

RESILIENCE COLLECTIVE

ANNUAL REPORT 2024

FOR FINANCIAL YEAR ENDED 31 MARCH 2024





OUR PURPOSE

Resilience Collective (RC) is a mental health charity focused on supporting peers, or persons with lived mental health experiences, in their recovery journeys. Empowering peers is the core driving force behind what we do. Here, we believe in nurturing one's voice to support one's mental health journey, where drawing from personal experiences and living an authentic life is crucial for promoting an inclusive and accepting society.

OUR VISION

To develop a community where persons living with mental health conditions thrive and lead authentic lives.

OUR MISSION

To drive a movement where persons living with mental health conditions build resilience and empower each other through education, peer support, and co-production.



OUR CORE VALUES

Resilience Collective serves and welcomes young adults with lived mental health experiences, and those at-risk, all of whom we regard as our community members. Our core values which build the foundation for how we help our peers can be summarised with RESET: Resource, Empathy, Strength-Based, Empowered, and Trust.

RESOURCE

We leverage on peer and professional knowledge as a unique resource.

EMPATHY

We practice active empathy to enable each other's recovery.

STRENGTH-BASED

We build and leverage existing personal strengths of individuals.

EMPOWERED

Empowered as a community, we can influence positive change in our lives, the lives of others, and perceptions of mental health.

TRUST

We trust and support the safe space of our community.

With RESET, we have developed a range of initiatives that aim to support our peers on their mental health recovery journeys.



OUR CORE INITIATIVES

CIRCLES OF RESILIENCE

A Peer Support Programme for young adults where peers of all lived experiences come together to support each other and promote leading authentic lives. Each session is structured around a mental health topic, where participants are encouraged to share personal experiences and recovery journeys.

RESILIENCE EDUCATION

Provides structured workshops designed to equip peers with strategic resources and coping mechanisms for sustained recovery.

HUMAN LIBRARY EXPERIENCE

A Peer Empowerment Outreach initiative designed for peers to use their voices to engage, as a form of self-empowerment and to inspire hope in recovery. Our outreach efforts also help to raise mental health literacy, and encourages others to actively participate in creating an inclusive society.

OUR CORE INITIATIVES

CO-PRODUCTION

Calls upon our community members in the planning of our various programmes and initiatives, encouraging a holistic approach to mental health that harnesses the wisdom, knowledge, and perspectives of our peers and stakeholders. This approach ensures that our programmes are authentic in presentation, while also catering to the pressing concerns of the community.

COMMUNITY LEADERSHIP TRAINING

Community Leadership Training for Facilitators gives agency to peers looking to step up and facilitate our support group sessions and workshops.

Resilience Collective is an Institute of Public Character (IPC) and a member organisation of NCSS. We were founded in 2019 by BinjaiTree, Caregivers Alliance, and Ms. Chan Chia Lin.



A WORD FROM THE BOARD

Dear Supporters, Partners, and Friends,

As we look back on the past year, we are filled with pride and gratitude for the progress our organisation has made in advancing mental health awareness and support within our community. Our mission to foster resilience and understanding continues to guide our efforts, and we are pleased to share some of the significant milestones we have achieved together.

One of our core programmes, the Circles of Resilience (CR), has seen strong uptake. Since its inception in 2018, CR has expanded by 380%. In the past year alone, we have grown from serving 88 members to 140—a 60% increase. What's more, we have maintained a strong visitor-to-member conversion rate of 50%, demonstrating the effectiveness of our approach in fostering lasting connections and support networks.

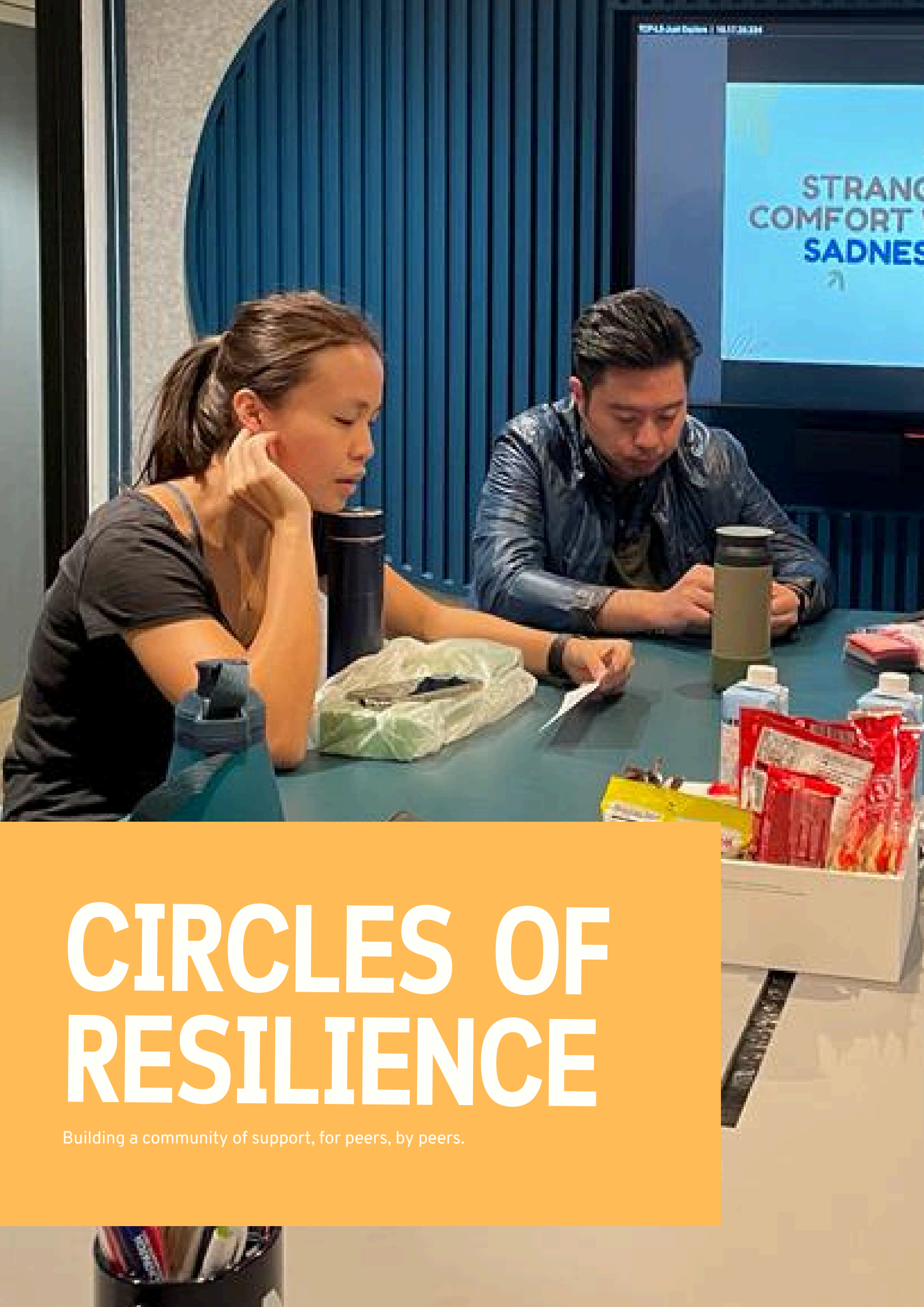
Additionally, our Human Library Experience initiative has continued to thrive. This year, we successfully organized two major events: Beyond The Label 2023 and the SG Stories of Youth: Gems in the Rough Book Launch. These events not only provided platforms for sharing personal stories and experiences but also strengthened our community's commitment to breaking down the stigma surrounding mental health.

