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### Overview of NCPG

#### **Our Mission:**

Working with the community to reduce the impact of problem gambling on individuals, families and society

#### **Our Beginnings**

The National Council on Problem Gambling (NCPG) was set up in August 2005 as one of the key pillars in Singapore's national framework to address problem gambling. It is an independent council comprising 15 members with expertise and experience in public communications, psychiatry and psychology, social work, counselling and rehabilitative services.

#### **Our Role**

- To provide advice and feedback to the Ministry of Community Development, Youth and Sports (MCYS) on public education programmes to promote public awareness on problem gambling.
- To decide on funding applications for preventive and rehabilitative programmes.
- To assess and advise the Government on the effectiveness of treatment, counselling and rehabilitative programmes.
- To decide on the applications for exclusion of persons from casinos.



#### **Our Logo**

The logo is a typographic symbol of the Council's mission to address problem gambling. The alphabet N consists of 2 connected parts and depicts the close partnership and collaboration between the Council and community to address the issue at a national level. The C which represents the Council is shown to cover the P (problem) and this signifies the Council's efforts to curb problem gambling.

Red is selected because it is the warmest of colours and symbolises the passion and energy of the Council, while black symbolises the pain that problem gambling brings to individuals, families and society as a whole. The letter N therefore consists of both colours to signify the passion and energy of our national efforts to tackle problem gambling.

## Chairman's Message



Gambling is a multi-faceted and emotional issue for the public. The members of the Council come from diverse backgrounds and represent a cross-section of society and the Council has engaged and sought the views of the public. \*\*J\*\*

#### Introduction

An independent 15-member body, the National Council on Problem Gambling (NCPG) is responsible for advising the Government on problem gambling issues, initiate preventive programmes, activities and services. It also has the important task of putting in place the processes to decide on applications to exclude persons from the casinos.

Gambling is a multi-faceted and emotional issue for the public. The members of the Council come from diverse backgrounds and represent a cross-section of society and the Council has engaged and sought the views of the public. These invaluable comments have helped the Council craft and calibrate appropriate responses and strategies to tackle the various problem gambling issues.

It is important to note that the Council's mandate is to prevent and reduce problem gambling and not to advocate a specific moral position for or against gambling per se. The first national prevalence survey commissioned by MCYS in 2005 showed that while a majority (58%) of adult Singapore residents gamble, a minority (2.1%) are probable pathological gamblers. Although the proportion of the population who are probable problem gamblers may be small, problem gambling nevertheless already exists and needs to be addressed, especially with the impending introduction of the Integrated Resorts in Singapore.





#### **Public Education**

It was decided at the outset that the Council should emphasise preventive education measures to address the issues of problem gambling. 37

It was decided at the outset that the Council should emphasise preventive education measures to address the issues of problem gambling. Research has suggested that taking a proactive preventive approach to raise awareness of problem gambling and its harmful effects is critical. This is because it can prevent those vulnerable to addictive gambling from being affected by problem gambling.

Hence, the Council embarked on several public education programmes in the local mass media throughout the year. We have also expressed our willingness to support ground-up initiatives and allocated \$150,000 for community groups to start these programmes. We are happy to report that several community groups have launched beneficial programmes with our sponsorship and we envisage growing enthusiasm from the social service sector towards this partnership.

#### **Public Consultation**

...the Council provided channels of communication for the public to express how the Council can most effectively discharge its responsibilities in deciding on the applications for exclusion of persons from the casinos. \*\*J\*\*

Since problem gambling is an issue of public interest, the Council provided channels of communication for the public to express how the Council can most effectively discharge its responsibilities in deciding on the applications for exclusion of persons from the casinos. We have had a series of feedback sessions with representatives from the community, family, social service, medical health and academic sectors. The feedback has been very illuminating and the Council is looking forward to sharing the findings with the public later in the year.

#### Youth

The Council has thus sought to involve young people in developing preventive measures, by hearing their views.

Young people are a key and important segment of the population. Research conducted overseas revealed that youth are 2 to 4 times more likely than adults to become problem gamblers. Studies have also shown that one of the predictive factors of problem gambling behaviour in adults is gambling participation from an early age.



