

ANNUAL REPORT

FY2024

April 2024 - March 2025



Tak Takut Kids Club members at The Esplanade,
with Minister Desmond Lee (March 2025)

Table of Contents

Charity Overview

Corporate Information	4
Vision, Mission, Values	4
Board of Directors	5
Organisation Structure	6

Organisation Development

Building Organisational Capacity	8
Fostering Partnerships	9
Financial Insights	10

Programmes & Impact

Expanding to Lengkok Bahru	12
Strengthening Ecosystem	13
Empowering Children and Youth	14
Integrating Healthy Eating	15
Educating the Public	16
Measuring What Matters	17
Voices from the Ground	18

The Year Ahead

A Blueprint for Sustainability	20
Scaling of Tak Takut Kids Club	20

Contact Us

CHARITY OVERVIEW

3Pumpkins is a non-profit community arts and development organisation dedicated to strengthening human connections. Our work sits in the intersection of art, community, education and social work. We work to strengthen social support for vulnerable communities and empower individuals by fostering a sense of belonging, self-identity, and self-actualisation.

Our flagship initiative, Tak Takut Kids Club (TTKC) is a child-centric community development project that provides a safe and supportive environment for children to connect, grow, and thrive.



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 | Adaptability | Collaboration | Empathy | Sustainability