Despite these achievements, the year was not without its challenges. Navigating the complexities of mental health in an increasingly fast-paced and stressful world required us to adapt and innovate constantly. Ensuring that our programmes remained accessible and impactful, even as demand increased, was no small task. Yet, with the dedication of our team and the unwavering support of our partners, we overcame these obstacles.

Looking ahead, we are excited about the future direction of our organisation. In 2024, we began integrating the CHIME framework into our programmes—a model that emphasises Connectedness, Hope, Identity, Meaning, and Empowerment. This framework will guide our initiatives as we continue to enhance the services we provide, ensuring that our members receive the support they need on their mental health journeys.

None of this would have been possible without the incredible support of our donors, volunteers, and partners. Your commitment to our cause has been the backbone of our success, and for that, we are deeply grateful. As we move forward, we are more determined than ever to continue building a community where mental health is understood, respected, and supported.

Thank you for being a part of our journey.



KOP-CA Joint Conference | 10.17.2014

STRANG
COMFORT
SADNES

CIRCLES OF RESILIENCE

Building a community of support, for peers, by peers.

CIRCLES OF RESILIENCE

With a commitment to a dedicated, structured, peer support framework focused on empowerment, Resilience Collective launched our core programme, the Circles of Resilience (CR) on 1 December 2022. Our CRs were implemented with the goal of providing a safe space for our peers to thrive and lead authentic lives, a phrase we believe and practice to encompass all aspects of our peers' growth and development in their respective mental health journeys.

The support groups are designed to create tight-knit communities where connection and community are highly valued. In these spaces, our peers are encouraged and empowered to support and uplift one another, fostering camaraderie amongst the individual communities.

A crucial aspect of creating a safe space and environment is consistency. As such, our peers are all assigned to a circle comprising a consistent roster of members to provide familiarity, with which over time they can express themselves vulnerably and authentically in their conversations and open up about their experiences and insights.

The sessions are held in person to reinforce everyone's commitment to recovery; members uphold a community agreement to be accountable and show up for one another. Additionally, face-to-face interactions help reinforce the emphasis on creating a safe space where intimate conversations – and the nuances accompanying them – can be experienced in their entirety.



WHAT HAPPENS IN A CIRCLE?

MENTAL HEALTH CHECK-INS

MENTAL HEALTH GOAL CARDS

BONDING SESSIONS



ARINA

VOLUNTEER & CIRCLES OF RESILIENCE MEMBER

“Volunteering with Resilience Collective has allowed me to get reacquainted with the concept of being present not only for myself, but alongside my peers as well.”



Tell us more about what made you step forward to volunteer with Resilience Collective?

I attended a Resilience Education workshop conducted by Resilience Collective about a year ago, and was taken by how inviting both the staff and the overall atmosphere was.

It's the safety to exist as I am, no matter the headspace I may be in at any given moment. I couldn't be more grateful for those who have opened up the space and accepted me graciously, and the genuine connections I have forged with my newfound peers.

What are your most memorable moments while volunteering with Resilience Collective?

What are some of the roles that you have stepped up to, and how did that motivate and encourage you on your mental health recovery?

As a CR member, I was able to give back as a Summariser during the CR session and Activity Planner during the recent CR bonding session.

Truth be told, I was a bundle of nerves when I volunteered for these roles. Yet with the support of the staff, their guidance, patience, and encouragement, it allowed me to recognise that I am capable of stepping up to the tasks, even with my mental health conditions. These experiences have left me with the desire to better myself, so that I would be capable of giving back the kindness that I had been gifted.

Take the plunge! The first step into anything new is always scary but I would like to reassure anyone interested that it is alright to volunteer your time and effort, even if you want to seek help for yourself too.

The RC community is always ready to welcome anyone with open arms. To be present, either for yourself or those around you, can sometimes be more than enough to make a difference!

What would you say to someone who is thinking of being a volunteer with Resilience Collective?



CR GIVES BACK: FOODBANK SINGAPORE

The Foodbank Singapore is a non-profit organisation that aims to reduce food wastage and fight hunger by collecting, distributing, and providing food to those in need across Singapore. Our peers and staff assisted in their mission across two stages; sorting and packing food, and supporting their warehouse operations.

