



ANNUAL REPORT

FY 2023



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VISION, MISSION, VALUES

Vision

A happy and inclusive society with strong human connections.

Mission

To build supportive communities, enhance self-esteem, and innovate solutions for community challenges.

Values

Joy

Discover delight in humanity by being present, wonder, and laugh.

Adaptability

Embrace changes by learning to assess, adjust, and reflect.

Collaboration

Align purposes by learning to plan, communicate, and appreciate.

Empathy

Connect with people by learning to reach out, listen, and engage.

Sustainability

Create impact by learning to conserve, involve, and educate.

ORGANISATION STRUCTURE



CORPORATE INFORMATION

3Pumpkins Limited
176 Boon Lay Drive #01-362 Singapore 640176
UEN 201918810N

Incorporation Date: 12 Jun 2019
Charity registration date: 12 Sep 2023
Constitution: Company Limited by Guarantee

BOARD OF DIRECTORS

Mr Lim Jingzhou (Chairman/Treasurer)
Ms Lin Shiyun (Founder/Executive Director)
Mr Darren Quek

AUDITOR

Alpes Audit Pac | Alpes Assurance LLP

CORPORATE SECRETARY

Mr Thorng Tohkingkeo | BSP Management

BANKER

DBS Bank Limited

BOARD OF DIRECTORS

LIM JINGZHOU

Appointed to board on 15 May 2023

- Assistant Director, South Central Community Family Service Centre
- Co-Founder & Community Worker, Cassia-Merpati Resettlement Team

LIN SHIYUN

Appointed to board on 15 May 2023

- Founder, 3Pumpkins

DARREN QUEK

Appointed to board on 15 May 2023

- Principal, Forest School Singapore
- Executive Community Member, Fen Yang Guo Association
- Citizen Consultative Committee, Telok Blangah Grassroots

ORGANISATIONAL DEVELOPMENT

Strategy & Leadership

- Revised organisation vision, mission and values.
- Defined Community Arts and Community Development as two key pillars of work.

Governance

- Registered as a Charity in September 2023.

People

- Implemented a more robust organisational structure, expanding from 6 to 10 staff members to better support the shared services center and user-centric services.
- Established a quarterly Community of Practice routine to bring together staff and volunteers to share best practices.

Finances

- Entered a multi-year partnership with Quantedge Foundation (Singapore) under its Philantropreneur-in-Residence (PIR) programme.

Digitalisation

- Transitioned to digital HR and Finance management systems.

Communications & Partnerships

- Rebranding and revamp of website.
- Established working relations with local community stakeholders as an integrated ecosystem.

User-Centric Services

- Received MSF Community Cares Award.



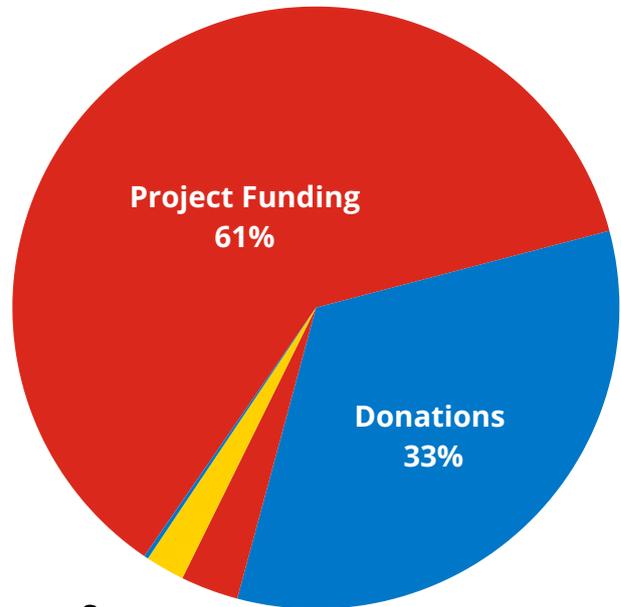
FINANCIAL HIGHLIGHTS

Income

\$1.13M

Income increased primarily due to higher project funding, particularly for the PIR and Movements for Health initiatives.