Corporate Information

3Pumpkins Limited

176 Boon Lay Drive #01-362
Singapore 640176
UEN: 201918810N

Incorporation Date: 12 June 2019

Charity Registration Date: 12 September 2023

Constitution: Company Limited by Guarantee

Auditor: Kreston Helmi Talib PAC

Corporate Secretary: Mr Thorng Tohkingkeo | BSP Management

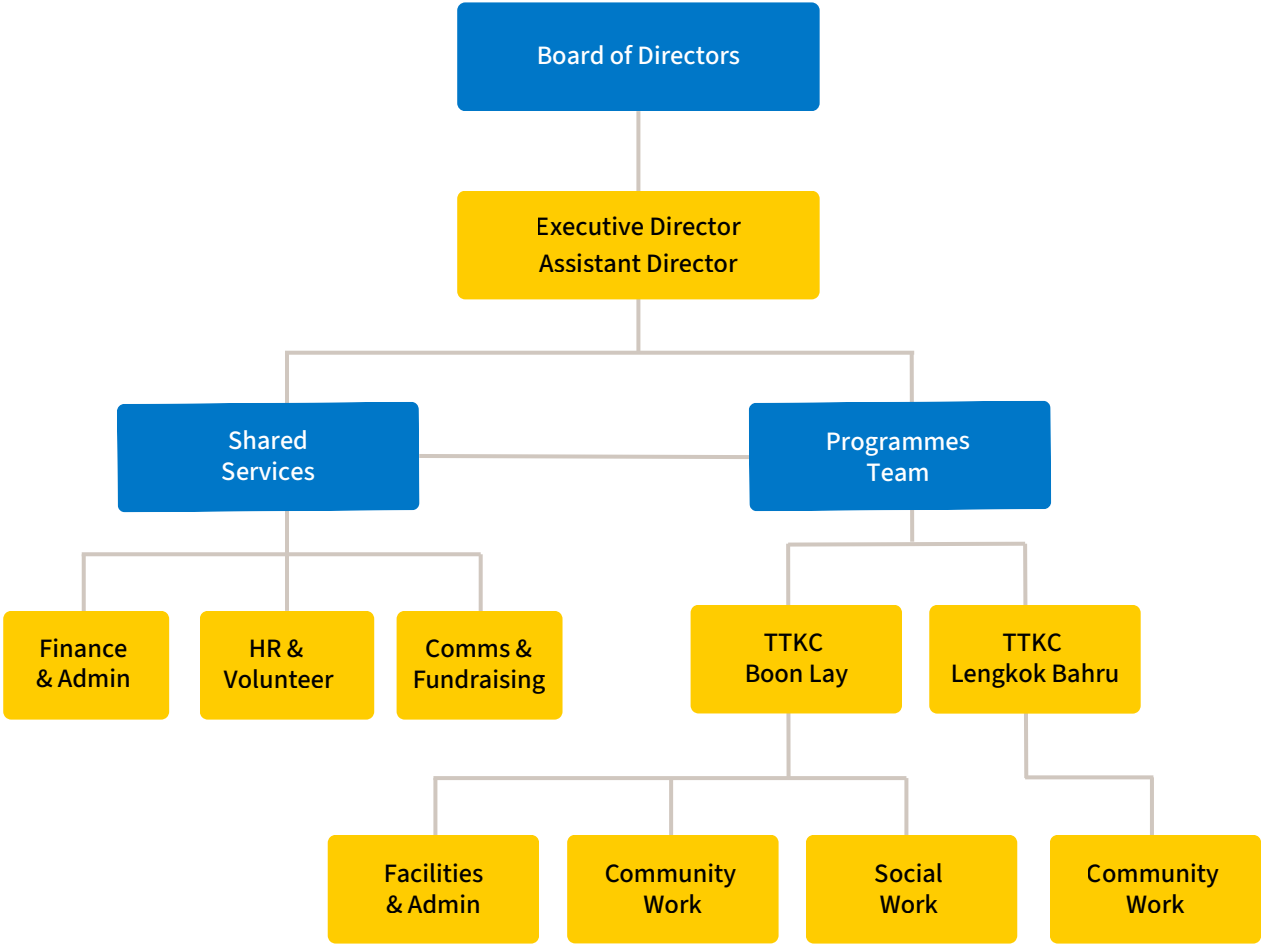
Banker: DBS Bank Limited

Board of Directors

Appointment as at latest practical date

Directors	Current Appointment	Date of Appointment
Lim Jingzhou Co-founder and Community Worker Cassia-Merpati Resettlement Team	Chairman, Treasurer	06 Jun 2022
Lim Cheok Hui (Fannie) CEO, Etonhouse Community Fund	Appointment & Nomination Committee Chair	17 Apr 2024
Tee Chong Yu Partner, HLB ATREDE	Audit Committee Chair	01 Jun 2025
Khoo Seok Lin Director, Phos Consultancy Pte Ltd	HR Committee Chair	09 Jun 2025
Lin Shiyun Founder & Executive Director, 3Pumpkins Limited	Fundraising Committee Chair	12 Jun 2019

Organisation Structure



ORGANISATION DEVELOPMENT

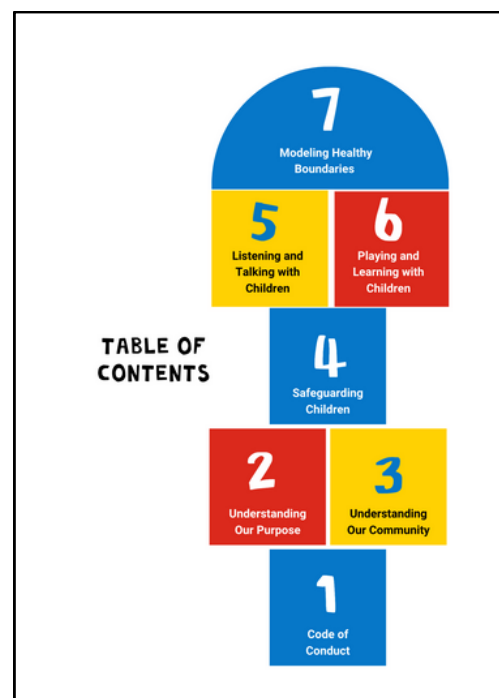
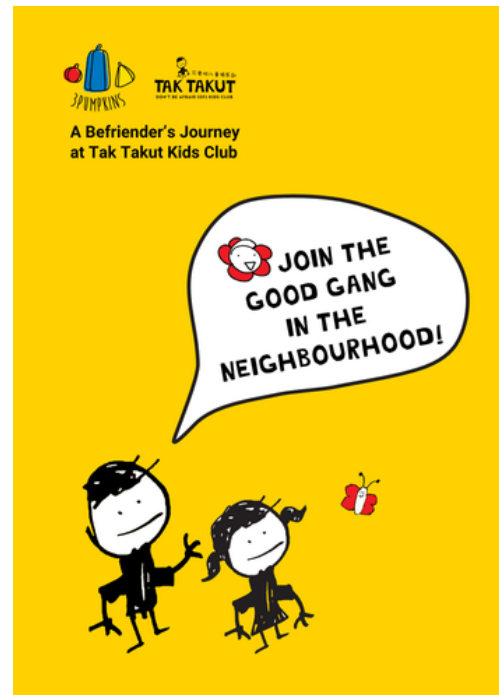
Building Organisational Capacity

This year, we invested in building strong foundations so that 3Pumpkins can grow with resilience and scale our impact for children and communities.