We sorted and packaged donated food items, which umbrellas examining and organising food donations, checking the expiration dates to ensure the donated food weren't expired, before categorising them for distribution. We then further organised them into individual portions and family-sized packages, depending on the needs of the beneficiaries.

In assisting the warehouse operations, we supported inventory management, namely stocking shelves, maintaining and organising the food items in the warehouse where they are stored before distribution.

It was a great pleasure and honour to be giving back to the community, and Resilience Collective would like to once again express our gratitude to Foodbank Singapore for allowing our community this opportunity and experience!



CR GIVES BACK: NATURE SOCIETY SINGAPORE, REWILDING PROJECT

The Nature Society Singapore (NSS) is a non-government, non-profit organisation dedicated to the appreciation, conservation, study and enjoyment of the natural heritage in Singapore, Malaysia and the surrounding region. The Rewilding Project, in particular, aims to fulfil the organisation's goal of having the Rail Corridor as a conduit for plants and wildlife which would simultaneously provide continuous canopy cover.

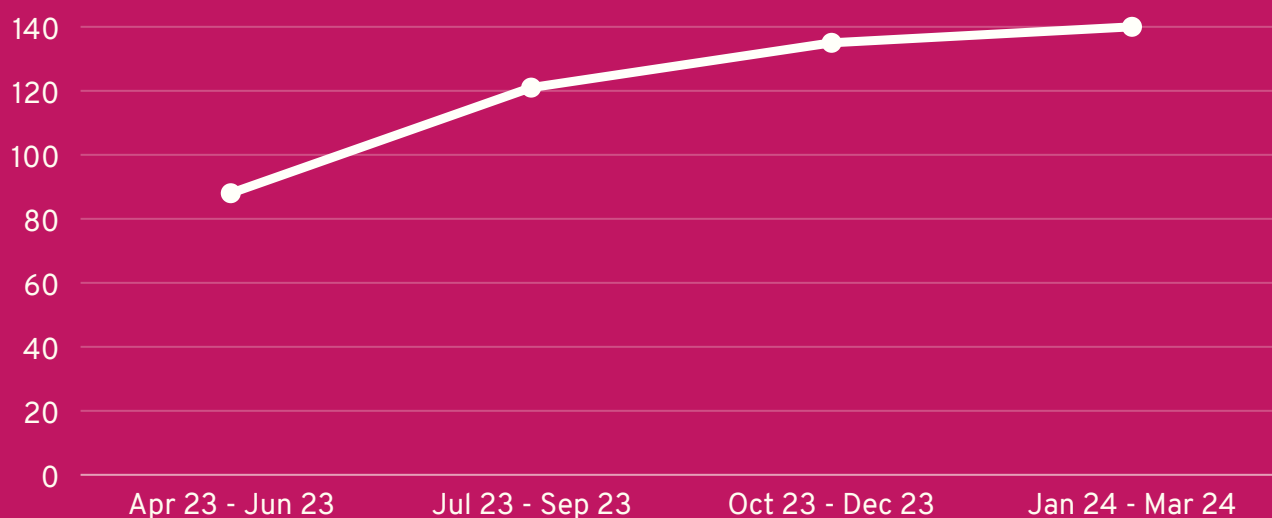
Our peers dug their toes in and immersed themselves in what nature had to offer; from manually processing the clearance of weed and grass to planting some of Singapore's native trees along the rail corridor, and this was an opportunity we were grateful for. It isn't often that we come across chances to help restore and preserve the natural beauty of Singapore's landscapes, which made this opportunity a lot more revered by our community. Resilience Collective would like to give our sincerest thanks to Nature Society Singapore for granting us this opportunity and experience!



CR GIVES BACK: YOUTH CORPS. SINGAPORE, MIGRANT BROTHERS

Youth Corps. Singapore is an organisation that focuses on empowering and supporting youths aged 15 to 25 in igniting positive change in society through community service. Their Exercise Programme with Migrant Brothers initiative allows volunteers to interact with migrant workers through sports such as badminton, table tennis, and carrom.

The Resilience Collective community came together and participated in this initiative, which not only allowed us to empower and support our migrant brothers through physical activities, but the camaraderie and connection we shared throughout our time engaging in the various sports was extremely fulfilling. We would like to give our sincerest gratitude to Youth Corp. Singapore for granting us this opportunity to experience camaraderie with our migrant workers!



GROWTH IN THE PAST YEAR

Since being piloted in May 2022, with a total of 37 members being inducted into the Circles of Resilience (CR) programme across 7 months to the end of the 2022 year, our CR initiative has only seen growth. Now, two years into the development of the programme, Resilience Collective serves a total of 140 CR members, a 380% growth since its induction.

As of March 2023, Resilience Collective was serving a total of 88 members, and we have since grown to over 140 members, almost doubling our number of peers. The growth we've seen is part in regard to the streamlined process of becoming a part of the Resilience Collective community, which we elaborate below.

Interested participants can first register for a CR Info Session to learn and understand what a CR has to offer and whether having a peer support group is purposeful at their respective stage of recovery. Should they be interested, these participants can then register to be a "Visitor", where they can visit an assigned CR group up to three times, i.e. for three sessions, during which they can observe how the CR sessions are conducted as well as meet the peers who are part of the community. Our visitors do not have to attend all three sessions. Rather, if they believe that a peer support community is what's necessary for them within the first visit itself, they are welcome to then become a peer and thus part of the community.

In the past year, we have welcomed over 100 visitors, of which 56 have converted to a committed peer, leading to a 50% conversion rate.

ELIAS

VOLUNTEER & CIRCLES OF RESILIENCE MEMBER

"I wanted to use my voice and abilities to serve and contribute to the peer community. I found it truly an honour to journey with my peers in their ups and downs."



Tell us more about what made you step forward to volunteer with Resilience Collective?

I found the Circles of Resilience (CR) experience memorable and vitalising after deciding to join it. I felt some form of camaraderie and communal feeling about each other even though I have only met my fellow peer support group members for a few times. It felt safe, familiar, and like home, and I wanted to be a part of it!