The Council has thus sought to involve young people in developing preventive measures by hearing their views. Through focus group discussions, the Council has engaged youths on how best to share information and understanding and what they think would help young people make informed and responsible choices. Their views on gambling will form the building blocks for youth customised programmes moving forth.

#### **Responsible Gambling**

**66** The Council looks forward to a continuing dialogue with the industry and implementing innovative insights to address problem gambling. ""

A responsible gambling environment is best fostered in a climate of candour, cooperation and engagement with all stakeholders, of which the gambling industry is a key component. In this regard, the Council has met with the current major industry players, notably Singapore Pools and the Singapore Turf Club. We have been encouraged by their initiative, receptivity and openness to develop a responsible gambling environment. Some of the laudable initiatives undertaken by the industry include the display of brochures on responsible gambling in Singapore Pools and Singapore Turf Club outlets, as well as responsible gambling messages and guidelines on the websites of Singapore Pools and the Singapore Turf Club. The Council looks forward to a continuing dialogue with the industry and implementing innovative insights to address problem gambling.

#### Service Delivery and Research

**16** The Council will continue to undertake and promote research on problem gambling and advise the Government on suitable benchmarks for improvements and enhancements. ""

While upstream preventive measures are crucial for longer term sustainability, there will be a minority who will succumb to problem gambling. There is a need to ensure that a continuum of early intervention and remedial programmes are available for problem gamblers and also their families, who are often the first to suffer the harms of problem gambling. Hence, the Council and MCYS have initiated a pilot programme with two social service agencies as part of the ongoing efforts to develop effective community-based problem gambling intervention services for problem gamblers and their families to complement the medical treatment services that are currently available. The Council will offer feedback to the two pilot centres providing intervention services, as well as advise the Government on how capability and capacity in the social service sector for addressing problem gambling can be further strengthened.







The Council has also emphasised the importance of making informed decisions that are based on scientific research. This will enable sound policies and programmes to be developed to address problem gambling effectively. Rigorous research ought to inform and be informed by policies, programmes and interventions. The Council has advised the Government on the methodology of some key research studies and has also highlighted areas for further study. The Council will continue to undertake and promote research on problem gambling and advise the Government on suitable benchmarks for improvements and enhancements.

#### **Looking Ahead**

Council alone and we hope to forge closer links, as well as greater enthusiasm and ownership by the community, social sector, government and industry towards this worthwhile social objective.

A year into its formation, it is still early days for the Council. However, the journey has been challenging and enriching. I am grateful to my fellow Council members for their insights and dedication. We are inspired by the enthusiasm of our social service sector partners and the initiative and responsiveness of our industry stakeholders. We are also appreciative of the support of the various government agencies in our efforts, including the hardworking secretariat from the MCYS. There is much work-in-progress and new leads to pursue. The Council looks forward to another challenging year ahead. Addressing problem gambling cannot be undertaken by the Council alone and we hope to forge closer links, as well as garner greater enthusiasm and ownership by the community, social sector, government and industry towards this worthwhile social objective.

Lim Hock San

Chairman, National Council on Problem Gambling

### The Council



Front row ( Left to Right)

Back row (Left to Right) Mr Tan Kian Hoon, Prof David Chan, Mr Lim Hock San, Ms Debra Soon, Mrs Mildred Tan, Mr Kwek Leng Joo

Mr Tan Thiam Lye, Dr Ang Beng Choo, Ms Sudha Nair, Rev Dr Edward Job, Mr Guntor Sadali, Mdm Bibi Jan Ayyub, Ms Elaine Lim, Dr Ang Yong Guan, Mr S Rajendran

#### **Council Chairman**

Mr Lim Hock San, President & CEO, United Industrial Corporation Ltd

#### **Sub-committee Chairmen**

Public Education

Mrs Mildred Tan, Managing Director (Partner), Ernst & Young Associates Pte Ltd

Public Consultation

Mr Tan Kian Hoon, Chairman, National Crime Prevention Council/ Senior Executive Director, Chesterton International