We strengthened governance through key appointments. Fannie Lim was appointed Chair of the HR and Nomination Committee, boosting the Board's oversight and succession planning. To reinforce programme governance and safeguarding, Ho Kah Yoke joined as Assistant Director, bringing expertise to strengthen systems and advance Tak Takut Kids Club's (TTKC) social work and child protection practices.

With an expanded team, we have also enhanced our governance and training systems. Finance and HR policies were revised, and a new Child Safeguarding Policy was introduced to uphold the highest standards of care. To ensure consistent practice in community engagement, we launched TTKC's Befrienders' Handbook and training curriculum framework for both our staff and volunteers.

These investments in governance, people and systems enabled us to take a significant step forward in our strategic plan: **sustaining our first site in Boon Lay (established in 2019) and launching a second site in Lengkok Bahru**—an important milestone in expanding TTKC's reach and deepening its impact.



Cover and Table of Contents for TTKC Befriender's Guide

Fostering Partnerships

We deepened and expanded partnerships with like-minded organisations and community members to strengthen both our programmes and organisational capacity.

Long-term partners have been instrumental in our journey. Through the Philanthropreneur-in-Residence (PIR) Programme, **Quantedge Foundation (Singapore)** has provided support to accelerate the scaling of TTKC. Continued support from **GIC** enabled us to offer regular, high-quality excursions that broaden children's horizons during school holidays. Our partnership with **The Esplanade**, where our community has presented works annually at the March On Festival since 2023, created a platform for children to grow in confidence.

New partnerships have also been forged. We were inducted in the **Community Foundation of Singapore's Collective for a Stronger Society (CSS)** which recognises holistic, long-term support for children and families. With **Firetree Philanthropy**, we strengthened child safeguarding practices, while the **Lai Yu Hua Kindness Lit Fund and Ray of Hope** enabled us to explore educational and therapeutic support for children with behavioural and learning difficulties.

Above all, we recognise that **community members are our greatest assets**. This year, we continued to empower residents to step into the workforce, embodying our belief that true community development begins with shared responsibility and opportunity.



Top Left: TTKC children taking part in a pottery session with GIC volunteers.

Top Right: TTKC children and youth at the March On Festival at The Esplanade, together with Minister Desmond Lee.

Bottom Left: Rowshaun Subash, a community youth who grew into an intern at TTKC.

Bottom Right: Elizabeth Josephine Arulappen, a trusted community resident who became our facilities and admin support staff.

Financial Insights

Key Figures

Income: \$ 1.14 Million
Expenditure: \$ 1.31 Million
Reserves: \$ 263,637

Insights

3Pumpkins' income for FY2024 was \$1.14 million, with our funding model remaining largely reliant on project-based support. Government and private philanthropists contributed in near equal measure to scale the impact of Tak Takut Kids Club.

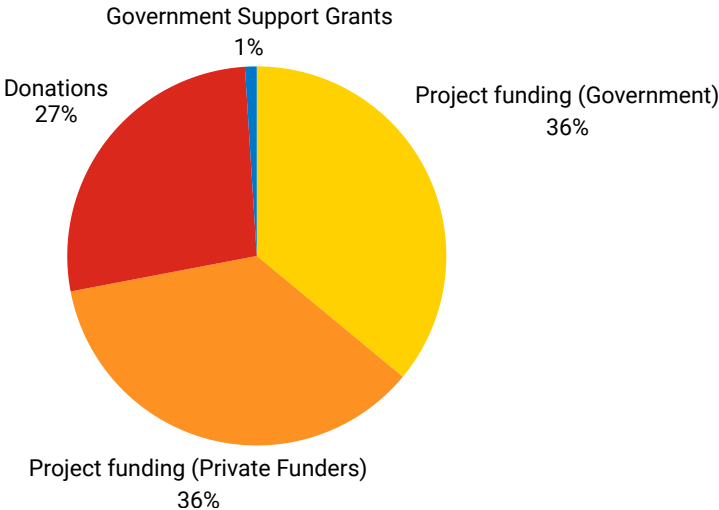
With scaling efforts, expenditure increased from \$967,682 in FY2023 to \$1.31 million in FY2024, driven mainly by additional staff required for consistent programme delivery and the strengthening of internal capacity.