One moment that profoundly impacted me was the Human Library Experience event. I never thought that my lived experience would be so powerful and relatable. That changed my perspective and certainly my own narrative of my mental health condition. I used to think that my lived experiences were shameful and wrong. I now however can see how my struggles could give another person comfort and the impact and emotional richness it brings spurs me on.

What are your most memorable moments while volunteering with Resilience Collective?

What are some of the roles that you have stepped up to, and how did that motivate and encourage you on your mental health recovery?

I was a Human Book and recently a Facilitator for my own support group. I wanted to be a facilitator to share my experiences and support others. It has motivated me in my recovery by constantly being the stark reminder that there are very different perspectives in my life, and my volunteering and experiences in RC is one narrative that constantly reminds me that I can live a life worth living. It also encourages me that I am making someone's life meaningful.

It really is an experience where you embark on a journey of personal growth and get the privilege to journey with others. I started off in a small role planning my own Circles of Resilience (CR) bonding session, and any role I feel can create impact for others. Join me to make a better and safer world for people struggling with their mental health :)

What would you say to someone who is thinking of being a volunteer with Resilience Collective?



RESILIENCE EDUCATION

Coping through Education & Conversations

RESILIENCE EDUCATION

Our Resilience Education programme serves as a series of workshops that explore various aspects of mental health, and they are jointly produced by our peers and other professionals—such as clinicians and youth leaders, to provide the best approaches and game plans for our peers.

Each workshop uses theoretical frameworks to assist our peers in equipping the relevant skills that will enable them to better navigate their mental health challenges. The result is an engaging and educational curriculum that supports peers through their respective journeys.



ART OF FRIENDSHIP

UNDERSTANDING & COMMUNICATING MENTAL HEALTH NEEDS

Resilience Collective understands the importance and the impact that our support circle plays in our recovery journeys, which is why we developed the Art of Friendship workshop; aimed at both persons struggling with their mental health challenges, as well as their support circle.

Participants are encouraged to come in pairs, with one struggling with their mental health and for them to bring along someone in their life who they believe can, or has been supporting them in their mental health recovery journey.

The workshop aimed to equip both parties with the necessary skills and tools to better communicate their needs and expectations, as well as to better understand and support one another in a manner that ensures the health of the supportive relationship.

Over the course of the past year, the Art of Friendship workshop was run 3 times; once in May and December of 2023, and March of 2024, and we experienced a total footfall of 39 participants.





WORKSHOP IMPACT

The workshop proved effective, with all participants stating that after completing the workshop, they believe they are better aware of their needs and expectations, can better communicate them, and have more confidence in managing conflicts in their supportive relationship; an average of 22 participants agree with these statements, and an average of 18 strongly agree.

When asked on which aspects of the workshops they found most helpful, the participants greatly appreciated how we delved deep into how partners can better navigate conversations discussing needs and expectations, with 79.5% finding this helpful. The next two aspects greatly favoured were how the workshop emphasised differentiating between needs and expectations (74.4%) and how our participants can better practise a collaborative style for their conflicting needs and expectations (64.1%).

“I’ve realised that I am loved and that I matter. I will definitely be practising the things we agreed on together, especially now that I have a better understanding of my friend.”

“We both have similar needs and fears, and sometimes all we need is good, clear communication to sort them out. I feel more confident in my friendship because I had the time and space to go through this!”

“My friend and I treasure each other enough to attend this workshop and to work things out, and now that we both have a clearer understanding of and can better differentiate between needs and expectations, I’m sure it’s only upwards from here.”

WELLNESS PLANNING

Most people view managing our mental health to be limited to simply eating well, sleeping well, and taking mental health breaks, but many are not aware that one can be much more intentional with the way in which they manage their mental wellness, and that was what sparked the development of this workshop.

Our participants were able to craft a wellness plan with a guided template, identify personal triggers and warning signs that would deter their mental wellness, and were also given a list of coping strategies and support systems that can contribute to their wellness.

This workshop especially resonated with our audience, receiving 53 participants, with an average of 42 (79.2%) finding that they have more confidence in crafting a wellness plan for themselves, in identifying triggers and warnings signs that'll deter their mental health, and are also more aware of coping strategies and support systems that can help with their wellness.

When discussing which part of the workshop they found most helpful, 40% found the section where they worked on their individualised wellness plan with the wellness template most useful, followed by envisioning their safe space and the sharings by fellow participants on their own coping strategies at 36%.



“The most helpful part was the sharings from the people in my group. They shared unique strategies that I have never heard of before. I think if these strategies were shared with us via the workshop itself, eg. the facilitators or the workshop master, we could all learn something new.”

“The triggers and coping strategies can be common among us. I can choose to evacuate myself from any conversations or situations, or I can choose to go within into my safe space or use my coping strategies like paced breathing.”

NURATIQA H

VOLUNTEER & CIRCLES OF RESILIENCE MEMBER

“Volunteering enables me to build connections with different individuals which broaden my perspectives so that I can relate it to my own mental health journey.”



Tell us more about what made you step forward to volunteer with Resilience Collective?

I like interacting and socialising with like-minded people and learning about each others' experiences in life, especially their mental health journeys.

Volunteering with The Food Bank Singapore showed me how much food we waste daily. It made me appreciate food more and not to overspend on food or items seeing that some people are living in poverty.

What are your most memorable moments while volunteering with Resilience Collective?

What are some of the roles that you have stepped up to, and how did that motivate and encourage you on your mental health recovery?

Initially, I felt apprehensive when coming to the Circles of Resilience (CR) session as it was my first time and I did not know what to expect. Everyone was accommodating and understanding which made me feel comfortable.

Being an activity planner for the CR session made me step out of my comfort zone as I seldom take on leadership roles. It was a fruitful experience as I developed leadership and communication skills which I find relatable to my work.

On top of creating memories and friendships, you will learn valuable leadership skills and communication tools that will be useful. You stand to gain tons of insight on mental health and skills to improve your wellbeing. With these tools, you can better cope with your struggles and know that you are not alone!