Youth

Ms Debra Soon, General Manager, Group Corporate Communications, WBL Corp Ltd

Responsible Gambling

Mr Kwek Leng Joo, Managing Director, City Developments Ltd

Service Delivery and Research

Professor David Chan, Professor of Psychology, Associate Dean, School of Economics and Social Sciences, Singapore Management University

#### **Members**

Dr Ang Beng Choo, Educationist/Director, Brahm Education Centre

Dr Ang Yong Guan, Psychiatrist, Ang Yong Guan Psychiatry

Mdm Bibi Jan Ayyub, President, Singapore Malay Teachers' Union

Reverend Dr Edward Job, President, Christian Outreach Centre & Christian Care Services

Ms Elaine Lim, Principal, Fairfield Methodist Secondary School

Mr Mohd Guntor Sadali, Editor, Berita Harian & Berita Minggu

Ms Sudha Nair, Instructor, Department of Social Work, Faculty of Arts and Social Sciences, National University of Singapore

Mr S. Rajendran, Chairman, Hindu Endowments Board

Mr Tan Thiam Lye, Chairman, Taoist Federation (Singapore)

# **Highlights** of the Year



#### **Calendar of Events/Milestones**

### Team to avert gambling woes



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#### Aug 2005:

• Formation of the National Council on Problem Gambling, Singapore.

#### Oct 2005:

- Public talk on gambling addiction by Industrial Evangelistic Fellowship Rehabilitation Centre for Problem Gamblers, Hong Kong. Organised by Care Corner Counselling Centre.
- Launch of NCPG website: www.ncpg.org.sg.
- Publish of 6-parter educational articles in Lianhe Wanbao on problem gambling case studies, help tips and services.



#### Jan 2006:

- Training by visiting consultant Dr Rina Gupta of McGill University, Canada on youth gambling. Organised by Community Addictions Management Programme (CAMP), Institute of Mental Health.
- Launch of 'Bet Your Life' info-educational TV series on MediaCorp TV8 and Community Funding Programme for non-profit organisations.

#### Mar 2006:

- Completion of youth focus groups on gambling issues.
- Commencement of public education research, targeting 2000 Singaporeans aged 15 and above on perceptions and attitudes towards gambling in Singapore.







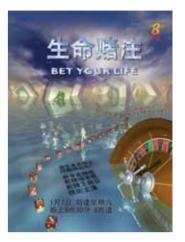
- Launch of year-long community education initiatives by non-profit organisations. Kick-off event being interactive drama performances by Drama Box at 5 heartland locations.
- Introductory session of pilot youth education programme by St Andrew's Lifestreams, targeted at 9 Anglican schools in Singapore.

#### May 2006:

 Award of 2 pilot centres for providing counselling and treatment services for problem gamblers and their families.

#### Jun 2006:

- Public education campaign against excessive soccer gambling during World Cup season.
- Public forum entitled 'World Cup Fever: Is Your Luck Running Out' by Dr Gracemary Leung from University of Hong Kong.
- Closed door public consultation sessions with key stakeholders on implementation of casino exclusion measures.
- Introduction of NCPG Problem Gambling Research Grant for university students.





# Our Work-In-Progress



The Council has identified key focus areas for which we have formed five subcommittees to look into:



#### **Public Education Sub-committee**

The Public Education Sub-committee is the largest sub-committee in the NCPG. Chaired by Mrs Mildred Tan, members include Dr Ang Beng Choo, Mdm Bibi Jan Mohd Ayyub, Mr Tan Thiam Lye, Mr Tan Kian Hoon, Rev Dr Edward Job, Mr Guntor Sadali and Mr Kwek Leng Joo.

The sub-committee's main roles:

- To evaluate and decide on public education programmes, including funding applications proposed by family service centres, voluntary welfare organisations, self-help groups, not-for-profit organisations or any other organisations approved by the Council.
- To review the effectiveness of the Council's public education initiatives on problem gambling.
- To provide advice on the Council's public education initiatives on problem gambling.

#### **Achievements**

The Public Education Sub-committee aims to create public awareness of problem gambling and the community help services available. To date, it has implemented various notable public education initiatives to help achieve its objective.