Expenditure exceeded income as \$398,000 was recognised as deferred grants for activities to be carried out in FY2025.

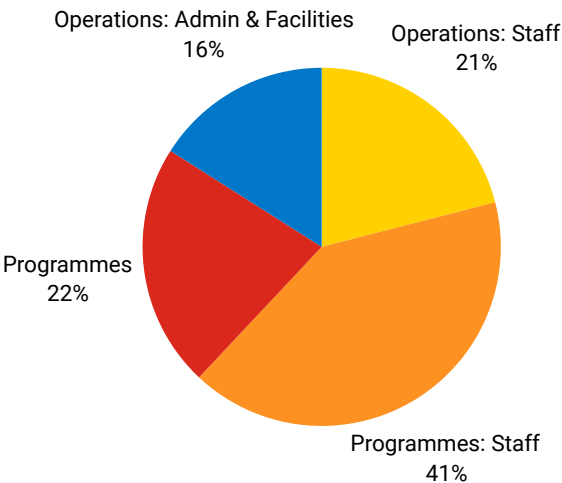
As at 31 March 2025, 3Pumpkins' adjusted reserves stood at \$74,017, after setting aside \$189,620 for Tak Takut Kids Club Project Funding. This represents the equivalent of 0.5 months of operations. Fundraising and strengthening financial stability remain a key priority in the year ahead.

For more information, please refer to our Financial Statements.

Income



Expenditure



Disclosure

Highest paid staff receiving an annual remuneration more than \$100,000:

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1

PROGRAMMES & IMPACT

Expanding to Lengkok Bahru



NUS Social Work students presenting their findings from Lengkok Bahru community mapping.

As we explored expansion beyond Boon Lay, several neighbourhoods with rental flats came to mind. After six months of stakeholder conversations and site visits, we decided on Lengkok Bahru.

3Pumpkins first engaged in Lengkok Bahru in 2019, but efforts were cut short by COVID-19. Interviews with community partners **highlighted concerns about neglect and underscored the need for trusted relationships and consistent opportunities for children's engagement.**



Service area in Lengkok Bahru

In January 2025, we embarked on comprehensive community mapping to ensure our expansion would respond to the real needs and aspirations of Lengkok Bahru. This journey included:

- Observing how children play and where they gather
- Engaging over 25 families, children, and grassroots leaders in meaningful conversations
- Partnering with NUS Social Work students to map the neighbourhood systematically
- Building connections with more than 15 local schools and social service agencies
- Identifying gaps such as the absence of safety, welcoming play areas and limited child-focused programmes

Through this process, **we built trust with community partners and shaped an expansion plan rooted in local voices and lived experiences.** In June 2025, our community workers will begin outdoor engagements with children, paving the way for the opening of a dedicated space by year's end.

Strengthening the Ecosystem

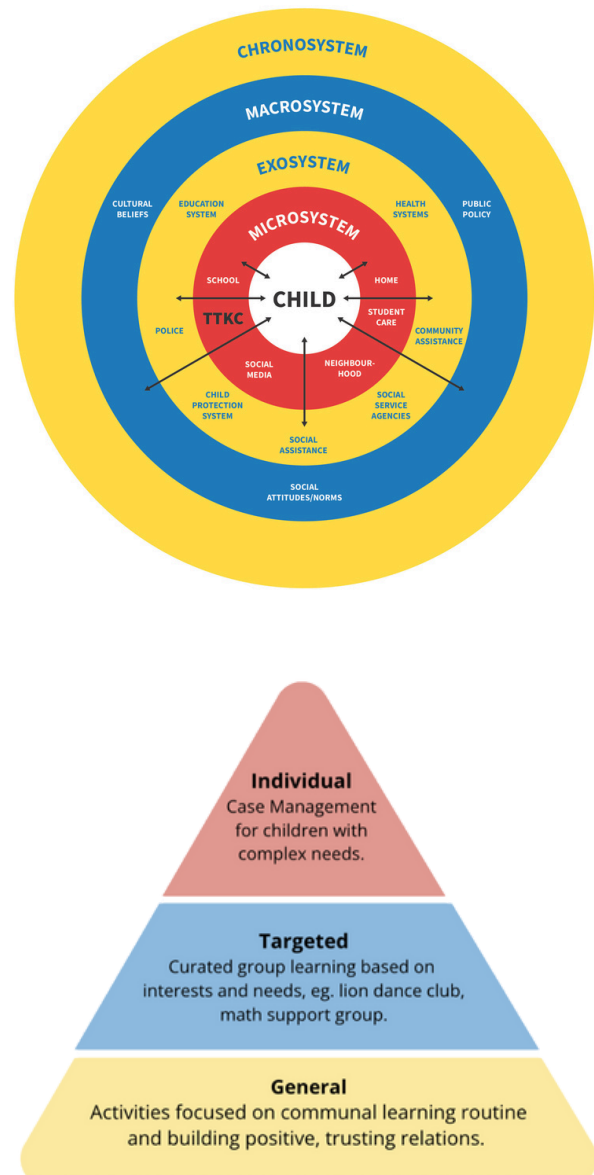
TTKC adopts Bronfenbrenner's Ecological Systems Theory to guide our child-centric social work and communal activities. It shapes how we understand our role in strengthening the many layers of support surrounding children.