What would you say to someone who is thinking of being a volunteer with Resilience Collective?

ASSERTING BOUNDARIES AT THE WORKPLACE

Whilst the importance of boundaries is mostly understood universally, the assertion of them is still a territory that is rather uncharted, and it was this understanding that sparked the development of our Asserting Boundaries at the Workplace workshop.

It aims to increase the confidence of participants in asserting their boundaries in their respective workplaces, so that they can better protect their mental health.

The curriculum of the workshop emphasised on identifying one's needs and boundaries in their workplace, communicating said needs and boundaries, and then learning to cope when the environment is not ideal to their needs and boundaries.





WORKSHOP IMPACT

The workshop experienced great success, with a footfall of 30 participants and an average of 27 participants (90%) responding that upon completion of the workshop, they are now better aware of their needs and boundaries at the workplace, are better equipped to communicate said needs and boundaries, and are more confident in readjusting their boundaries when their environment or situation is not conducive to their needs.

In terms of which aspect of the curriculum they found most helpful, 39.1% found how we focused on communicating our needs and boundaries to be the most beneficial, followed closely by identifying said needs and boundaries at 32.6%, and lastly learning how to cope at 28.3%. However, it is important to note that the rankings of these aspects are not entirely skewed, and thus it is fair to say that all aspects are found to still be crucial to the main mission of asserting one's boundaries at their places of work.

"We have the power to choose either 'yes' or 'no', and to stay true to our principles. I learnt ways in which I can communicate my needs effectively to colleagues, and I've realised it's like a muscle, it just needs practice! Thank you co-production team!"

"Workplace issues require empathy from people involved (a willingness to understand other points of view and come to an intersection), and we should always assume that others have the best intentions in mind, until proven wrong."

MANAGING SELF-STIGMA

Most of us are familiar with the external factors that contribute to the stigma associated with mental health challenges; societal beliefs that mental health “is all in our head”, persons within our circle simply telling us to “get over it” when we express our struggles, amongst many others. And whilst these still hold valid, an aspect of stigma that is often left unexplored and overlooked are ones that stem from ourselves.

Self-stigma is defined by the American Psychiatric Association to be referring to the negative attitudes, including internalised shame, that people with mental health struggles may have about their own condition(s). Resilience Collective understands that self-stigma can play a part in hindering our recovery process, which is why we developed this workshop to help our participants and peers understand what it is and thus, how they can better manage their self-stigma.





WORKSHOP IMPACT

Our workshop proved successful, receiving 37 participants with 81% sharing that after completing the workshop, they can say with confidence that: they can better understand what self-stigma is, they can speak about their personal experiences harbouring self-stigmatising thoughts, feelings, and beliefs, that they have more confidence in challenging deep-set stigmatising beliefs, through self-awareness and healthier thinking patterns, and that they have more confidence in talking about their self-stigmatising experiences to trusted individuals.

When discussing which aspects of the workshop they found most useful, 79.3% stated it to be how we delved into the dimensions of self-stigma and sharing our individual experiences of self-stigma. 58.6% found how we guided them through challenging self-stigma with reframing of our thoughts and 34.5% found the support for challenging self-stigma to be most helpful.

“There are people who have gone before me and who are coping well. It’s going to be a really tough transition but it’s absolutely possible.”

“Everyone has their own struggles but we actually do relate to each other since they all centre around a similar root cause. So we can try to hold space for each other.”

“This workshop has helped me to be more aware of self-stigma, learning how to handle it, and then to reframe it; it really helps because now I know better to help myself.”



MY STORY, OUR JOURNEY

Learning how to better navigate the complexities of our mental health journeys.



MY STORY, OUR JOURNEY

My Story, Our Journey, abbreviated to MSOJ, is an experiential workshop that guides participants on how they can better navigate the complexities of their mental health journey whilst also encouraging for advocacy for mental health by providing them the necessary tools to authentically express their lived experiences with others in a safe and affirming space.

Our workshop runs in three phases, during which participants can expect to introspect and structure their own mental health experiences, and meaningfully view them as a process as opposed to individual experiences.

They can also learn to understand their unique needs and find a purpose for sharing their story with others, and given that this is intended as a group workshop, participants can expect to connect with and support others much like them, forging bonds over shared experiences.

In short, our MSOJ workshops' three phases can be categorised into: Reflection and Structuring of Personal Story, Articulation of Story and Receiving Responses, and lastly, Consolidation of MSOJ Journey.

SHEN YANG

VOLUNTEER & CIRCLES OF RESILIENCE MEMBER

Hi, I am Shen Yang! I took a gap year from pursuing a Bachelor of Social Science in Environment and Society. I wanted to explore the uncharted territories of taking ownership of my personal well-being. In my free time, you can find me exploring the realms of Asian Culture, Nature, and Photography.



What are some challenges you're facing?

I am a person in recovery and care for my parents who struggle with their own mental health. Caring for myself and my parents adds a layer of complexity, and this is on top of having many other challenges that I need to navigate. Often, I end up feeling flustered to seek caregiver support.

The CR is inclusive and diverse, and is filled with people of all backgrounds who provide a supportive space for those seeking a safe and non-judgmental environment. And it was where I found camaraderie with the community.

What helps you with coping with your mental health challenges?

How does the CR programme help you in your journey?

I believe a non-judgmental community that understands the value of support in the recovery process is essential. There is a Chinese saying that loosely translates to "Taking Care and Helping Each Other". We are able to share our challenges in safe and vulnerable manner. The precious sense of empathetic companionship and compassion helped me cope with life's challenges.

I see life as a miracle; that belief alone keeps me going. It's beautiful how people have always found a way to thrive and prevail, even under the most testing circumstances. I'm inspired by my grandparents' and parents' tenacity in the face of hardship, and it is them that keep me going.

What keeps you going?

What would you say to someone who wants to join a CR?

Take a leap of faith if you are seeking help. Sometimes, the journey itself is finding like-minded companions to walk with you on the path of growth and recovery. We are healthier as a community than as individuals on the journey. Let the CR be your communal anchor in your life.

