received awards from Minister of State Ms Gan Siow Huang, at the Joint Tuition Awards (JTA), jointly organised by the four Self-Help Groups (SHGs) to recognise students' academic improvement.



▲ Joint Learning Fiesta 2024

Into its second year, the Joint Learning Fiesta served as a platform for SHGs to share best practices with tutors, and reaffirm our shared commitment towards providing supportive learning environments to our students.



▲ STEP Centre Visits

Chairman of SINDA, Mr K Shanmugam, and President of SINDA, Ms Indraneel Rajah, visited STEP centres where they observed STEP's impactful work with students in furthering their academic success, as well as engaged centre personnel and stakeholders.

Inspiring Youths Towards Greater Achievements

SINDA's youth programmes champion the development of Indian youths, nurturing them to fulfil their potential and achieve success. Through customised motivational and mentorship programmes, we instil positive values, shape good character and build confidence to develop youths, and help them flourish in positive peer circles and emerge as capable, well-adjusted adults.

These initiatives are further enhanced by the SINDA Youth Club's programmes. Designed to grow youths' leadership abilities, these sustained leadership training programmes guide them towards greater self-discovery. These youths also contribute actively towards nation-building through national and community-centric discussions, as well as developing creative solutions to thematic community concerns.



3,205

Youths Empowered by SINDA

1,150

Youths in Motivational and Character Development Programmes

470

Youths Engaged through Workshops and Seminars

384

Participants in Youth Engagement Programme

339

Youths Engaged through Skills-Based Programmes

432

Youths Visited the Youth Hub and Total Hits on the Youth Hub Microsite

252

Fitness Enthusiasts in the SINDA Sports Initiative

189

ITE Students Engaged

179

Youths Underwent Sustained Leadership Training

176

Youths Mentored

“SINDA’s initiatives truly shape lives and empower the community. The Mentor Me programme armed me with far more than just practical career support; it launched my journey of personal growth. Mr Gautam’s advice and encouragement throughout have impacted my life greatly and I am inspired to give back to society. Now, I want to become a mentor just like him and help other students navigate their challenges and achieve their aspirations.”

Shreya Kushal Kumar, 23

Initiative: Mentor Me Programme

Mentored to Achieve More

When Shreya entered university, she was immediately faced with a challenge – her university fees added to their family’s financial burdens. So, when her father mentioned SINDA’s bursary scheme, she readily took his suggestion and applied for it. While this sparked her first encounter with SINDA, it was by no means her last.

Once under the bursary scheme, she was soon introduced to the Mentor Me programme. Understanding the value in gaining advice for her future career, she signed up and was matched with Mr Gautam Gorki, an exceptional mentor whose guidance would prove transformative.

Under his coaching, Shreya not only gleaned insights in developing her career but, more importantly, slowly began to shape the right mindset for future success. Mr Gautam worked with her to refine essential career skills, such as resume-building and interview preparation, while fostering confidence in herself. He continually encouraged her to step out of her comfort zone, pushing her to explore opportunities she might have previously shied away from.

By the end of the programme, Shreya emerged more determined and self-assured, motivated to strive towards goals she once considered beyond her reach. The two continue to keep in touch, with Mr Gautam lending his support in her job search.





Positive Youth Programmes that Inculcate Values

YOUTH ENABLE

1,085

youths were engaged through talks and workshops

With a focus on character development, **Youth Enable** is a structured motivational programme that guides students to attain positive outcomes. While improving their social and emotional intelligence as well as nurturing their confidence and resilience, it also equips students with vital study techniques and exam preparation skills to enhance their academic performance.

In 2024, new themes such as personal branding, digital literacy, and mental wellness were introduced across several programmes. These programmes include sustained workshops and motivational talks.

YOUTH MENTORSHIP

176

youths were mentored by 43 mentors

SINDA places high emphasis on youth mentorship, to deepen their perspectives from an early age and to expand their horizons before they embark on their careers. Such mentorship programmes also take a holistic approach in helping students move beyond their current circumstances, towards a better future.

In 2024, SINDA conducted a range of sustained mentorship initiatives for youths, which included:

- **ITEnable Mentoring:** As part of SINDA's ITEnable programme, ITE students work with mentors to gain in-depth knowledge to explore and make informed decisions about their future careers.
- **Mentor Me:** A long-term youth mentorship programme, in which industry professionals from established organisations partner with tertiary-level Indian youths to guide them and provide insights into their chosen fields.
- **SINDA-IBR Corporate Mentoring:** Corporates led by members of the Indian Business-Leaders' Roundtable (SINDA-IBR) support tertiary-level students in achieving their goals through learning journeys, specialised workshops, and mentoring.
- **Mentorship to Let Her Shine!** Designed for young Indian women, Mentorship to Let Her Shine! sees mentees guided by women leaders across key industries, who offer them insights into professional aspirations and equip them with tools to effectively navigate their careers.

GUIDANCE AND MENTORSHIP

153

youth participants engaged in various interest-based GAME programmes

Aimed at nurturing Indian youth aged 13 to 21, the **Guidance and Mentorship programme (GAME)** immerses participants in interactive skills-based activities and mentorship through MOE's 21st Century Competencies framework.

Amidst a peer-support environment, participants join various iterations of interest-based GAME programmes, led by trained youth facilitators.

In 2024, two new versions of GAME were introduced to provide youths with an opportunity to explore unique and engaging sports that emphasised teamwork, strategy, and mental wellness.

SINDA FOOTBALL CLUB

186

youth participants took part in SFC programmes

The **SINDA Football Club (SFC)** allows youth to be meaningfully engaged, while enhancing their life and soft skills, based on MOE's 21st Century Competencies framework. Through participation in various competitive leagues and tournaments, youths are encouraged to achieve new heights, while attaining values such as discipline, commitment and resilience to help them realise their life goals.

In 2024, Holistic Football was introduced to help athletes develop beyond regular training. It covered nutrition, coaching clinics, referee training, and body conditioning workshops.

“ Since my primary school days, SINDA's programmes have been a constant support – from the STEP programme to the SINDA Youth Hub. As a football fan, I'm especially thankful for SFC. It not only allowed me to indulge in my passion, but also helped me develop discipline and teamwork. I have also made many friends as a result. SFC also recommended me for PLP, where I honed my leadership skills. Today, I am an active volunteer and participant with SINDA's various youth initiatives including SYEC and GAME. ”

Saranisha d/o Saravannan, 23

INITIATIVES:

STEP Programme, SINDA Football Club (SFC), SINDA Youth Empowerment Camp (SYEC), Peer Leadership Programme (PLP)



PEER LEADERSHIP PROGRAMME

65

youth leaders trained

Youth programme participants who display exceptional leadership skills can unleash their potential through SINDA's **Peer Leadership Programme (PLP)**. Through experiential workshops, they gain the necessary skills, values and knowledge to grow as active peer leaders, with PLP graduates taking on leadership responsibilities in other SINDA youth programmes.

An overseas learning journey to Cambodia in 2024 also provided participants with the opportunity to experience different cultures, exchange knowledge and embrace diversity.

SINDA YOUTH HUB

432

youths visited the SINDA Youth Hub in person and virtually

The **SINDA Youth Hub** @ Jurong Point offers youths physical and virtual spaces to learn, participate and benefit from SINDA's youth programmes while enjoying positive interactions with fellow youths. These are also platforms through which students can access other services by SINDA and volunteer for community initiatives.

The Hub also serves as a vibrant space for youth engagement programmes, hosting a variety of activities and initiatives that foster greater participation among youths.

The Hub operated on a hybrid system in 2024, in which 66 youths visited the centre in person and 366 did so virtually.

YOUTH ENGAGEMENT PROGRAMME

384

youths found the programme beneficial to their growth

The **Youth Engagement Programme (YEP)** engages Indian youths aged 13 to 21 through various interest-based activities to create awareness of socio-emotional learning and build resilience. The programme also allows SINDA to identify youths in need of support and provide them with relevant opportunities for holistic development.



ITENABLE

189

ITE students benefitted

"SINDA met my needs and more when I was at a low point in my life. Joining ITeNABLE proved to be a pivotal moment. The sessions led me to understand my strengths and weaknesses better, while instilling good values and allowing me to explore my interests. I was also given many opportunities to develop as an individual and a leader. SINDA is truly a place where youths can discover and hone their potential."

Muhamad Hazzeek Bin Muhammed Basseer, 20

INITIATIVES:

ITeNABLE Programme,
Peer Leadership Programme

ITeNABLE's range of enriching workshops and mentoring sessions build confidence and resilience among Indian ITE students. With activities running throughout the year, the college-based motivational and mentoring programme imparts new and interesting skills in a fun environment.

In 2024, SINDA also organised the ITE Youth Dialogue in collaboration with the Institute of Technical Education (ITE), to highlight ITE excellence and promote Forward SG's vision of redefining academic success for all.

Unlocking Potential, Broadening Perspectives

Distraught and facing financial hardship after his father's passing, Hazzeek approached SINDA for help and was introduced to the ITeNABLE Programme.

Shy and unsure of what to expect, he attended his first mentoring session. By the time it concluded, he was convinced of the benefits. Not only had he gained valuable lessons but he had also made firm

friendships. Encouraged by the experience, he eagerly signed up for more SINDA programmes where he found comfort, guidance and new direction amidst his challenges.

Later, when Hazzeek was asked to be a peer mentor, he readily agreed. While enhancing his personal growth, the role offered opportunities to participate in events and facilitate discussions under the National Youth Council. He also headed to Cambodia as part of SINDA's Peer Leadership Programme where he gained a deeper appreciation for community service and cultural appreciation. The trip deepened his resolve to give back - not just to his own community, but to others in need.



“SINDA creates a ripple effect of empowerment, where beneficiaries become leaders who in turn uplift others. Through the programmes, youths can discover their passions and actively contribute to positive change, while benefitting from numerous opportunities to develop their leadership qualities. I hope other youths can be similarly equipped and inspired to make a difference to the people around them.”