A significant portion of donations resulted from the unlocking of the Tote Board Enhanced Fundraising Matching Grant.



Other Income Sources:

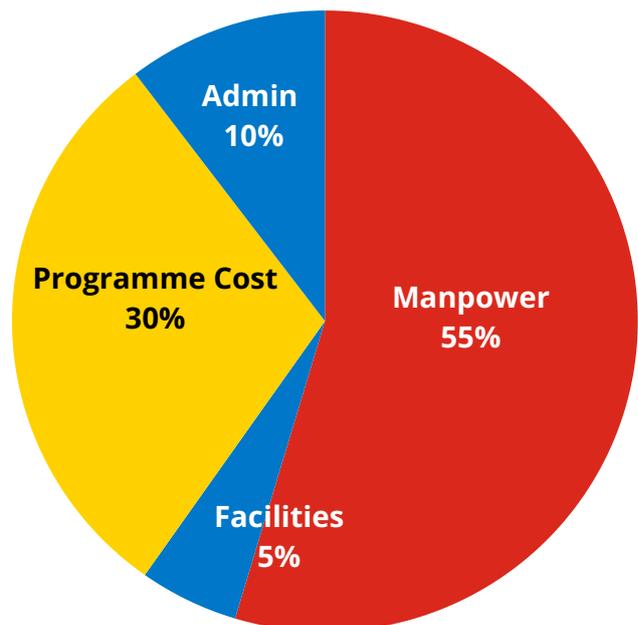
- Rendering of Services
- Government Grants

Expenses

\$968K

Costs rose significantly due to an increase in staff and adjustments to create a fairer pay scale. The majority of the workforce (7 out of 10 employees) are focused on program-related roles.

Additionally, expenses were higher due to the acquisition of a new office and necessary renovations to accommodate organizational growth.



PROGRAMMES

COMMUNITY DEVELOPMENT

Tak Takut Kids Club

TTKC continues to be our flagship community development project with the vision of safe, happy and sustainable communities where children from vulnerable backgrounds can connect, grow, and thrive. Since 2021, we have connected with 400 children in Boon Lay, providing support tailored to diverse needs and strengths.

Understanding the diverse strengths and needs of the children in the community, we have adopted two frameworks to guide us in the design, monitoring and evaluation of our work: Self-Determination Theory of Motivation and Response-to-Intervention.

Self-Determination Theory of Motivation (SDT)

Guided by SDT, TTKC programmes foster a child's sense of relatedness, autonomy, and competence. SDT is a psychological theory which posits that individuals have three basic psychological needs that are essential for well-being and motivation.

Autonomy



Children are provided opportunities and guided to exercise choice, make decisions and take responsibility for their actions.

Relatedness



Children are supported to feel cared for and to care for others, within a strong network where they feel safe, valued, and understood.

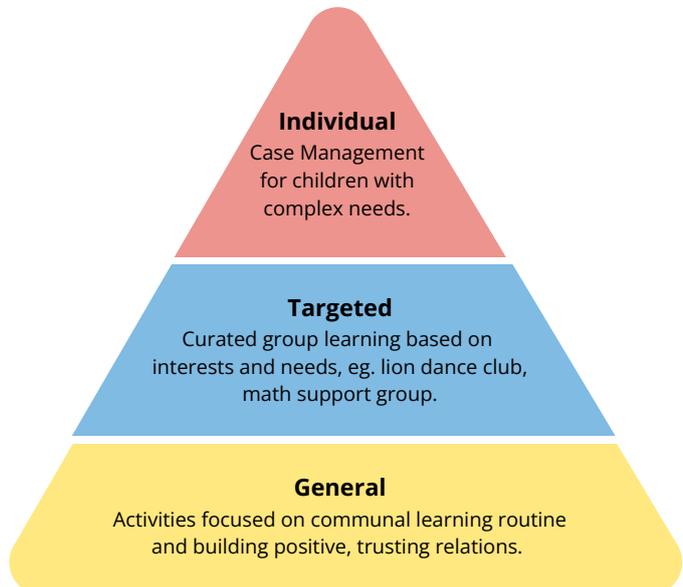
Competence



Children are equipped with the skills and knowledge to interact with their environments effectively.