HUMAN LIBRARY EXPERIENCE

Because we all have stories to tell, and stories that resonate.



THE POWER OF A VOICE

Everyone has a story to tell, and it is that belief that drives our Human Library Experience programme initiative. Within our Human Library, our peers exist as 'Human Books', and they are provided with a platform to not only reflect on their own mental health journeys, but to introspect, share insights and even lessons they have learnt along the way to an open and eager audience. These platforms also act as one for advocacy and personal growth, with many of our 'Human Books' experiencing both inter and intrapersonal growth in this space.

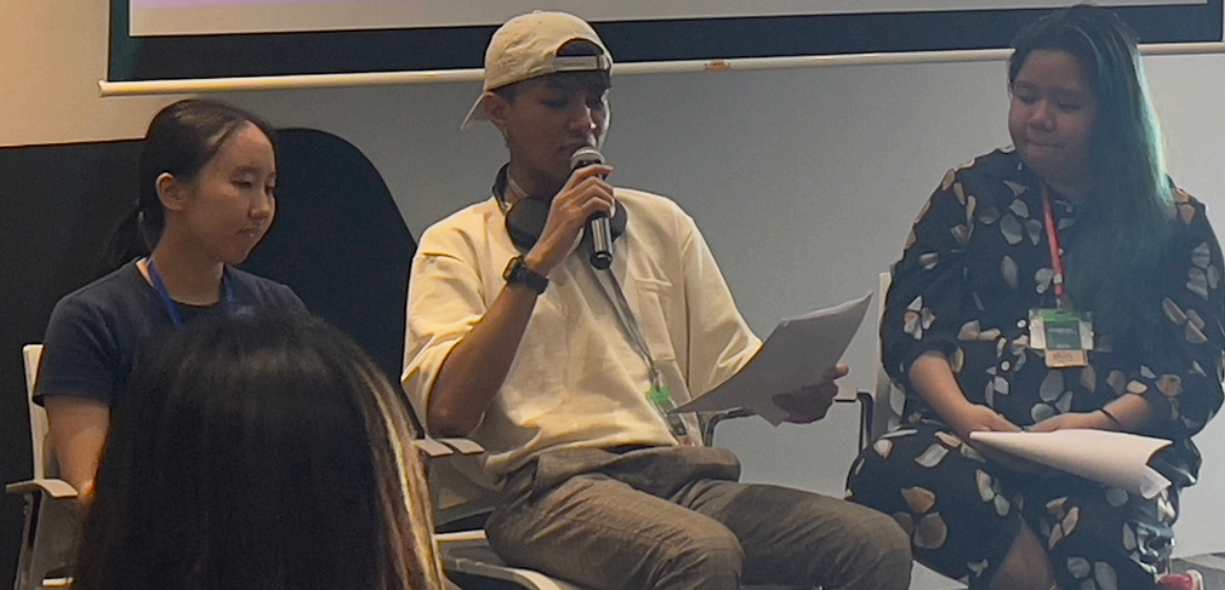


Let's Begin!

Sit comfortably and enjoy your 30 min reading session with our Human Book. There will be 15 min of story sharing followed by 15 min of Q&A :)



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BEYOND THE LABEL 2023

One such example of growth was portrayed in our Human Library Experience hosted at Jewel @ Changi Airport in September 2023. Our Human Books, Min and Hazel, shared their personal recovery journeys which helped them to connect with the participants, or 'Readers', as we address them. Our Readers' prompted questions sparked meaningful discussions centering around mental health and both Min and Hazel shared their respective insights.

"It is empowering for speakers as they share and listeners as they listen to strengthen their resilience for one another." - Kada

"Amazed at their growth and recovery, because they've definitely come a long way. I wish more people would seek help early when they encounter challenges." - Marie

SG STORIES OF YOUTH

GEMS IN THE ROUGH BOOK LAUNCH

Of course, our 'Human Books' are not mutually exclusive to physical ones, and that was evident in the session we held in conjunction with SG Stories of Youth during the launch of their book, "Gems in the Rough". Our Human Books this time were Bern and Tas, who both shared about their lived experiences and how being able to communicate their stories have helped them in their own personal mental health recovery journeys.

It was this that further solidified the foundation that our Human Library Experience programme initiative was built upon, and that is that sharing is an aspect of peer empowerment, where our community members develop the courage and skills to speak up for mental health to foster greater understanding and acceptance.



HI, I'M NATALIE.

VOLUNTEER WITH RESILIENCE COLLECTIVE,
CAREGIVER TO DAUGHTER WITH LIVED EXPERIENCE

Hi, I am Natalie, a volunteer with Resilience Collective and a caregiver to my daughter with a mental health lived experience. Looking back, I can now say how thankful and privileged I am to walk this journey with my child, even though it was painful to see her struggle so badly.

It's like a reset for me; how I perceive others' viewpoints, the way I respond to others and how I can be supportive.

One of the greatest challenges is the fear of losing my child because I feel incapacitated in how I can support or help her, or if I would trigger her knowingly or unknowingly. I have learnt to ask questions to understand instead of making assumptions, and have certainly stopped being prescriptive all the time.

It's been in my heart for parents to know that their children need love and hope, not just answers and solutions.

There are many who would avail themselves and will journey with us, when we ask. By volunteering with RC, you will be blessed more than you know. It's a beautiful, authentic, and encouraging community to join.

I was blown away by the depth of maturity of the young adults in the Circles of Resilience. They choose to seek help and support one another. It warms my heart to see such tenderness and strength all at the same time.

Some of us are absolutely clueless on mental struggles and may appear apathetic or unsympathetic. Have the courage to tell them how you feel and what helps you. They will take time to understand where you are coming from and choose to hold space for you in acknowledging and accepting what you are going through, and support you with what is helpful and healing.

My hope is for the continual support and building of this community; the healing and flourishing of young adults, and everyone of them to know they are infinitely precious and deeply loved.