Rakshanaa Pandian, 19

Initiatives:

STEP Programme,
Guidance and Mentorship Programme (GAME),
Peer Leadership Programme (PLP),
SINDA Youth Club (SYC) Programmes,
Door-Knocking Exercises,
Project Shine

Empowered for Good

At just 19, Rakshanaa is already displaying her leadership potential. The avid volunteer began her involvement with SINDA in 2018 when she joined the STEP Programme. She soon realised that SINDA's programmes extended well beyond academics. Eager to explore the wealth of opportunities on offer, she dived into the Guidance and Mentorship programme and the Peer Leadership Programme.

There, surrounded by support from her dedicated mentors, Rakshanaa discovered her unique talents and started to build her leadership potential. By 2022, she had embraced the role of a Peer Leader and was actively involved in guiding and inspiring others. Not content to rest on her laurels, she sought ways to hone her leadership skills. She found her voice and embraced leadership with empathy and purpose, guiding and uplifting others through initiatives like the SINDA Youth Empowerment Camp and SINDA Youth Leaders' Seminar.

“SINDA's programmes gave me exposure to national-level platforms, which broadened my horizons,” she explains. In particular, her participation in the National Youth Dialogue, “Together, We Make Singapore”, allowed her to engage in crucial conversations about youth involvement in policy-making.

Today, driven by a desire to give back, Rakshanaa continues to volunteer in numerous SINDA initiatives. She has played an active role in Door-Knocking Exercises, Project Shine and the Let Her Shine! ShineSpire Conference 2024, demonstrating her commitment to touching lives within the community.





LEADERSHIP PROGRAMMES

179

youth leaders benefitted from SINDA Youth Club's leadership programmes

SINDA offers youths who exhibit leadership potential with added opportunities to hone their abilities. One such avenue is the **SINDA Youth Club (SYC)** and its series of leadership programmes. These include:

- **The ITE Leadership Programme (ITELP)** grooms Indian ITE students into effective leaders, shaping their development and presenting opportunities for them to ideate and implement social projects. 24 ITE students participated in ITELP in 2024.
- **The SINDA Youth Leaders Seminar (SYLS)** moulds youth with different academic backgrounds into youth leaders. Attended by 80 youths, the three-day camp in 2024 saw participants being empowered to be agents of change, while networking with peers, honing leadership skills and engaging with members of the community.

In 2024, digital innovation was integrated into the programme with the introduction of Virtual Reality (VR) to provide immersive and experiential learning opportunities to participants.

- **The SINDA Young Leaders Programme (SYLP)** nurtures youths to be the next generation of leaders, through discussing complex social issues, and equipping them with skills to design and implement sustainable projects for causes they are passionate about.

In 2024, the programme increased partnerships to provide youths with diverse hands-on volunteering experiences, and benefitted 31 youths.

- **The SINDA Youth Empowerment Camp (SYEC)** guides upper secondary students on achieving greater self-leadership, by exposing them to community leadership and empowering participants to take ownership of their personal and professional development.

This non-residential camp allows participants to network with other Indian youths from various educational streams, while also preparing themselves for life after secondary school.

In 2024, SYEC was organised as a three-day camp for 44 participants.

SINDA SPORTS INITIATIVE (SPIN)

252

youths benefitted from SPIN

Targeting youths, **SPIN** is a sports-based initiative that imparts holistic perspectives of health to achieve physical, nutritional and mental well-being. Its training sessions, workshops and events raise awareness of and assist participants in achieving a well-balanced healthy lifestyle.

YOUTH DEVELOPMENT INITIATIVES

393

youth engaged in
development initiatives

SYC's core mission remains to foster growth and development opportunities for Indian youth in Singapore. In 2024, SYC organised the following initiatives for 393 participants to become better leaders and more involved members of the community:

- **Capacity Building** – a series of programmes structured to equip young individuals with the necessary competencies to effectively lead various programmes, events, and projects within SYC.
- **Networking and Partnerships** – to maintain robust relationships with partners, and to explore and foster areas of collaboration for greater communal impact.
- **Journey Crafting** – partnering with social service organisations, Journey Crafting exposes volunteers to various community issues, providing a platform for them to engage in ad-hoc volunteering activities.

In 2024, SINDA conceptualised and implemented the second run of the Inter-Youth SHG Dialogue, in collaboration with the other Self-Help Groups.



“

My decision to join SYEC's organising committee transformed my life. Besides growing my leadership abilities and exposing me to new activities, it ignited a passion to uplift others. Today, surrounded by a supportive youth community, SYC feels like my second home. I lead SYEC and am exploring other ways I can help the community. I hope more youth can experience the positive impact of volunteering through SINDA's diverse programmes.

”

Xavier Ramana, 22

INITIATIVES:

SINDA Youth Empowerment Camp (SYEC),
SINDA Youth Club (SYC) Programmes

YOUNG ADULT ENGAGEMENT AND DEVELOPMENT

77

youths were empowered through SYC's Young Adult Engagement and Development initiative

"SINDA has been instrumental in my personal and professional growth. Under the programmes, I honed practical skills which have been invaluable academically and in my career journey.

Still, I plan to do more. I want to mentor other youths and create coding workshops and technological solutions that will benefit the community. Among these is an app that will connect SINDA participants with mentors. Through my efforts, I hope to empower youths and support their development at SINDA."

Tamilselvan Dinesh Praba, 19

INITIATIVES:

STEP Programme,
SINDA Young Leaders Seminar (SYLS),
SINDA Youth Empowerment Camp (SYEC)

Through the **Young Adult Engagement and Development** initiative, participants aged between 26 to 35 are able to build a community that supports their personal and professional journeys. Here, young adults join workshops, webinars, and dialogue sessions that promote a greater awareness of growth industries and relevant opportunities, while allowing participants to build professional network among their peers.

In 2024, the SYC Young Adults Community collaborated with organisations such as the Singapore Global Network (SGLN), Rently, Cove, Microsoft, and Glints to tackle practical topics such as housing and career progression. The year also featured Taking Flight 2.0, a panel discussion with industry leaders designed for individuals considering relocating abroad to further their careers.

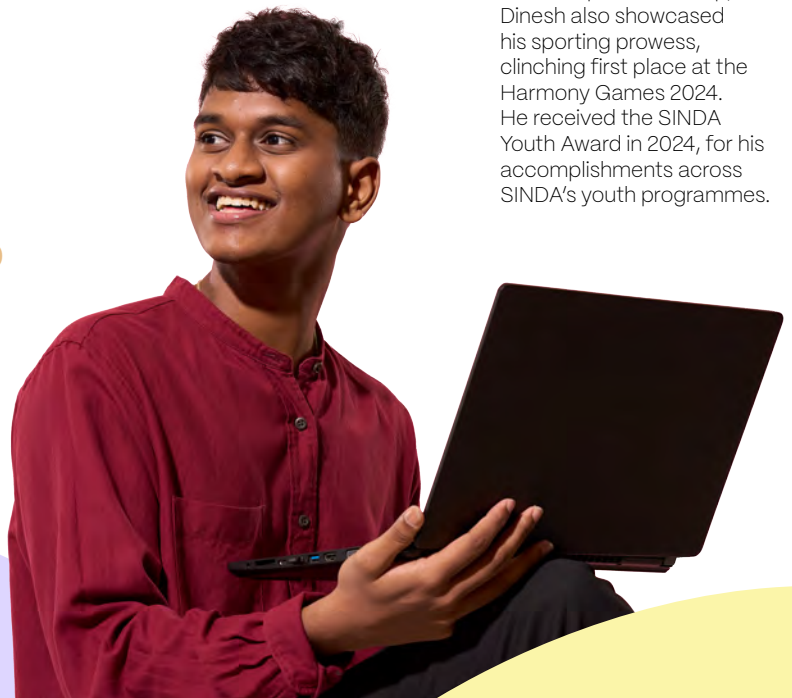
Empowering Youths to Grow

Dinesh's first encounter with SINDA was with the STEP programme where he benefitted from much-needed tuition support during his academic journey. This eventually led to his participation in the SINDA Young Leaders Seminar. There, he engaged in impactful leadership workshops and took part in in-depth discussions on community issues.

As his involvement with SINDA grew, Dinesh agreed

to be the Programme Lead for the Youth Empowerment Camp 2024 despite his hectic schedule. Demonstrating his dedication and exceptional time management abilities, he gamely took on the event's planning, budgeting and volunteer management responsibilities – all while balancing his polytechnic coursework, an internship and participation in other SINDA programmes.

Apart from his successful leadership of the Camp, Dinesh also showcased his sporting prowess, clinching first place at the Harmony Games 2024. He received the SINDA Youth Award in 2024, for his accomplishments across SINDA's youth programmes.



Youth Events at a Glance



▲ SINDA Youth Leaders Seminar (SYLS)

SYLS' annual residential camp engaged 124 youths in fun-filled, thought-provoking initiatives surrounding youth empowerment and encouraged greater servant leadership.



▲ The Facilitators' Nexus

Held over two weekends, 107 youths took part in The Facilitator's Nexus. The programme provided them with basic facilitation knowledge and strengthened their leadership skills, preparing them to lead conversations and community activities related to causes they cared about.



▲ SINDA Youth Awards 2024

150 recipients were recognised for their achievements and commitment in SINDA's various youth programmes at the annual SINDA Youth Awards.

Youth Events at a Glance



▲ SINDA-IBR Corporate Mentoring

Through the SINDA-IBR Corporate Mentoring initiative, 103 Indian youths were mentored by IBR members and volunteers from their companies, to gain first-hand insights into their careers of choice and to strengthen personal and professional competencies.



▲ SINDA Young Leaders Programme (SYLP)

Over the course of the three-month SYLP, youths collaborated with various community partners on key issues such as sustainability, race, homelessness, and at-risk youth, while also honing their leadership skills throughout the programme.

▲ Taking Flight 2.0

The SINDA Young Adults Community held its second edition of Taking Flight, which offered young adults valuable insights into overseas career opportunities and advice from industry leaders.