These include the launch of 'Bet Your Life', a specially commissioned 5-parter TV info-educational programme that featured real life case studies of problem gamblers and professional advice by social workers and psychiatrists. The series was produced originally in Mandarin for MediaCorp TV8 and further adapted into English for screening both on MediaCorp TV5 and TV Mobile. This material is also proving useful as a resource kit for voluntary welfare organisations and schools in conducting problem gambling education.

In addition, a series of educational articles have been published in the Lianhe Wanbao and Shin Min Daily News, in October 2005 and March 2006 respectively. This consisted of a line-up of case studies of gambling addicts, how problem gambling affected their families and help services/ tips offered by professionals. To inform the public on the harms of excessive soccer gambling during the World Cup season (June 2006), advertorials and editorials were also carried in major dailies and several lifestyle publications.

No public education campaign is complete without engaging the ground. The Public Education Sub-committee oversees a community funding programme that enables non-profit organisations to conduct problem gambling public education initiatives at the grassroots level. As of August 2006, it has approved a total of \$50,000 out of its \$150,000 made available for FY2006 (April 2006 to March 2007) to 6 individual organisations to run public talks, exhibitions and drama performances throughout the year.

The sub-committee hopes to measure its efforts through regular perception and attitude surveys done annually. This research aims to systematically track the awareness of Singaporeans towards problem gambling issues and the help services available.

#### **Public Consultation Sub-committee**

The Public Consultation Sub-committee is chaired by Mr Tan Kian Hoon. Members include Mrs Mildred Tan, Ms Debra Soon, Dr Ang Yong Guan, Ms Sudha Nair, Mr Guntor Sadali and Mr S. Rajendran.

The sub-committee's main roles

- To seek public feedback on issues that pertain to problem gambling as may be directed by the Council, particularly on measures and initiatives to address problem gambling.
- To inform MCYS on the public's views on problem gambling as well as efforts to address problem gambling.

#### **Achievements**

The Public Consultation Sub-committee was tasked by the Council to embark on a stakeholder and public consultation exercise from June 2006. The objective of this exercise was to tap on the collective wisdom of the many stakeholders in order to best implement the exclusion measures to help problem gamblers and their families.

A total of 8 consultation sessions were held between June and July 2006. Over 80 participants from various religious, community groups, family service centres, as well as selected professionals like academics, psychiatrists and lawyers, participated



in these sessions. Many ideas were put forth, which will be incorporated in the draft procedures for exclusion. The NCPG will be consulting the public on the draft procedures towards the end of 2006.

With the combined contributions of the various stakeholders and the public, the Council hopes an effective mechanism will be put in place to empower families of problem gamblers to seek help. The Council hopes to present the finalised regulations to the government in the early part of 2007.



#### Youth Sub-committee

The Youth Sub-committee is chaired by Ms Debra Soon. Members include Ms Elaine Lim and Mdm Bibi Jan Mohd Ayyub.

The sub-committee's main roles are:

- To gather youth's opinions and feedback on gambling and problem gambling.
- To provide advice on problem gambling public education messages and initiatives targeted at youth.

#### Achievements

In March this year, the Youth Sub-committee conducted focus groups with youths to get a sense of young people's attitudes and perceptions on gambling. The sessions threw up interesting insights on the thinking and attitudes of youths, which have proven useful in the formulation of public education initiatives. The sub-committee has also received feedback and ideas from young people on the Council's public education efforts.

As part of the Council's continuing effort to raise awareness among different segments of the population, the Youth Sub-committee will embark on a collaborative effort with South East CDC's Y2Y network.

The sub-committee is also looking at the launch of a nation-wide competition next year, in order to encourage young people to come up with messages for their peers. The sub-committee's objective is to develop more youth-driven projects, and to raise the awareness among young people of the harm which problem gambling can cause. The efforts will focus on partnering community organisations for young people, and which can effectively reach out to them without preaching.

The sub-committee has also played a key role in evaluating 2 youth programmes developed by community partners:

The first is the 'Handling Underaged Gambling' (HUG) programme conceptualised by St Andrew's Lifestreams. 'HUG' will start as a pilot programme in 9 Anglican schools from August this year; where 31 trained facilitators will use a package of interactive activities which focus on the facts and myths about gambling and conduct workshops for students in class.