COMMUNITY LEADERSHIP TRAINING

TPaving tomorrow's path, today.



COMMUNITY LEADERSHIP TRAINING

In an organisation such as Resilience Collective, where our initiatives are heavily driven by human connection and intimate discussions, it is only natural that we open our doors to programmes that look to develop willing persons seeking opportunities to facilitate these interactions.

Our Community Leadership Training (CLT) programme is one such, where we conduct training for such persons, whom we address as facilitators.

Our training sessions span 2 days, and our facilitators leave the programme equipped with the necessary skills, knowledge, and expertise to better navigate the complexities and intimacies of these discussions. With each facilitator that graduates from our CLT programme comes one we, Resilience Collective, believe we can trust in keeping alive the vibrancy of the community we serve and the growth of our organisation.

In the past year, we have trained over 33 facilitators, bringing our total number of active facilitators to 44.



FUNDRAISING

Helping the community means becoming part of it.

CELEBRATING THE PEOPLE OF RESILIENCE

ANNUAL FUNDRAISING DINNER 2023

Our annual fundraising dinner, themed "Celebrating The People of Resilience," was an evening to remember, bringing together over 150 guests in support of our mission. The event successfully raised \$568,610 in donations, a testament to the generosity and commitment of our supporters.

The evening was enriched by several key highlights, including "The Journey" exhibition, where our peers courageously showcased items of personal significance to their mental health journeys. This exhibition offered an intimate glimpse into the resilience of our community members, resonating deeply with all who attended.

A particularly moving segment of the evening was the Human Library Experience (HLE), featuring Nic and Xiuwen, who shared their mental health journeys with candor and bravery. Many guests expressed how touched they were by the authenticity and courage of Xiuwen's and Nic's stories. They appreciated the unique nature of the event, noting that it stood out from more traditional gatherings.

We were honoured to have many of our peers join us for the evening, with their attendance generously sponsored by our supporters. The peers expressed their delight and gratitude for the opportunity to connect with donors and guests, feeling recognised and appreciated for their invaluable volunteer efforts.



Guests also took time to share their thoughts on "The Journey" exhibition, with one commenting, "This is a very personal and thoughtful initiative, and it is heartwarming to see the recovery journey of RC's community members."

This event was not just a fundraiser; it was a celebration of the resilience, strength, and spirit of our community. We are deeply grateful to everyone who attended, donated, and supported our cause. Your contributions make it possible for us to continue our vital work in mental health, and for that, we thank you.

In this financial year, we raised a total of **\$982,803 in donations**. We are proud to report that our **fundraising expenditure was \$30,743**, representing only **3.13% of the donations** raised which adheres to the required fundraising efficiency ratio.

We are committed to ensuring that every dollar donated is used as effectively as possible to support our mission. These funds will go a long way towards supporting our ongoing programmes.

Scan the QR code below to donate and make an impact. Contributions to RC are eligible for 2.5 times tax deductions.





THE YEAR AHEAD

Resilience Collective up ahead.

CHIME FRAMEWORK

The CHIME framework is a model used in mental health recovery to describe and support the recovery process. It was developed to encapsulate the key components that are crucial for individuals recovering from mental health challenges. CHIME stands for:

Connectedness: This refers to the importance of relationships and social support in recovery. Being connected to others, whether through family, friends, peers, or community groups, helps individuals feel valued and supported.

Hope and Optimism about the Future: Hope is a critical element of recovery. It involves having a positive outlook and the belief that recovery is possible. Hope can be fostered through setting goals, seeing others succeed, and receiving encouragement.

Identity: This involves developing a positive sense of self that is not defined by the illness. It includes reclaiming one's personal identity and overcoming the stigma associated with mental health issues.

Meaning in Life: Finding purpose and meaning in life is essential for recovery. This can be through work, hobbies, volunteering, or any activities that give a sense of accomplishment and satisfaction.

Empowerment: Empowerment involves gaining control over one's life and making decisions that affect one's well-being. It includes self-efficacy, self-determination, and the ability to advocate for oneself.



The C.H.I.M.E. framework recognises that each individual's journey is unique and emphasises a holistic and person-centered approach to recovery, something that we at Resilience Collective heavily resonate with.

The framework provides a structured way to understand and support the multifaceted aspects of recovery, and promotes a comprehensive view that goes beyond symptom management to include overall well-being and quality of life.

Resilience Collective has since adopted and incorporated the C.H.I.M.E. framework into our programmes as of January 2024, and its influence is most prominent in our Circles of Resilience initiative.

Implementing each aspect of the framework as themes that run for 4 months, RC has ended the past financial year with a wrap on the focus of Connectedness, and we are excited to see this develop even further.



CORPORATE GOVERNANCE

For the Financial Year ended 31 March 2024

At Resilience Collective, we continue to uphold strict compliance with all necessary regulations, even as we continue to make Resilience Collective a dedicated and safe space for peers in their recovery journey.

As at March 2024, the Board of Directors at Resilience Collective comprised 10 Directors. The Board met 3 times between 1 April 2023 and 31 March 2024.

The Board provides strategic direction and oversight of the charity's programmes and objectives and oversees the governance of the Charity. The board is responsible for upholding the Charity's values and steers the Charity towards fulfilling its vision and mission. The Board also guides and supports the Executive Director (ED) and approves annual budgets.