At the microsystem level, we insert ourselves as key players in children's immediate environment, helping to strengthen their relationships with peers and parents. At the exosystem, we collaborate with professionals to support children with complex needs. At the macrosystem, our advocacy seeks to engage policymakers and the wider public to better understand lived realities on the ground.

From theory to practice, we apply the Response-to-Intervention (RTI) model, which recognises children's diverse developmental and learning needs. This ensures that children receive the right level of support at the right time—ranging from broad communal activities, to specialised programmes, and, when needed, intensive individual interventions.

We have also developed **trauma-informed child safeguarding policies and a structured guide** for managing disclosures and misconduct.

Together, these efforts establish consistent practices across our activities and strengthen our capacity to address children's needs holistically—within their families, schools, and neighbourhoods.



Top: Adaptation of Bronfenbrenner's Ecological Systems Theory

Bottom: TTKC's Respond-to-Intervention model

Empowering Children and Youth

At TTKC, children don't just take part—they take the stage, lead projects, and make their voices heard. This year, we expanded platforms for self-expression, enabling children to grow in confidence as creators and leaders. Through public performances, zine publication, and peer leadership, children became not only participants but also owners of their voices and talents.



March On 2025 at Esplanade

Our 4th consecutive showcase at the Esplanade's March On Festival transformed the children's weekly Friday getai into a polished, hour-long production. Music, dance, puppetry, an arm-wrestling competition, and even a community lucky draw lit up the stage. 27 performers, aged 7–16, shone brightly, with one youth stepping up as assistant stage manager.



This is Me! Zine

The 4th edition of *This is Me!* celebrated the diverse talents of our community, from crafting and hairdressing to dance and storytelling.

Twelve young artists also hosted a public meet-and-greet, presenting their work directly to the community and building confidence in public speaking and ownership of their artistic practice.

Youth Leadership Development

As our youth community grew and matured, so did their responsibilities. From serving as dedicated befrienders, to facilitating our weekly Friday *getai*, to leading the "I Can Help" Saturday egg distribution, and even stepping into an internship as a community worker, TTKC created pathways for youths to take on responsibilities aligned with their strengths and interests.



Integrating Healthy Eating

In 2022, TTKC partnered with the MOH Office for Healthcare Transformation (MOHT) initiative and Cultivate Central to launch **Better Eat Better (BEB)**, built on the belief that children have the power to make healthier food choices. BEB by the numbers:

- 200 children engaged
- 90 volunteers supported the programme
- 1,000 children reached through co-created campaigns

Visible shifts took place: children began choosing water over soda, snacking on fruits and nuts, and even started the SandWitches Club, preparing nutritious sandwiches for peers.

With the conclusion of BEB in 2024, we extended its legacy through **So Relaxing!**, a nine-month programme focused on rest and well-being. 130 children took part, with 13 youths participating in a holiday chef programme during the school holidays and a co-created animated edutainment campaign.

BEB has since become part of TTKC's regular programming. The kitchen is now a core anchor in the clubhouse, where cooking, eating, and moving together are woven into communal rhythms, making health a social and shared practice rather than a standalone project.



Making dumplings



Making fruit popsicles

Educating the Public

With our deep focus on developing our programmes and approaches, we were unable to dedicate many resources to advocacy work. However, thanks to our media partners and collaborators, we were still able to amplify both our work and the voices of our community to the wider public.

These stories highlight the need for safe communities as the foundation for resilience among children from vulnerable backgrounds, and underscore the importance of a collaborative ecosystem in delivering social impact.