Response-to-Intervention (RTI) model

TTKC uses the RTI model to support children aged 7-14, recognizing their diverse developmental and learning needs. Some children thrive in playful environments, while others are ready for more focused learning, and those with complex needs require casework support. The RTI model helps TTKC tailor its programs to meet children where they are, addressing the varying needs within the community.



Children are engaged in communal learning routines which comprises of activities ranging from arts, games, cooking and study (TTKC Boon Lay). While engaged in these activities, children are guided to make choices, care for others, and pick up new knowledge and skills.



Lion Dance Club and Dance Club are targeted programmes developed according to the children's interests. In these programmes, children are given more attention to develop autonomy and competencies.

Better Eat Better



3Pumpkins partnered with Cultivate Central to launch the Better Eat Better (BEB) project, an initiative that aimed to encourage better eating habits among the children and families. This programme was designed in response to the government's call for community partners to promote upstream health interventions. By learning to grow, shop, cook, and share food together, children are encouraged to build awareness, adopt healthier habits, and advocate for nutritious eating.

This collaborative effort has reached 150 children and engaged 70 volunteers, generating knowledge and experiences that have positively impacted over 1,000 individuals. Visit www.3pumpkins.co/better-eat-better to find out more about this project.

PROGRAMMES COMMUNITY ARTS

I Draw You, You Draw Me



For the third consecutive year, we participated in the Esplanade's March On Festival, bringing joy to the wider public. 'I Draw You, You Draw Me' is inspired by the TTKC children, who enjoy drawing portraits of each other as a pastime. This activity provides an opportunity for participants to connect more deeply with themselves and one another through the act of drawing. Our annual pilgrimage to the Esplanade also allows TTKC children and youth to contribute to and engage with broader networks.



Seeing the Obvious: A Young Person's Guide to Surviving in Singapore



Seeing the Obvious is a community art series that aims to raise awareness about the lived realities of the community. The 5th edition, titled A Young Person's Guide to Surviving in Singapore, stemmed from a curiosity to understand how children and youths navigate stress in their lives using the limited resources available to them—whether money, clothing, or body movements—as tools for self-regulation and peer support.



Co-created by artists Chew Shaw En, Lim Cixuan, and Han Xuemei in collaboration with the TTKC children and youth, the work facilitated dialogues with audiences on topics like community relations, shame and self-harm, sparking further exploration of these important issues moving forward.

This is What We Eat at Home



We presented the third iteration of the photo story project *This is What We Eat at Home* at the National Museum of Singapore, followed by a six-month tour across regional libraries and River Valley High School. Since its inception in 2021, the project has captured 16 community stories, revealing authentic childhood experiences and highlighting how diverse caregiving practices and cultural backgrounds can significantly shape a young person's identity. Learn more about the project at www.3pumpkins.co/thisiswhatweeatathome

THE YEAR AHEAD

KEY MILESTONES

Strategy & Leadership

- Revision of HR, Finance, Data Protection, Child Protection and Board Governance Policies
- Establish clear reporting structures and processes within the organisation.

Governance

- Expand board composition to strengthen board's role in assisting the organisation.

People

- Increase hires to strengthen leadership and prepare for scaling.
- Develop training and development pathways and processes to enhance staff's capacity.
- Enhance HR and Volunteer Management.

Finances

- Explore sustainable partnerships with corporates
- Enhance finance management.

Digitalisation

- Explore CRM system to better manage donors and service users.

Communications & Partnerships

- Develop clear branding and messaging to convey the work of TTKC.
- Explore sustainable partnerships with programme partners.

User-Centric Services

- Completion of 3-year partnership with MSF
- Scaling of TTKC to Lengkok Bahru
- Develop a 3-year strategic plan for TTKC (2025-2028)
- Refine Monitoring & Evaluation indicators for TTKC

CONTACT US



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