Youth Events at a Glance



▲ Joint Youth Dialogue 2024

The annual Joint Youth Dialogue brought together youth leaders from all four SHGs to engage in discussions on national issues. It provided a platform for them to collaborate on initiatives that address social needs and uplift vulnerable communities.



▲ ITE Youth Dialogue

SINDA's ITE Youth Dialogue brought together 100 students from all three ITE campuses, where they conversed with Minister Indranee Rajah on evolving educational landscapes and future opportunities.



▲ SINDA Football Club

The SINDA Football Club conducted structured training sessions and workshops over the year, equipping youths with not only core football skills but also vital soft skills such as leadership, communication, and teamwork.

Building Stronger Families

SINDA believes that families create a strong foundation for a child's growth and success. From activities that develop the social and cognitive skills of pre-schoolers, to learning programmes for older children aimed at complementing and

enhancing their academic journey, each initiative is specially designed to strengthen families and positively impact their children's development.



8,219

Children and Parents Enriched

5,131

Parents Benefitted from Parenting Workshops

767

Early Learners Series Hampers Distributed

608

Children Attended Enrichment Workshops

517

Individuals Engaged through Family Bonding Activities

395

Children Attended Holiday Enrichment Camps

387

Pre-schoolers Engaged

287

Young Women Empowered through Let Her Shine!

113

Mothers and Children Empowered through Project Athena

14

Children Underwent Groupwork Intervention for Domestic Violence

“SINDA has been a supportive presence throughout my daughters’ lives. The programmes are truly holistic and well-designed to support development at different age groups, providing excellent opportunities for children and youths to explore their passions. Thanks to SINDA, my girls have discovered new interests and are able to build a strong foundation for their future.”

Mohideem, 54, Nachiar, 48 and twins Nazra and Mifra, 7

Initiatives:

Hello Baby,
Hello Toddler,
Pre-school Enrichment Workshops,
Holiday Camps,
STEM Workshops,
Back To School Festival (BTSF) Vouchers

Holistic Development from the Start

For Mohideem’s children, SINDA has been a constant support since the very beginning. When his twins, Nazra and Mifra, were born, SINDA welcomed their arrival with Hello Baby gift hampers.

As the twins grew, SINDA continued to help nurture their development. The Hello Toddler initiative surrounded them with engaging and fun-filled books, fostering a love for reading from an early age. Later, the girls participated in Pre-school Enrichment workshops, where they developed crucial social and cognitive skills.

Once they started school, Nazra and Mifra eagerly looked forward to SINDA’s holiday camps taking place during their school breaks. These camps offered a perfect blend of fun and learning and allowed the twins to make new friends while expanding their horizons.

It was also thanks to SINDA that they were able to explore the exciting world of science and technology through the STEM workshops. Their interest piqued, they became engrossed in SINDA’s many children enrichment programmes, which they are currently attending to develop valuable skills for the digital age.

To alleviate financial pressures for the family and allow the twins to focus on their education, SINDA also provided them with Back To School Festival vouchers to purchase essential supplies for each school year.





Family Programmes that Strengthen Bonds

EARLY LEARNERS SERIES

767

recipients received
gift bundles

Collectively termed the Early Learners Series, the **Hello Baby, Hello Toddler and Hello Pre-schooler Bundles** are filled with educational toys and tools to promote positive interaction and support parents in becoming actively involved as they build bonds and develop their children's cognitive skills.

In 2024, SINDA collaborated with multiple agencies in Singapore to provide parents who received the Hello Toddler bundle with valuable resources and practical strategies to better engage their children. Parents were also encouraged to participate in parenting programmes that emphasised the importance of reading and using the bundle's resources to support their child's learning.

The Early Learners Series also serves as an early intervention initiative for parents to be introduced to SINDA's diverse range of family-related programmes and assistance schemes, with 340 bundle recipients also signing up for SINDA's other initiatives.

CREATIVE ARTS AND WELLNESS

458

children were enriched through
creative arts programmes

Creative Arts & Wellness is a series of engaging programmes designed to provide pre-school and primary-level students with holistic learning opportunities that enhance academic growth while shaping character. By instilling positive values and essential skill sets, these programmes encourage exploration and promote physical and mental wellness to prepare students for the future.

With a strong focus on creativity and personal development, Creative Arts & Wellness nurtures young minds through performing and visual arts, and life skills.

LET HER SHINE!

287

young women were empowered through Let Her Shine!



The **Let Her Shine! (LHS)** initiative is a series of workshops and sustained programmes aimed at creating a profound and transformative impact on the lives of Indian women, aged 7–35, enabling them to realise their full potential and thrive.

With a strong focus on women's empowerment and advancement, the programme aims to equip young women with the knowledge and tools to cultivate a healthy lifestyle and mindset, while empowering them in recognising and protecting themselves in vulnerable situations.

In 2024, Let Her Shine! hosted its inaugural ShineSpire Conference, uniting a vibrant community of Indian women to celebrate achievements, share experiences, and inspire future generations.

“ Soon after I entered the workforce, I realised that I needed help managing professional challenges. Through SINDA's Mentorship to Let Her Shine! programme, I was guided by a female industry leader to take control of my personal and professional development.

Armed with new confidence, I volunteered to plan mentoring programmes, mentored students and even emceed at a Let Her Shine! event. SINDA's programmes are invaluable for women seeking empowerment to achieve their full potential.

”

AS Vishwapriya, 28

INITIATIVE:

Mentorship to Let Her Shine! Programme

STEM IMPRINTS

537

children benefitted from STEM education programmes

Through SINDA's **STEM education programmes**, children aged 7 to 12 with an interest in technology-based learning are armed with digital skills to prepare them for a STEM-focused future.

CAMPS

395

children were engaged over 15 camps

Holiday adventure camps offer children exciting opportunities to explore the outdoors while engaging in interactive activities that foster decision-making skills, social-emotional growth, and teamwork.

In 2024, **career exploration camps** were conducted for upper primary students, allowing students to learn about various job scopes while discovering their personal interests and aspirations in different fields.

“ For the last five years, SINDA has benefitted our whole family. The Hello Baby and Hello Toddler hampers are helping my younger children develop. My older children participate in SINDA's digital and enrichment programmes and have become more confident academically thanks to LYNN and Guide. This year, they received the SINDA Bursary which has helped ease their academic journey. Their father and I join the parenting workshops through which we are nurturing a supportive environment for our children. ”

Elizabeth Davaraj, 33, and family

INITIATIVES:

Hello Baby, Hello Toddler, Literacy & Numeracy Programme (LYNN), Guide, Digital and Enrichment Programmes, Parenting Workshops

PARENTING WORKSHOPS

5,131

parents were engaged through SINDA's parenting workshops

Stronger parent-child bonds and stable, self-sufficient families are the aims of SINDA's **parenting workshops**. Centred on key themes, the sessions emphasise the importance of each child's development and equip parents with the relevant knowledge and techniques to imbue essential skills and support their children's growth stages.

In 2024, these programmes included:

- Understanding Early Childhood;
- Pre-school, Primary 1, Secondary 1 and Post Secondary Starter Series;
- Parent Engagement programmes;
- Positive Parenting;
- STEM Imprints for Parents; and
- Father - Child Bonding sessions.

FAMILY BONDING

517

parents and children attended family bonding activities

Designed to encourage continued learning and support children in realising their potential, SINDA's **motivational and enrichment programmes** also provide opportunities for families to spend quality time together to understand each other's strengths and weaknesses to appreciate each other better.

In 2024, an increased number of partners collaborated with SINDA to organise family events, offering families more meaningful experiences.



PROJECT ATHENA

113

Indian single mothers and children were empowered through Project Athena

Through **Project Athena**, single mothers gain essential skills to become self-sufficient, resilient and confident parents. Helmed by trained social work practitioners, the initiative holds individual counselling and group therapy sessions to support mothers and children in tackling life challenges and building strong bonds as a family.

Project Athena also organises programmes that range across parental development, children enrichment, and family bonding, empowering Indian mothers to be resilient and confident individuals.

"SINDA has been there for us since my children were little, and I'm sincerely thankful for all the support we've received over the years. The programmes have helped us strengthen our family ties and given us the tools to succeed. By empowering me to improve our situation, my children are now inspired to achieve their goals in life."

Thillianathan Vashti, 44

INITIATIVES:

Project Athena,
Women Empowerment Fund

Building a Brighter Future

Vashti is a mother of three youths, aged between 13 and 21. When her children were younger, SINDA bursaries had helped bridge financial gaps in their primary and secondary school years.

Determined to create a better future for her family, she pursued a Diploma in

Business Management at Kaplan. Although financial challenges led to a brief pause in her studies, the Women Empowerment Fund provided the support and confidence she needed to resume her educational journey.

SINDA's programmes have also helped to build a stronger, more resilient household. As a family, they have been actively participating in initiatives such as Project Athena, Mother's Day events and other family bonding activities, forming a stronger bond between them.



Family Events at a Glance



▲ Let Her Shine! ShineSpire Conference

SINDA's inaugural 'Let Her Shine!' ShineSpire Conference united a vibrant community of women to celebrate their accomplishments, share their stories, and inspire future generations. Centered around the theme 'Empowered as One!', the event highlighted critical contemporary issues and fostered greater community awareness.



▲ Paying It Forward Arts Fest

The SINDA Arts Fest brought together single mothers and their children, who have benefitted from SINDA's support, to give back to the community by running creative booths at a family picnic.



▲ Family Bonding

Throughout the year, SINDA organised a series of exciting family bonding activities to strengthen familial bonds within our community. The year offered a variety of creative workshops, giving families the opportunity to enhance their skills and explore new hobbies in activities like baking, arts and crafts, and more!

Family Events at a Glance



▲ Treasure Hunt @ Bird Paradise

150 parents and children participated in an adventurous treasure hunt at Bird Paradise. Solving clues together and exploring the park, the families bonded through much laughter and learning.