Position	Name, Key Directorships & Appointments	Attendance at Board Meeting in FY 23/24
Chairman	Mr Hsieh Fu Hua Chairman, Board of Trustees, National University of Singapore Founder Binjaitree	3/3
Board Member	Ms. Chan Chia Lin Director, Lam Soon Cannery Pte Ltd	3/3
Board Member	Dr. Fidah Alsagoff Senior Managing Director, Temasek International Pte Ltd	1/3
Board Member	Prof. Chua Hong Choon Senior Managing Director, Temasek International Pte Ltd	3/3
Board Member	Tina Hung Senior Consultant, National Council of Social Service	2/3
Board Member	Goh Swee Chen Trustee, Nanyang Technological University	3/3
Board Member	Goh Shuet-Li Director, La Putri Lte Ltd	3/3
Board Member	Hayley Sharratt Financial Management & Strategic Engagement Professional	2/3
Board Member	Tim Oei Chief Executive Officer, National Kidney Foundation	2/3
Board Member	Mdm. Kay Kuok Oon Kwong Executive Chairman, Allgreen Properties Limited (appointed 1 August 2023)	2/3

Resilience Collective (RC) Board Committees for FY23/24

There are now 3 board committees:

1. Executive Committee

The purpose of the Executive Committee (EXCO) is to support the Board of Directors by providing direction and guidance to management on strategy, operational plans, policies and procedures, compliance matters pertaining to government instruments, laws and regulations, and the prioritisation and allocation of resources.

Chairman

Ms Tina Hung

Member

AP Chua Hong Choon

Mr Hsieh Fu Hua

2. Audit Committee

In carrying out its functions as specified in its terms of reference, the Audit Committee (AC) reviewed the overall scope of the external and internal audit and met with the RC's independent external auditor to discuss the findings of their audits. The AC also reviewed the financial statements of the charity and the auditor's report for the financial year ended 31 March 2023.

Chairman

Dr Fidah Alsagoff

Member

Ms Tan Yee Peng

3. Finance Resource Committee

The Finance Resource Committee (FRC) supports the Board in fulfilling its oversight responsibilities in the financial resources necessary to sustain the strategy and operations of Resilience Collective. Its core responsibilities include reviewing and endorsing budget and funding requirements aligned with RC's goals, guiding and establishing funding options to develop a finance resourcing strategy and an annual action plan, and reviewing the adequacy of the organisation's financial reserves to fund operations.

Chairman

Ms Goh Swee Chen

Members

Mr Hsieh Fu Hua

Ms Chan Chia Lin

Ms Goh Shuet-Li

Policies

Resilience Collective has developed the following Policies to provide guidance to the Charity:

- **Governing Board's Duties, Responsibilities & Code of Conduct**
- **Conflict of Interest Policy**
- **Whistle-Blowing Policy**
- **Finance Policy**
- **PDPA Policy**
- **Risk Management Policy**
- **Staff Handbook**
- **Communications Policy**
- **Data Governance Policy**
- **ESG Policy**
- **Fundraising Policy**
- **Investment Policy**
- **Volunteer Management Policy**
- **Anti-Money Laundering & Counter Terrorism Financing Policy**
- **Grievance Policy**
- **IT Policy**
- **Manpower Policy**
- **Service Quality Policy**

GOVERNANCE EVALUATION CHECKLIST

For the Financial Year ended 31 March 2024

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs. Resilience Collective, as an IPC with gross annual receipts or total expenditure from \$500,000 to less than \$10 million, is required to submit under the Enhanced Tier of principles and guidelines.

Submission Form for Governance Evaluation Checklist (Enhanced Tier)				
S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

S/N	Code guideline	Code ID	(select whichever is	Explanation (if Code guideline is not complied with)
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Yes	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

Declaration

I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.



Ms Rachel Tan
Head (Interim)
31 August 2024

FINANCIAL STATEMENTS

For the Financial Year ended 31 March 2024

STATEMENT OF FINANCIAL ACTIVITIES

FOR FINANCIAL YEAR ENDED 31 MARCH 2024

INCOME	Unrestricted Fund \$	Restricted Funds \$	2024 Total \$	2023 Total \$
Income from generated funds				
• Voluntary income	66,693	–	66,693	232,108
• Activities for generating funds	1,266,110	–	1,266,110	927,750
Income from charitable activities	5,636	674,762	680,398	465,273
Interest Income	26,538	–	26,538	5,849
Other income	29,637	–	29,637	12,786
Total income	1,394,614	674,762	2,069,376	1,643,766
LESS: EXPENDITURE				
Costs of generating funds				
-Fundraising costs	156,706	–	156,706	68,633
Cost of charitable activities	324,195	601,350	925,545	784,106
Governance costs	75,272	76,463	151,735	136,135
Total expenditure	556,173	677,813	1,233,986	988,874
Net income/(expenditure) for the financial year	838,441	(3,051)	835,390	654,892
Fund balances at 1 April	1,805,962	182,300	1,988,262	1,333,370
Fund balances at 31 March	2,644,403	179,249	2,823,652	1,988,262

BALANCE SHEET

AS AT 31 MARCH 2024

	2024 \$	2023 \$
Non-current assets		
Property, plant and equipment	1,048	7,032
Intangible assets	–	1,137
	1,048	8,169
Current assets		
Sundry receivables	395,945	266,303
Bank balance	2,554,471	1,770,551
	2,950,416	2,036,854
Total assets	2,951,464	2,045,023
Current liabilities		
Payables and deferred income	127,812	56,761
Total liabilities	127,812	56,761
Net assets	2,823,652	1,988,262
Funds		
Unrestricted Fund	2,644,403	1,805,962
Restricted Funds	179,249	182,300
Total funds	2,823,652	1,988,262

STATEMENT OF CASH FLOWS

FOR FINANCIAL YEAR ENDED 31 MARCH 2024

	2024 \$	2023 \$
Cash flows from operating activities		
Net income for the financial year	835,390	654,892
Adjustments for:		
• Amortisation on website development	1,137	1,138
• Depreciation of property, plant, and equipment	5,985	13,360
• Interest income	(26,538)	(5,849)
Operating cash flows before movements in working capital	815,974	663,541
Receivables	(113,883)	(133,980)
Payables	71,051	(11,749)
Cash generated from operations	773,142	517,812
Interest received	10,778	–
Net cash flows generated from operating activities	783,920	517,812
Net increase in cash and cash equivalents	783,920	517,812
Cash and cash equivalents at beginning of the financial year	1,770,551	1,252,739
Cash and cash equivalents at end of the financial year	2,554,471	1,770,551

resilience COLLECTIVE



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