The second programme will be led by the Methodist Children and Youth Centre (MCYC). It will start a Youth Gambling-Addiction Prevention Roadshow in 6 mission schools and 4 neighbourhood schools next year. The programme will introduce the issue of gambling addiction to students. MCYC also intends to produce a short local film on youth gambling which will be incorporated into the exhibition and interactive IT games, to engage and educate students on gambling addiction.

The sub-committee will monitor and evaluate the effectiveness of these pilot initiatives, and will consider replicating them in other schools and educational institutes.

The sub-committee would like to enable community organisations to come up with programmes for young people to raise the awareness of problem gambling and how to tackle the issue. It believes that engaging young people, having them come up with ideas themselves and finding their own ways to reach out to their peers is the best way to raise awareness.

#### **Responsible Gambling Sub-committee**

The Responsible Gambling Sub-committee is chaired by Mr Kwek Leng Joo. Members include Mr S. Rajendran, Mr Tan Kian Hoon and Ms Debra Soon.

The sub-committee's main roles are:

- To provide advice to MCYS on developing a responsible gambling environment and practices to minimise the negative effects of gambling.
- To consult the gambling industry on responsible gambling best practices and encourage implementation of these practices by gambling operators.

#### Achievements

Over the past year, the Responsible Gambling Sub-committee has actively engaged the various gambling operators in dialogue, to encourage them to adopt responsible gambling measures and practices. Prior to the commencement of the 2006 World Cup season, the Responsible Gambling Sub-committee had written to Singapore Pools to urge them to embark on a responsible gambling campaign in view that a group of people might bet excessively during this season. In response, Singapore Pools assured the Council that they would put in place a list of initiatives as part



of their Corporate Responsibility plan for the World Cup. The initiatives would serve to remind bettors to play within their means and to seek help if they have a gambling problem.

Apart from Singapore Pools, the sub-committee has also met with the Singapore Turf Club. The meetings serve as a platform for the sub-committee to get a better understanding of their operations and current responsible gambling practices. The sub-committee will also look into discussions with private clubs operating jackpot machines, as well as the Integrated Resorts operators later this year.

The sub-committee has also been briefed by the Advisory Panel of Licensing (APL) on the licensing conditions of jackpot machines.

The sub-committee is in the midst of preparing a proposed list of recommended responsible gambling practices and will be meeting up with the various gambling operators later this year to seek their views on these proposals.



#### Service Delivery and Research Sub-committee

The Service Delivery and Research Sub-committee is chaired by Professor David Chan. Members include Ms Sudha Nair and Dr Ang Yong Guan.

The sub-committee's main roles are:

- To provide feedback and advice on the proposed service delivery model for community-based intervention services for problem gamblers and families.
- To evaluate and recommend funding applications to provide community-based intervention services for problem gamblers and families.
- To provide feedback and advice on evaluation studies on intervention services for problem gamblers and families, and other gambling research.

#### Achievements

The sub-committee has played a key advisory role to MCYS in its process of developing and putting in place a continuum of support services for problem gamblers and their families. The sub-committee was part of the Evaluation Panel that selected the 2 pilot centres to provide community-based problem gambling intervention services. It has also helped to improve the training programme for capability and capacity building of the 2 pilot centres and other social service agencies in addressing problem gambling. The sub-committee will pay close attention to the performance of the 2 pilot centres and continue to recommend measures to enhance service provision, close service gaps, and build capacity/capability in the social service sector in the area of problem gambling.

In the arena of research, the sub-committee is the chief advisory board on issues relating to research methodologies, data analyses, and interpretations of findings of studies on problem gambling commissioned by MCYS or other NCPG subcommittees. The sub-committee also works with MCYS to provide linkages to local and international researchers on problem gambling. As part of its efforts to encourage local research on problem gambling, the sub-committee has started a Problem Gambling Research Grant for undergraduates (Honours/equivalent) and postgraduate students in our local universities to undertake research in problem gambling for their theses.