▲ STEM Imprints

To cultivate essential STEM skills from an early age, a year-long series of interactive workshops was held for children. These sessions explored topics such as robotics, coding, and scientific concepts to ensure that children are ready for a digital future.



▲ Date with Mum

150 mothers and children came together to celebrate Mother's Day with a joyful day of engaging activities and an outing to Gardens by the Bay. The event provided a meaningful opportunity for families to bond and create lasting memories, while highlighting the importance of mothers in their children's lives.

Family Events at a Glance



▲ Self-Help Groups' Joint Football Camp

The SHGs hosted the Self-Help Groups' Joint Football Camp 2024 at Kick Off! Singapore. Over two days, children aged 7 to 12, honed their skills, guided by coaches from Sport Singapore. The camp also sought to promote diversity, racial harmony, and inclusivity through football.



▲ Children Enrichment Programmes

SINDA's range of enrichment programmes for children continue to support them in their holistic development through immersive workshops, focused on developing their creativity and essential life skills beyond the academic curriculum.



▲ Parenting Workshops

SINDA's parenting workshops aim to impart knowledge to strengthen parent-child bonds within our community. Over 5,131 parents attended workshops in 2024, which shed light on several essential parenting themes.

Assistance to Support Our Community

Anchoring our family-focused social assistance efforts is the SINDA Family Service Centre (SFSC). Today, its range of social work and family assistance schemes continue to surround less privileged families and individuals with the motivation and resources to achieve

self-sufficiency. SFSC's holistic support effectively complements the intervention programmes of other divisions within SINDA. Together, these empower families as they overcome obstacles and chart a brighter future ahead.



12,028

Individuals Received Assistance

8,500

Back To School Festival
Vouchers Distributed to Students

3,425

Students Received
Education-related Financial
Assistance

1,395

Families Received Information
and Referral Services

682

Clients and Family Members
Supported through Casework
and Counselling

288

New Families Received
Celebrate! Festive Gift Packs

25

Inmates and their Families
Assisted through Prison TrueCare

18

Children Benefitted from
RIGHTS*ave*

110

Seniors Received
Support Schemes

“SINDA does amazing work in empowering single mothers and their families. More than financial aid, they offer resources to help us improve our lives. I am glad that I am now in a position to uplift others in return. I hope that through caring for children, I can positively impact their lives.”

Nageswari Raja, 33

Initiatives:

Counselling Assistance,
Financial Assistance,
Project Athena,
Children Enrichment Programmes,
Women's Empowerment Fund

Daring to Dream Again

When Nageswari first approached SINDA, she was immediately embraced as a case management client. At the time, the single mother of three was seeking refuge from domestic violence and was facing financial hardship. Despite her struggles, she was determined to create a better life for her family.

Bolstered by the extensive support from SINDA's Family Service Centre, Nageswari embarked on a transformative journey. She benefitted from a range of SINDA's services, including counselling assistance, financial aid and tailored programmes, and also participated in Project Athena. Her children were enrolled in different enrichment programmes designed to equip them with the right skill sets and prepare them for the future.

These resources not only helped her navigate her immediate challenges and build bonds within her family but also helped her children in their development. Over time, she was able to put her traumatic past behind her and gain new confidence to overcome her situation.

With renewed vigour, she went from living in a rented one-bedroom unit to purchasing a three-bedroom HDB flat, providing a stable home for her children. Supported by SINDA's Women Empowerment Fund, she now aspires to pursue a degree in early childhood education.

Having transformed her family's future, Nageswari was eager to pay it forward. She seized the opportunity to join a group of other women and help organise a community event, where she was involved in several activities.





Assistance to Support Our Community

INFORMATION & REFERRAL; CASEWORK & COUNSELLING

1,395

individuals were assisted through social work

Through a holistic assessment of each family's needs, **SINDA Family Service Centre** seeks to enhance the early identification of at-risk families and refer them to relevant services. Across 2024, 1,395 clients and individuals benefitted from this **information and referral services**.

Meanwhile, **casework and counselling** programmes supported 682 families and individuals facing financial, interpersonal and family-related issues, providing them with the knowledge, skills, resources and support to become resilient and self-sufficient.

The expansion of casework, counselling, and capacity-building initiatives also empowered individuals and families to address financial, interpersonal, and family-related challenges more effectively.

CELEBRATE! FESTIVE GIFT PACKS

2,469

underprivileged families received gift vouchers and grocery items

During celebrations such as Hari Raya Puasa, Deepavali and Christmas, SINDA reaches out to low-income families through the **Celebrate! Festive Gift Packs** with vouchers worth \$120, along with festive goodies and groceries.

In 2024, a diverse group of volunteers, including individuals and members from corporate and religious organisations, delivered gift packs to 2,469 in-need families across the island.

ELDERCARE SERVICES

110

Seniors Benefitted from
SINDA's Elder Care services

In light of the increasing need of Singapore's ageing population, **SINDA's Elder Care Services (ECS)** addresses the basic needs of the elderly. ECS focuses on upholding their overall care, health nutrition and hygiene through the following schemes:

As part of these services, the **Senior Daycare Subsidy** subsidises daycare needs for eligible seniors and connects Indian elders to relevant community and social resources to encourage social interaction with their fellow seniors.

In 2024, seniors received \$100 in monthly cash payouts, marking a shift from grocery vouchers previously. This change provided them with greater flexibility, allowing the funds to be used for a wider range of essential needs, such as medication and other essential daily items, ultimately better supporting their overall well-being.

“

I suffer from health challenges, such as arthritis, heart problems, diabetes and knee pain.

Since 2019, SINDA has been supporting my financial needs through programmes like the Elderly Support Assistance Scheme and the Transport Support Scheme to help me get to my medical appointments.

These have been a great help to me and have positively impacted my life as I grow older, making it easier for me to manage my health issues. ”

**Thana Letchimi
Narayasamy, 63**

INITIATIVES:

Elderly Support Assistance Scheme,
Transport Support Scheme



EDUCATION-RELATED ASSISTANCE SCHEMES

3,425

students received monetary assistance



Pre-school to tertiary level students and their families benefit from several SINDA **education-related assistance schemes** and the additional support designed to uplift them academically and guide their overall development. As a result of SINDA's PCI threshold increase in 2024, the number of bursary recipients increased, enabling more families to access financial assistance for their children's education.

- **SINDA bursaries** offer education-related financial assistance to low-income and deserving families, supporting them from pre-school till their post-secondary education. These include the:
 - Pre-school Bursary: 334 children
 - SINDA Bursary: 2,209 primary and secondary students
 - SINDA-SIET Tertiary Bursary: 716 students
- **Before and After School Care (BASC) Subsidy** targets low-income families with children attending non-profit BASC centres. It supported 17 students in 2024.
- Easing the financial burdens of families, **Back To School Festival Kits** provide students with stationery and shoe vouchers worth up to \$200, allowing them to start the new school year with much-needed resources. In 2024, 8,500 students received these kits, of whom 6,185 students were newly introduced to SINDA.
- Aimed at easing their financial burdens and supplementing their families' incomes, ITE students from low-income families receive a monthly allowance through the **SINDA Monthly Financial Assistance Scheme**. Throughout 2024, 149 ITE students received allowances from SINDA.

“ SINDA has been a huge help to my family. Both my husband and I suffer from many health issues, and with him being overseas for treatment, our finances were affected. SINDA's EOF and Beacon Fund helped to lessen our burden. My daughter has also benefitted from the SINDA bursary. More than financial aid, we were also assigned a social worker who provided counselling support.

With the comprehensive assistance we received, we have the strength and determination to conquer our challenges. ”

Ponnusamy Mathavee, 53

INITIATIVES:

Equal Opportunity Found (EOF), Beacon Fund, SINDA Bursary, Counselling Support

FINANCIAL ASSISTANCE

592

individuals supported by SINDA


ASSISTANCE JOINTLY OFFERED WITH PARTNER ORGANISATIONS

Individuals and families in need receive financial help from SINDA through diverse initiatives including the following schemes:

- Through the **Education Assistance Fund**, the Indian Business-leader's Roundtable (SINDA-IBR) assists low-income Indian families facing difficulty in paying their children's school fees.
- The **Women Empowerment Fund** provides financial assistance to women and girls from low-income families.
- The **Beacon Fund** offers urgent temporary financial help to individuals and families. It supported 146 people in the past year.
- **SINDA's Transport Support Scheme** eases the burden of transport costs and makes medical appointments more accessible for the elderly, persons with disabilities, pregnant women and eligible clients with chronic health issues. In 2024, 387 individuals benefitted from the vouchers.
- The **Emergency Financial Assistance Scheme** provides families and individuals with interim immediate financial assistance to meet their basic needs. In 2024, 49 individuals received financial support under this scheme.

Through a collaboration with the Ministry of Social and Family Development, beneficiaries in need of urgent assistance can receive financial aid from the **Comcare Assistance Scheme** on a case-by-case basis, with the scheme helping 7 clients in 2024.

Through the **Singapore Press Holdings Foundation**, 205 students from low-income households stayed up-to-date on current affairs with free copies of mainstream newspapers.



PRISON TRUECARE

25

individuals supported through the Prison TrueCare programme

Prison TrueCare was launched in 2020 and expanded over the years, consolidating SINDA's previous prison-related efforts. Serving both incarcerated members, ex-offenders and their families, the programme includes:

- **Referrals on the onset of incarceration:** Support through casework and counselling is provided to the families of the incarcerated, in addition to SINDA's financial, social and academic support for their children.
- **In-care parenting programmes:** Workshops on education pathways and landscapes, as well as positive parenting, are conducted for incarcerated mothers and fathers to provide them with appropriate knowledge and skills to continue their role as parents effectively.
- **Aftercare:** The Restart Package includes \$50 grocery vouchers to support ex-inmates and their families in their reintegration journeys, while also serving as a gateway to introduce them to SINDA's programmes and services.

SINDA also conducts **Educational Milestone Parenting workshops** for incarcerated mothers of other races, in collaboration with the other Self-Help Groups.