Our Grandfather Story

Why Kids Should Join This Good Gang.



Julie's The Best of You

From Strangers to Communities



CNA – Extraordinary People

My Free Kids Club: A Safe Space for Youths from Challenging Backgrounds



8World – 晨光第一线 (Morning Express)

Using Art to Create Warmth and Help Children Feel Safe

Measuring What Matters



Since August 2021, TTKC has partnered with Research For Impact (RFI) to strengthen evaluation capacity while developing its own practice framework for monitoring outcomes and impact.

Empowering Children

We adopted the Self-Determination Theory (SDT) of Motivation, defining **relatedness, autonomy, and competence** as key outcomes for children's self-growth, social development, and well-being. An evaluation survey, co-created with youth in the community and drawing on the NCSS ACT SG tool, was implemented to track these outcomes.

Strengthening Ecosystem

Recognising parents, befrienders, social workers and school teachers as key stakeholders in a child's microsystem, the evaluation also incorporates their perspectives on TTKC's impact. As we consolidate our casework processes, we aim to establish clear indicators to measure how TTKC strengthens children's support systems in the near future.

Improving Community Health

In a survey on the Better Eat Better programme, **87% of children expressed appreciation for learning cooking skills and healthy eating knowledge**. While 6% were unsure, the rest identified food sources and budgeting as key takeaways.

Children Engaged at TTKC	465
Partner Organisations	89
Volunteers	262

Outreach Numbers (August 2021 - July 2024)

Children who feel free to express themselves	73%
Children who feel supported at TTKC	70%
Children who feel that they have improved in skills and talents	58%
Caregivers who feel more supported in caregiving	77%
Caregivers whose relationships with child improved	55%

Selected evaluation questions and survey results (May 2024)

Learnt Cooking Skills and Healthy Eating Knowledge	87%
--	-----

Better Eat Better Programme Survey (Sep 2024)

Voices From the Ground

Before joining TTKC, I just know how to cook Maggi... Yesterday I made banana pancake.

10-12 YEAR OLD

You guys help her with her homework, but more importantly you provide her with love and affection, so it makes her feel like she is at home.

CAREGIVER

We have the dancers, lion dance.... And then, we have the puppetry, we have the wardrobe, we have the kitchens, we have a lot of people... I think each of the kids that has been here more have a sense of what they do in TTKC. Yes, so there's a lot of skills in TTKC, basically.

13-14 YEAR OLD

We could perhaps help the children understand each other, such as if there is a quarrel or shouting between 2 people, we need to make them be able to think in the shoes of the other person, and understand how both of them feel.

BEFRIENDER

We have kids that know even though they are making all the bad choices, they know that they can always come back. That's what I think is important. Like, because they also know that we won't say no, you cannot come in because you did these things that we think is wrong. But it's more of a you come, we can talk about it together.

TTKC ALUMNI

In the beginning, we had a lot of issues where we not able to control her because of our timing and work time. And so when TTKC is here, when they had the time to talk to us about her and everything, and we start to open up and we tell her what is our issue, like, you know, we have no time, uh, we are not able to spend like in terms of, uh, studies, in terms of, uh, taking care of her needs, needs and everything, we are not able to take care of it. So that's when [TTKC] actually decided to help us.

CAREGIVER

THE YEAR AHEAD

A Blueprint for Sustainability

We are laying the foundations for long-term impact by strengthening our systems and governance.

Key priorities for 2025 include:

- Securing Institution of Public Character (IPC) status to diversify funding sources
- Strengthening processes and systems in stewardship of finances, people and culture, data protection, and operational protocols
- Build 3-month reserve to improve financial sustainability



Scaling Tak Takut Kids Club



2025 will be a year of both growth and consolidation for TTKC. Our most visible milestone will be **the launch of TTKC Lengkok Bahru**, extending our child-centric, community development approach to a second site.

At the same time, TTKC Boon Lay will enter its sixth year with **planned space upgrades** to optimise cost savings and create

environments better suited to our multi-tiered programming.

We will also **deepen our focus on evaluation and practice research** to study the impact of our work and strengthen our practice framework. These efforts reflect our commitment to scale thoughtfully, ensuring quality and relationships remain at the heart of what makes TTKC unique.



Email //
team@3pumpkins.org

Website //
www.3pumpkins.co

Address //
176 Boon Lay Drive #01-362 Singapore 640176