"Prison TrueCare has been a true helping hand, providing me with the social and financial assistance to restart my life. Through the Positive Parenting Workshop, I learnt proper parenting skills to improve my relationship with my daughter. More importantly, I gained the confidence to believe in myself. With SINDA's help, my daughter and I now have a strong bond – something that I am extremely grateful for."

Rani (pseudonym), 26

INITIATIVES:

Prison TrueCare Programme,
Hello Toddler

Restarting Life Anew

As a young single parent recently released from prison, Rani was eager for a fresh start for herself and her toddler. While incarcerated, she had enrolled in the Positive Parenting Workshop organised under SINDA's Prison TrueCare programme, which was designed to impart parenting techniques and insights to strengthen family bonds. With the knowledge she gained, she was excited to have her daughter back in her life.

Understanding the difficulties of reintegrating into society, SINDA followed up with Rani

to offer assistance with her basic, daily needs. SINDA also sent her family the Hello Toddler package. The colourful books, interactive toys and other essential learning material in the package not only aided her daughter's development but also provided avenues for Rani to spend quality time with her.

Encouraged by her progress, she began participating in more SINDA programmes. These armed her with additional resources that helped enhance her family's growth and stability.

Assistance Events at a Glance



▲ Back To School Festival 2024

The annual Back to School Festival, held at Resorts World Sentosa, provided support to a greater number of students by distributing 8,500 Back to School Festival vouchers, an 18% increase from the previous year. The event saw SINDA engaging with students and family members as they enjoyed a visit to Universal Studios Singapore.



▲ Engaging the Seniors in the Community

As part of continued efforts to benefit seniors, SINDA's volunteers engaged 28 seniors in a variety of exciting and inclusive activities to keep them meaningfully occupied. Two engagements took place over the course of the year.



▲ Project Shine

SINDA expanded the Project Shine initiative in 2024 to cover the festive seasons of Hari Raya Puasa, Deepavali and Christmas. Volunteers came together to scrub down and spruce up the homes of in-need seniors who were living alone.



▲ Project Give Heartlands

Project Give Heartlands touched even more lives, doubling its community venues from four in 2023 to eight in 2024. By bringing assistance and festive cheer closer to the doorsteps of beneficiaries, the initiative ensured that more families could celebrate the season with joy and ease of mind.



▲ Celebrate! Festive Gift Pack

2,469 low-income households received snacks, groceries, and vouchers worth \$120 each, to commemorate festive seasons such as Hari Raya Puasa, Deepavali and Christmas. This early effort by SINDA ensured that families were able to celebrate the festive seasons with peace of mind.

Forging Stronger Relationships with Community Partners

From community and grassroots organisations to religious and ethnic groups, we forge meaningful collaborations with all, tapping our collective resources and expertise to engage individuals in the community and fuel our outreach efforts.

The success of many SINDA programmes and services rests in the hands of our volunteers. Hailing from all walks of life and age groups, they shoulder a wide range of services on behalf of the organisation and advance SINDA's efforts on the ground as our ambassadors.



1,233

Individuals and Partners Collaborated With

3,254

Volunteer Hours Contributed towards SINDA Programmes and Services

578

Partners Worked with SINDA

434

Volunteers

221

Households Connected through Door-Knocking Exercises

176

Indian Business-leaders' Roundtable (SINDA-IBR) Members

63

Organisations and Educational Institutions Supported or Funded

48

SINDA Liaison Officers in Schools

“SINDA does commendable work in improving the lives of its beneficiaries and the community. By partnering with them, we hope to not only increase the scale of SINDA’s initiatives but also made them more impactful and accessible to families in need. Together, we can ignite lasting change and improve the health and well-being of our community.”

Vasuki Ultravathy, 45

Director, School Health & Outreach, Health Promotion Board

Initiatives:

Celebrate! Festive Gift Pack Distribution,
Project Give

A Partnership for Community Progress

United in the shared mission to enhance the well-being of the Indian community in Singapore, SINDA and the Health Promotion Board (HPB) formed a dynamic partnership in 2022. Every year since then, this collaboration has been the cornerstone of several SINDA initiatives, with HPB playing an important role in various programmes.

At the heart of this partnership is Ms Vasuki Ultravathy, the Director of the School Health Outreach Division at HPB, who has been instrumental in strengthening ties between the two organisations. Under her guidance, HPB has become an integral part of SINDA’s annual Festive Gift Pack distribution. More than sponsoring donations, HPB helps to curate the items, handpicking healthier alternatives to ensure that families receive not just essential rations, but also nutritious food options. Their selections become staple items in the goodie bags and help families make better dietary choices.

Recognising the importance of engaging directly with the community, Ms Vasuki had HPB come on board as a booth partner at the annual Project Give as part of their outreach efforts.

Ms Vasuki also helps amplify SINDA’s initiatives where possible to benefit both organisations. Her active involvement in SINDA’s Health Task Force, for example, has propelled our community engagement efforts and created a synergy that promotes positive outcomes for HPB, SINDA and everyone involved.





Partnerships for the Betterment of the Community

PARTNERSHIPS WITH THE COMMUNITY

578

partnering organisations supported SINDA's activities and efforts



SINDA joined hands with 578 partner organisations over 2024 to bring about various initiatives, from fundraising and community events, to programmes, booths and dialogues. These partners included Indian, religious, community and grassroots organisations that enhanced SINDA's outreach efforts, as well as national agencies and companies which contributed to a series of help schemes and dialogues while widening our reach. The involvement of schools and education institutions, in particular, was critical in impacting our young.

“

For many years, we have been a steadfast supporter of SINDA and proudly share in their mission to improve lives in the Indian community. Over the years, our partnership has grown. From providing space every year for SINDA's Project Give Booth @ Little India, to sponsoring food for elderly beneficiaries at Pongal and Project Give Heartlands events, we actively contribute donations and logistical support to extend SINDA's outreach efforts and bring about meaningful, lasting change together.

”

Regunarth Thyagarajan, 45

Chairman, Little India Shop Owners and Heritage Association (LISHA)

INITIATIVES:

Project Give, Project Give Heartlands, Elderly Engagement Programmes

PROJECT GIVE

58

partners collaborated with SINDA throughout Project Give and Project Give Heartlands

Supporting the educational and financial needs of Indian students since 2001, **Project Give (PG)** is one of SINDA's several platforms that promote community-for-community initiatives. Conducted throughout each year, SINDA's flagship fund-raising campaign peaks during the festive season, uniting the community in enriching the lives of the underprivileged.

Project Give 2024 featured a myriad of activities and events that embodied charity and the strengthening of community bonds while adding to the vibrancy of the festive season:

- **Project Give 2024** kicked off with a charity ride that featured classic cars from the Classic Car Club, taking SINDA beneficiaries on a scenic drive through the Deepavali light-up in Little India.
- Over the month-long festive period, 58 SINDA partners organised various cultural and social activities for the community in PG booth's activity space.
- **Project Shine** and **Elderly Engagement** - initiatives designed to support Singapore's growing senior population and address their needs throughout the year - were also carried out during the Deepavali season as part of Project Give.

The Elderly Engagement programme brought 28 seniors to an Indian expo for shopping, entertainment, and a Deepavali lunch, with students from Raffles Institution and SINDA volunteers accompanying them.

- PG 2024 also saw the expansion of **Project Give Heartlands** from four to eight locations. This initiative brought support and celebrations closer to beneficiaries' homes, featuring pop-up booths and carnivals in collaboration with Narpani Pearavai and Mediacorp.

“ Since 2023, I have been very blessed by SINDA's elderly engagement initiatives, like Project Shine. Given my age and the pain in my hands, housework is a challenge for me. Project Shine matched me with Tiffany. More than helping me tidy up my home for the festive season, her youthful energy has added more joy to my life. ”

Sarasamma Santhakumari, 82

“ It is my first time volunteering. It has been very fulfilling to help Auntie and we have a lot of meaningful conversations together. ”

Tiffany Hee Jia Xin, 16

INITIATIVE:
Project Shine



GROUND ENGAGEMENTS

221

Indian families were engaged by SINDA through Door Knocking Exercises

Ground engagements are critical in our efforts to reach the Indian community. In 2024, we continued to work closely with partners and community organisations to identify and aid more vulnerable Indian families.

One such initiative is the **Door Knocking Exercise (DKE)**. Representatives fan out across the heartlands to meet with residents, understand their needs and introduce them to appropriate support services. In 2024, SINDA partnered with organisations such as Grassroots Committees (IAEC), Government Agencies and Indian/Religious Organisations, to expand its reach and efficiently match residents with the services they required.

INDIAN BUSINESS-LEADERS' ROUNDTABLE

176

members form SINDA's Indian Business-leaders' Roundtable

Bringing together Indian leaders from across the Singapore business community, the **Indian Business-leaders' Roundtable (SINDA-IBR)** draws on its members' vast experience, expertise and networks to uplift the Singaporean Indian community.

Today, IBR and its 176 members surround SINDA's beneficiaries with multidimensional support that covers financial help, student mentorship and career opportunities.

Key IBR Engagements in 2024 included:

- The **SINDA-IBR Corporate Mentoring** provided a unique opportunity for youths to visualise first-hand and understand how corporations operate, while receiving mentorship from employees within these organisations.

The initiative saw increased participation from partners, engaging 176 corporates, up from 160 in 2023.

- The **16th SINDA-IBR Dialogue** with Ms Indraneel Rajah, Minister, Prime Minister's Office, Second Minister for Finance & Second Minister for National Development, saw business leaders discuss on further tapping upon their experience and expertise to contribute to the growth of the Indian community.
- The **17th SINDA-IBR Dialogue** with Mr K Shanmugam, Minister for Home Affairs and Minister for Law, highlighted the important role that IBR professionals and Indian university alumni members played in the local community.

VOLUNTEERS

434

volunteers contributed a total of 3,254 volunteer hours to SINDA's various efforts

Volunteers are the backbone of SINDA's programmes and services. Recognising the critical roles they play in the organisation, we provide training and learning opportunities to them to grow the skills needed to organise and lead self-directed programmes.

In 2024, SINDA's Book Wizards initiative – led entirely by 98 volunteers – empowered underprivileged children aged 4 to 7 by developing essential reading skills and fostering a love for books.

"I'm glad that SINDA gives people from all walks of life the opportunity to empower the community. I hope that my experiences inspire and encourage the children I teach and show them that with determination and perseverance, challenges can be conquered."

Vinni C Relwani, 53

INITIATIVE:
Book Wizards



Giving Back Amidst Challenges

Vinni is not one to let her personal challenges get in the way of helping others. For her, standing or sitting for long periods is difficult, and with limited mobility, it is hard for her to leave her home. Refusing to admit defeat, she has instead found ways to contribute meaningfully to the

community from her home through SINDA's Book Wizards.

As a volunteer on the reading programme, she has seen first-hand how her efforts impact her young charges. One of them is 8-year-old Rohit. Having forged a solid relationship with his parents, she goes the extra mile to update them on his progress and supports him outside of the sessions.

Recognising the importance of in-person learning journeys, she does not allow her situation to hinder his progress. For every onsite activity, she personally arranges for a volunteer to accompany Rohit, thus ensuring he does not miss out on such experiences.

Rohit's parents have been touched by her heartfelt efforts in guiding their son, especially given how her patience and understanding have sparked his love for reading.

Community Events at a Glance



▲ SINDA Volunteer Fiesta

SINDA hosted its first-ever Volunteer Fiesta to celebrate the invaluable contributions of its volunteers and partners and highlight their continued dedication and commitment to uplifting the Indian community. Over 200 volunteers were recognised for serving the community across SINDA's wide range of volunteer-centric programmes and initiatives.



▲ Door Knocking Exercise

SINDA volunteers visited the heartlands earnestly to link up appropriate support services with residents in need. These in-person engagements were followed up with calls from volunteers situated at call centres, benefitting 221 families.



▲ SINDA Book Wizards

Book Wizards, a 20-week programme, brought stories to life for 69 children aged 4 to 7. Weekly sessions featured storybooks, e-books, hands-on activities, and exciting learning journeys around local attractions. The programme aims to inspire an early love for books while nurturing essential reading skills.

Community Events at a Glance



▲ Project Give

The month-long Project Give campaign returned in 2024, launching with a charity ride, a booth, and a series of Heartlands roadshows featuring engaging activities for young ones, cultural performances, and increased community awareness of SINDA's programmes and services.



▲ SINDA Appreciation Tea

SINDA hosted the Appreciation Tea to honour over 400 individuals, partners, volunteers, and donors for their vital contributions to its initiatives and support for the Indian community. The event also marked the announcement of SINDA's revised Per Capita Income (PCI) criteria from \$1,000 to \$1,600, expanding its reach to more families in the community.

Corporate & Marketing Communications

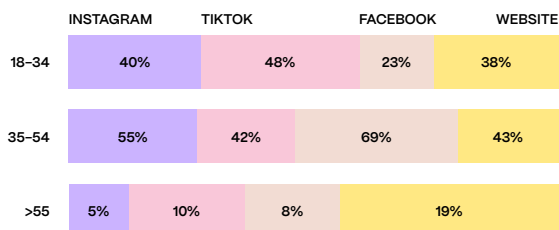
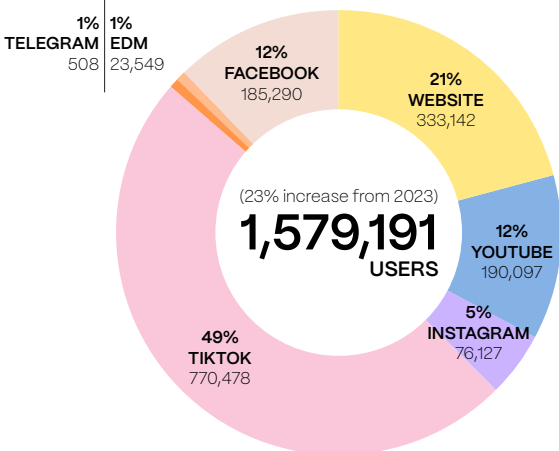
OVERVIEW

SINDA's Corporate and Marketing Communications Division (CMC) functions as the communicator of the SINDA brand to stakeholders and disseminates key messages to audiences. In addition to marketing SINDA's programmes, services and events, the Division also undertakes corporate communications, media management and content production.

DIGITAL COMMUNITY

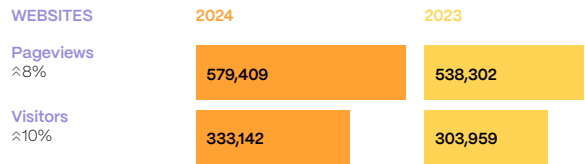
SINDA leverages digital platforms to reach individuals who require crucial support, connecting them with assistance programmes and services designed to meet their specific needs. Additionally, content marketing on digital platforms also delivers key messages to audiences, and builds positive brand awareness by highlighting the integral role of SINDA programmes in supporting the holistic growth of individuals and families.

TOTAL DIGITAL REACH

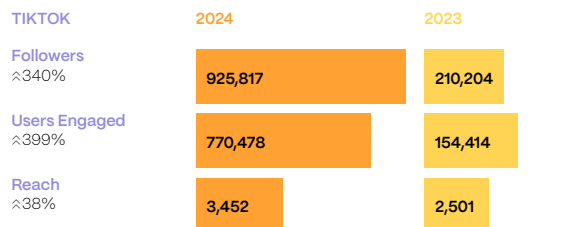
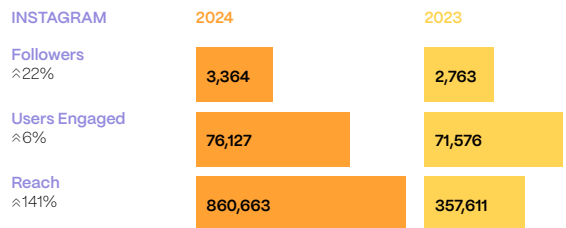


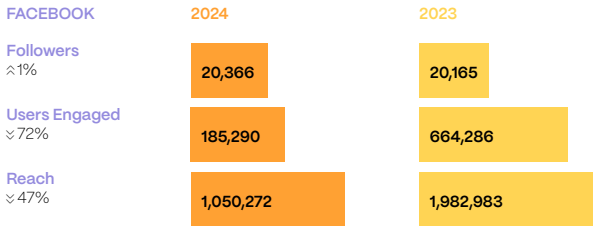
CORPORATE WEBSITES

SINDA's website and several other microsites play a primary role in our digital strategy in attracting, informing and engaging users within the Indian community. Collectively, these serve as an information portal for SINDA programmes, events, resources, as well as stories and videos that reaffirm SINDA's impact upon the community.

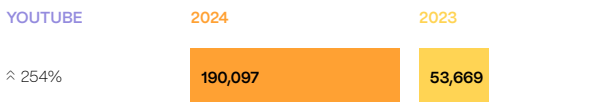


SOCIAL MEDIA





*Decreases in Facebook engagement and reach are due to:
 • Meta no longer defining views up to 3-seconds as engagements; and
 • Targeted allocation of budget to Instagram, instead of letting Meta determine and allocate funds to primarily Facebook and related networks.



TELEGRAM

SINDA's Telegram channel is primarily used to market upcoming programmes and provide timely updates on community efforts. The channel aims to foster greater programme participation, together with keeping followers well-informed on key initiatives.



PRINT PUBLICATIONS

Together with promoting brand recall, print publications remain an important tool for SINDA to keep the community updated on SINDA's initiatives and positive impact.

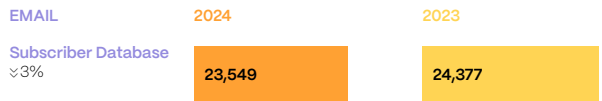
SINDA CONNECTIONS NEWSLETTER

In 2024, SINDA Connections newsletters were sent to about 60,000 households and community organisations. These newsletters were sent three times across the year.



EMAIL MARKETING

Weekly email newsletters were sent to subscribers to encourage programme registrations, as well as to inform them on key SINDA events and happenings. The newsletters were refreshed with a modern design layout to further boost audience engagement.

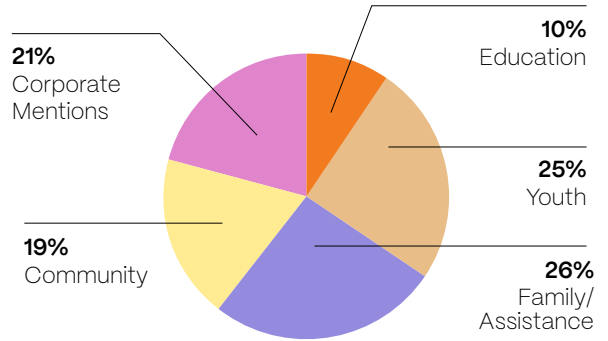


SINDA MEDIA MENTIONS

145 mentions of SINDA were recorded in 2024 across news media platforms.

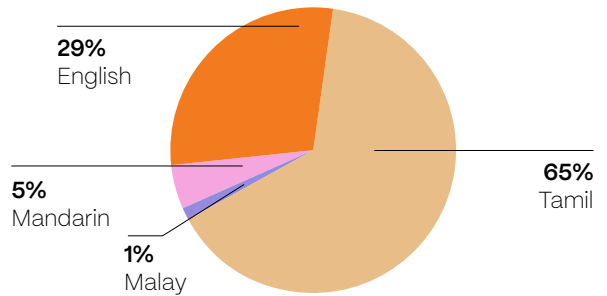
MEDIA MENTIONS BY THEME

Education	14
Youth	36
Family/Assistance	38
Community	27
Corporate Mentions	30



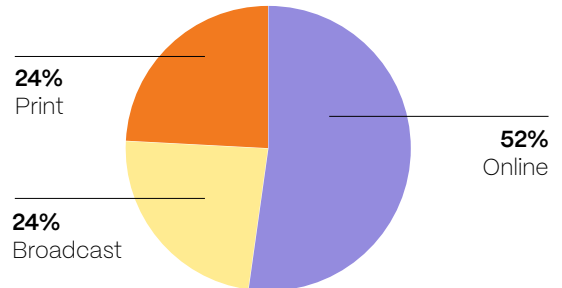
MEDIA MENTIONS BY LANGUAGE

English	42
Tamil	94
Malay	2
Mandarin	7



MEDIA MENTIONS BY MEDIUM

Online	76
Broadcast	34
Print	35



BROADCAST

Broadcast platforms remain an effective way to amplify reach to various stakeholders of various demographics across the Indian community, with the intent of informing audiences on key initiatives, driving programme registrations and encouraging collaborations. In 2024, SINDA had a presence on Vasantham, ZEE TV and ZEE Tamil, Vijay TV and Sun TV broadcast media channels. Efforts on these platforms included:

MEDIACORP VASANTHAM

- Advertisement campaigns on SINDA's high-enrolment education programmes to maximise audience reach and programme registrations. This encompassed an ad that encapsulates the range of education programmes offered by SINDA for students at every level, as well as a Literacy and Numeracy Programme (LYNN) ad that focused on the benefit of SINDA's LYNN programme for pre-schoolers.

- Post-event interstitials to increase awareness on SINDA's signature community events, including the SINDA Excellence Awards, the Back To School Festival and Project Give.

ZEE TV APAC AND ZEE TAMIL

- Advertisement campaigns on SINDA's high-enrolment education programmes to increase audience reach and boost programme registrations.
- Post-event interstitial for SINDA's flagship Project Give initiative, to further reach and inform wider audience segments within the Indian community.

VIJAY TV, SUN TV

- Advertisement campaigns on SINDA's high-enrolment education programmes to increase audience reach and boost programme registrations.

Corporate Governance Disclosures

OVERVIEW

SINDA adheres to the principles and guidelines of the Code of Governance for Charities and Institutions of a Public Character (Revised April 2023) ("Code of Governance"), the Charities Act and the Societies Act. The SINDA Constitution governs the Association's composition, powers and functions, including establishing the purpose, mandate, roles and responsibilities, composition, meetings, and tenure.

CHARITY TRANSPARENCY AWARD

In 2024, SINDA was honoured with the prestigious Charity Transparency Award (CTA) at the Charity Transparency and Governance Awards, recognising our continued commitment to excellence in disclosure, transparency, and governance practices.

Receiving the CTA reflects SINDA's ongoing commitment to transparency with our donors and supporters, ensuring that they understand how their contributions create positive change in the community. The CTA also reaffirms our responsibility to our donors and partners.

The award ceremony, held on 14th November 2024, was graced by Mr Edwin Tong, Minister of Culture, Community and Youth & Second Minister for Law, along with distinguished guests from various industry sectors.

SINDA remains dedicated to maintaining the highest standards of transparency and ensuring that every contribution is used effectively to drive meaningful change.

EXECUTIVE COMMITTEE (BOARD)

SINDA is managed by an Executive Committee (EXCO) comprising up to fifteen (15) members. Five (5) members are appointed by the Board of Trustees, while a further five (5) members are elected once in two (2) years at an Annual General Meeting and the remaining five (5) members are co-opted by the Executive Committee.

The key responsibilities of the Board are to:

- Manage all matters of the Association except those reserved to the Board of Trustees
- Manage and administer the funds of the Association in line with the Annual Budget and Investment Policy approved by the Board of Trustees
- Raise, by donation or otherwise, funds to finance the activities of the Association
- Make, repeal and amend bylaws not inconsistent with the Constitution for the internal management of the Association and for the conduct of business at General Meetings and Executive Committee meetings in all matters not provided for in the constitution. Such by laws including any amendments made shall be effective after approval by the Board of Trustees



BOARD MEETINGS AND ATTENDANCE

A total of four Board meetings were held in 2024. Members' attendance is set out in the table below.

NAME	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
Ms Indranee Rajah	President	4	4
Mr Sarjit Singh	Vice President	4	4
Mr Murali Pillai	Vice President	4	2
Mr G Arull	Treasurer	4	3
Mr Siraj Omar	Secretary	4	1
Mrs Rathi Parimalan	Member	4	2
Ms Carmelia Nathen	Member	4	2
Professor Vineeta Sinha	Member	4	2
Mr R Raghunathan	Member	4	3
Ms Praveen Randhawa	Member	4	1
Mr Rajakanth Raman	Co-opted	4	1
Mr Dinesh Vasu Dash	Co-opted	4	3
Dr Hamid Razak	Co-opted	4	4
Mr G Segar	Co-opted	4	2

Members who have served for more than 10 consecutive years:

- Ms Indranee Rajah has served as a Term Trustee, Board of Trustees, and as President of the Executive Committee for over 14 consecutive years. Ms Indranee has been re-nominated by the Board of Trustees in consideration of her leadership, guidance and active contribution to the Association.
- Mr. Sarjit Singh has served on the Executive Committee and as the Vice President and Secretary

for a combined period of over 12 consecutive years. He was re-nominated by the Board of Trustees in recognition of his valuable insights and relevant expertise.

Board appointments are based on their personal attributes, core skills/competencies, commitment to serving the Indian community, and SINDA's strategic needs. Members bring skills and abilities in diverse legal, finance, audit and technology areas. There is a formal and transparent process for members' election/ appointment and re-election/re-appointment, based on the Constitution.

SUB-COMMITTEES AND RESOURCE PANELS

To assist in executing its responsibilities, the Board is supported by various Sub-Committees, and Resource Panels which offer specialist knowledge and support to SINDA. These provide expert advice and help implement initiatives that further SINDA's mission.

These Sub-Committees and Resource Panels are governed by individual terms of reference, which are reviewed every two (2) years.

The current Sub-Committees and Resources Panels are:

NO	SUB COMMITTEES/RESOURCE PANELS
1	Audit and Risk Committee
2	Investment Committee
3	Personnel Committee
4	Education Sub-Committee
5	Family Development Sub-Committee
6	Research Sub-Committee
7	Community Engagement Sub-Committee
8	Volunteer Management Sub-Committee
9	Media and Communications Sub-Committee
10	Youth Sub-Committee
11	Information Technology Resource Panel
12	Building and Infrastructure Resource Panel
13	SINDA Youth Club
14	Indian Business-leaders' Roundtable Management Council and Associated Sub -Committees

POLICY AND PRACTICES

Members of these Sub-Committees and Resource Panels are selected from diverse fields based on their expertise. All newly appointed members receive an orientation from the management. In addition, an appointment letter and the terms of reference, which set out the tenure, duties, and responsibilities, are issued to the members.

COMPENSATION AND REMUNERATION

All Board and Committee Members are independent and do not receive any remuneration for their services to SINDA. The compensation structure, including that of Key Management, is annually reviewed and approved by the Personnel Committee, which endorses Human Resources

policies, compensation, promotions and succession. There are no close members of the family related to the Board/Committee and Executive Head (Chief Executive Officer), in employment with the Association.

RISK MANAGEMENT AND INTERNAL CONTROLS

SINDA is dedicated to fostering a culture of transparency, accountability, and sound decision-making through a comprehensive risk management and internal control framework. SINDA has established an Enterprise Risk Management (ERM) framework for managing risks to support alignment with strategic objectives, govern risks effectively and ensure accountability.

The Board provides overall direction and guidance on ERM, while the Audit and Risk Committee (ARC) oversees the ongoing management, monitoring, implementation, and review of ERM activities.

The ARC also manages SINDA's financial reporting and governance, including both internal and external audit functions. It assesses the effectiveness and adequacy of internal controls and processes to ensure compliance with existing laws and regulations governing financial reporting standards. SINDA's investments are overseen by the Investment Committee, which oversees the surplus fund by setting investment guidelines and parameters, appointing external fund managers, and monitoring investment performance on behalf of the Board of Trustees. SINDA does not have endowment funds as all funds are unrestricted funds, as disclosed in the Statement of Financial Position.

DISCLOSURE AND TRANSPARENCY PRACTICES

The Board adheres to regular evaluation every two years of its performance and effectiveness and ensures compliance with the requirements of the Code of Governance. SINDA makes information on its corporate governance, programmes, activities, services, audited financial statements, the Board and Committee Members, and key management details available to its stakeholders via its website, and the Annual and Financial Reports.

ANTI-MONEY LAUNDERING AND COUNTERING THE FINANCING OF TERRORISM

SINDA ensures that strong governance and financial controls are in place to strengthen anti-money laundering functions and combat terrorist financing activities.

ETHICAL REPORTING / WHISTLEBLOWING POLICY

SINDA is committed to high standards of compliance with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any related legislation. An ethical reporting policy outlining various avenues for whistleblowing is in place to enable staff and other stakeholders to confidently raise concerns about possible wrongdoings, misconduct, or improprieties in financial and other matters. The ethics reporting is managed internally.

CONFLICT OF INTEREST POLICY

SINDA has a Conflict of Interest Policy and operating procedures to ensure good governance and accountability in all its operations. This Policy is acknowledged by the Board, Committee Members and employees upon appointment and annually thereafter during their term of office or employment. In the event a conflict of interest situation arises, a member or employee with a potential conflict of interest in any particular transaction will recuse themselves and not be involved further in the said transaction.

CODE OF CONDUCT

SINDA has a documented Code of Conduct and Ethics for staff and volunteers, approved by the Board and aligned with SINDA's core values. The Constitution and terms of reference guide the Board and Sub-Committee members' Code of Conduct.

AUTHORISATION FRAMEWORK

SINDA's Approval and Authorisation Matrix clearly defines authority in critical decision-making areas, including budgeting, procurement, payments, hiring, and performance appraisals. The Finance Department plays a vital role in ensuring adherence to the approved budget, conducting regular variance analyses to identify and address significant discrepancies.

Procurement is another key area where SINDA implements stringent controls to ensure transparency and accountability. The organisation follows well-established Standard Operating Procedures (SOPs) for procurement processes, ensuring that all transactions align with organisational goals and uphold ethical standards.

This comprehensive approach to governance and decision-making not only strengthens processes but also supports SINDA's long-term sustainability, operational efficiency, and alignment with its mission and values.

HUMAN RESOURCE MANAGEMENT

Human resource management is a key area where SINDA implements robust internal controls to ensure effective workforce management. The organisation has developed clear policies and procedures for recruitment, performance appraisals, and employee development, ensuring that all HR practices are fair, transparent, and aligned with organisational objectives. SINDA continuously reviews its HR policies to ensure compliance with relevant regulations and industry best practices. Additionally, the organisation is dedicated to fostering a positive work culture by offering staff the necessary training and support.

STRATEGIC PLANNING

SINDA follows an annual process of setting long-term goals, evaluating the resources needed, and assessing potential risks to achieving these objectives. Risk assessments are incorporated into the strategic

planning process, enabling SINDA to proactively address any challenges that may emerge during its growth and development. The Board is actively involved in approving the strategic plan, ensuring alignment with the organisation's mission and vision. The progress of the strategic plan is closely monitored, with adjustments made as needed to ensure continued alignment and success.

BOARD REPORTING

In line with its commitment to transparency, SINDA conducts regular Board Reporting that covers key areas such as financial performance, risk management, and internal controls. The Board relies on these reports to make informed decisions, ensuring the achievement of strategic goals and the effective operation of the organisation. SINDA also promotes open communication with stakeholders, encouraging feedback and ensuring that its actions consistently align with the best interests of the community it serves.

ENVIRONMENT, SUSTAINABILITY AND GOVERNANCE (ESG)

SINDA is committed to integrating Environment, Sustainability, and Governance (ESG) principles into its operational framework and ethos, recognising that these efforts contribute significantly to enhancing the value of our programmes and services. We acknowledge that ESG reporting is a progressive journey and have embraced a phased strategy for our ESG advancement.

By embracing ESG principles, SINDA promotes environmental sustainability, social inclusivity, and strong governance. These efforts align with our mission to uplift the Indian community in Singapore contributing to a resilient, inclusive future for all.

ENVIRONMENTAL EFFORTS

SINDA supports sustainability by using energy-efficient lighting, such as motion-sensing and scheduled lights, water-saving fixtures, recycling initiatives, and promoting green transport. We actively encourage our staff to embrace eco-friendly practices, such as using personal cups, opting for biodegradable utensils, and reducing paper consumption. Furthermore, we contribute positively to the environment by planting trees and maintaining green surroundings. We have embraced digital solutions for registration and payment processes, further reducing our environmental footprint.

SOCIAL EFFORTS

SINDA is committed to building an inclusive and diverse workforce by upholding equal opportunity hiring practices and focusing on staff development. We invest significantly in training and skill enhancement to ensure a highly competent team dedicated to advancing our mission. Prioritising staff well-being, SINDA offers flexible work arrangements and comprehensive physical and mental

wellness programmes. Recognising that our staff are our greatest asset, we emphasise fair wages and equal employment opportunities. Our compensation packages are regularly reviewed and aligned with industry standards to maintain competitive and equitable remuneration.

Through community engagement initiatives such as volunteer-led programmes, community funding, and strategic partnerships, we foster a meaningful social impact.

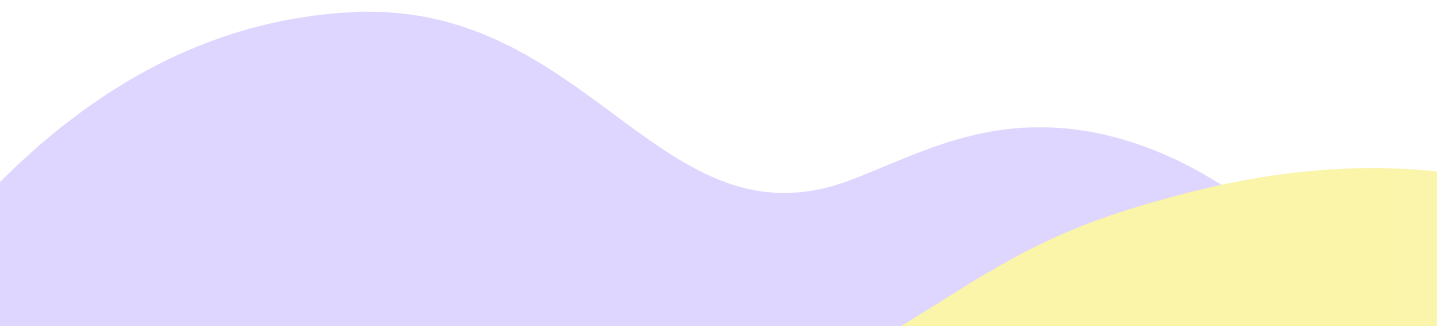
GOVERNANCE EFFORTS

As an Institution of a Public Character (IPC) and a registered charity, SINDA is committed to the highest standards of transparency, governance, and accountability, fully complying with the Code of Governance for Charities and all relevant regulations. Operating within a strong governance framework, SINDA is supported by an Enterprise Risk Management system, board diversity, and strict data protection policies. We ensure transparency through ethical reporting mechanisms and effective conflict-of-interest management. Additionally, our procurement and finance functions have been fully digitalised, streamlining processes for greater efficiency and transparency.

Through these efforts, SINDA continues to uphold its core values of sustainability, inclusivity, and ethical governance, driving a lasting impact on the Indian community in Singapore.

DATA PRIVACY POLICY

SINDA recognises its obligations to the requirements of the Personal Data Protection Act 2012 and respects its stakeholders' privacy choices. SINDA has a Data Privacy Policy that governs the collection, use, and disclosure of personal data submitted to SINDA, and processes are regularly reviewed to ensure compliance. SINDA ensures that its employees comply with the standards of security and confidentiality in line with industry standards. The Data Privacy Policy that sets out procedures on the protection of personal data is available on the SINDA website.



GOVERNANCE EVALUATION CHECKLIST (GEC)

All charities and IPCs are required to submit their extent of compliance with the Code to COC within 6 months after the end of each financial year. The Governance Evaluation Checklist for the period January 2024 to December 2024 is set out below.

S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Complied	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Complied	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Complied	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Complied	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Complied	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Complied	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Complied	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Complied	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Complied	

S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>ii. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>iii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer</p>	2.6	Complied	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Complied	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Complied	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Partial Compliance	Partial Compliance with 13(b): Extensions of Board members' terms beyond six years are disclosed in our annual report. While not subject to a general election, our Constitution requires that they receive specific approval from the Board of Trustees to ensure enhanced governance.

S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Complied	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Complied	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Complied	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Complied	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Complied	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Complied	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Complied	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Complied	

S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Complied	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Complied	
25	Set internal policies for the charity on the following areas and regularly review them: <ul style="list-style-type: none"> a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection. 	4.4	Complied	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Complied	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Complied	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Complied	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Complied	
30	The charity should disclose the following in its annual report: <ul style="list-style-type: none"> a. Number of Board meetings in the year; and b. Each Board member's attendance. 	5.3	Complied	

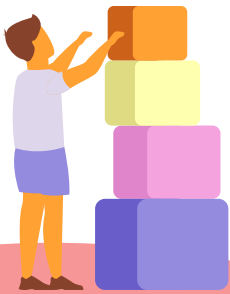
S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Complied	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Complied	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Complied	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Complied	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Complied	
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Complied	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Complied	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Complied	

BOARD PROFILE

NO	FULL NAME	DESIGNATION	EXCO MEMBER SINCE	OCCUPATION
1	Ms Indranee Rajah	President	26 October 2010	Minister, Prime Minister's Office, Second Minister for Finance and Second Minister for National Development
2	Mr Murali Pillai	Vice President	17 May 2021	Minister of State, Ministry of Law & Ministry of Transport
3	Mr Sarjit Singh	Vice President	1 May 2011	Senior Advisor, Deloitte Southeast Asia
4	Mr Siraj Omar	Secretary	14 June 2019	Founding Director - Siraj Omar LLC
5	Mr G Arull	Treasurer	17 May 2021	Head of Audit & Assurance, Grant Thornton Singapore Pte Ltd
6	Mrs Rathi Parimalan	Member	1 September 2017	Superintendent, School Cluster West, Ministry of Education
7	Ms Carmelia Nathen	Member	2 June 2020	Director, Protective Services /Child Protective Service Rehabilitation and Protection Group, Ministry of Social and Family Development
8	Professor Vineeta Sinha	Member	4 June 2019	Professor, Department of Sociology and Anthropology, National University of Singapore
9	Mr R Raghunathan	Member	3 June 2021	Director, The Silent Foundation
10	Ms Praveen Randhawa	Member	3 June 2021	Founder & Chief Executive Officer, Kew Strategies
11	Mr Rajakanth Raman	Co-opted Member	6 April 2022	Principal Partner, Manifeste LLP
12	Mr Dinesh Vasu Dash	Co-opted Member	7 June 2023	Former Chief Executive Officer, Agency for Integrated Care Pte Ltd
13	Dr Hamid Razak	Co-opted Member	7 June 2023	Director & Consultant Orthopaedic Surgeon, Total Orthopaedic Care & Surgery, Novena Medical Centre
14	Mr G Segar	Co-opted Member	7 June 2023	Geo Head of Operations South East Asia, Work Dynamics, Jones Lang LaSalle Property Consultants Pte Ltd



Scan the QR code to
view the SINDA Financial
Statements 2024, or visit
www.sinda.org.sg/FS2024





Singapore Indian Development Association

Singapore Indian
Development Association

1 Beatty Road
Singapore 209943
T: 1800 295 3333
E: queries@sinda.org.sg

 www.sinda.org.sg
    [mysinda](#)
 [SINDAsg](#)
 [OurSINDA](#)