# Moving Forward



While 2005/2006 was a notable year for the Council, many of the efforts we embarked on during the past year are still work-in-progress. The Council looks forward to another exciting year and will further strengthen and improve on our efforts to address problem gambling.



Following the Council's involvement in the selection of 2 pilot centres to provide support services to problem gamblers and their families, it will continue to work with MCYS to build up these 2 centres that will come on-stream in September 2006. The Council will also be providing feedback to MCYS on the effectiveness of these services. In addition, it will work with MCYS in developing a training framework to build capability in social services to address problem gambling.

#### 2. Support Public Education Initiatives

For public education, the Council will continue to advise and support media initiatives on problem gambling as these can effectively reach out to large audiences to disseminate key messages. Towards the end of 2006, the Council is planning to sponsor a MediaCorp TV8 drama series that deals with problem gambling. The Council will also explore other media platforms to disseminate key messages on problem gambling such as radio, newspapers and magazines.

In addition to media initiatives, the Council will continue to support ground efforts to address problem gambling. The Council will continue to invite and fund initiatives to bring messages on problem gambling into the heartlands, to schools and to the community. Several of the initiatives that have already been approved earlier this year for Thye Hua Kwan Moral Society and Care Corner Counselling Centre will roll out towards the end of this year. The Council also hopes to embark on several youth initiatives over the next year.



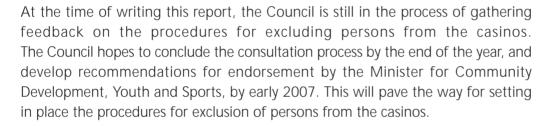
#### 3. Organise a Problem Gambling Conference

The Council believes that it is important for the government, academia, social service sector and industry to be kept abreast of key research and trends on problem gambling, as well as learn from overseas experts on effective measures to address problem gambling. Therefore, the Council will organise a problem gambling conference in July 2007, where key local and international experts on problem gambling will speak. The conference will cover topics on policy, prevention and treatment. The conference will be relevant for prevention specialists, educators, treatment personnel, researchers, industry members and government officials.



#### 4. Be the Focal Point of Public Feedback

As problem gambling is a sensitive issue that many Singaporeans have views about, the Council hopes to establish itself as the focal point of public feedback on problem gambling.





#### 5. Forge Links with Key Stakeholders

The Council will continue to forge stronger links with key stakeholders and overseas counterparts, so as to strengthen our ability to address problem gambling holistically. While quite a few initiatives are already in place, addressing problem gambling cannot be the effort of the Council alone, as this is unlikely to be effective. There are many other stakeholders who can contribute to this effort in different ways.

Important stakeholders include the gambling operators. The Council will continue to engage the gambling industry to develop responsible gambling initiatives, so as to minimise the impact of problem gambling on society, families and individuals. Over the next year, the Council hopes to engage the successful bidders for the integrated resorts as well as the existing local operators (Singapore Pools, Turf Club and private clubs operating jackpot machines) to adopt responsible gambling practices. The Council also hopes to formalise a responsible gambling code of practice that these operators can voluntarily adopt.



#### Conclusion

Problem gambling is a phenomenon that unfortunately exists in all societies. It is the hope of the Council that the impact of problem gambling on individuals, families and society can be minimised, and the Council will endeavour in our efforts moving forward. While we are still early in our journey to address problem gambling, the Council is optimistic, given the enthusiasm and support of the many stakeholders over the past year. It is only with the continued support of stakeholders that the various initiatives to help problem gamblers and their families can be fully effective.

### **Financial**

#### **PUBLIC EDUCATION FUND**

In April 2005, Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports announced that MCYS will set aside \$1 million annually to fund public education efforts on problem gambling as well as prevention programmes run by voluntary welfare organisations and community groups. The National Council on Problem Gambling has been given the responsibility to advise MCYS on the utilisation of these funds.

For the financial year (Sep 2005 - Aug 2006), the following expenditure was incurred for Public Education:	
Public Education over Mass Media:	
TV	\$434,500
Print	\$122,884
Radio	\$36,000
Research	\$59,800
Publications, Collateral & PR	\$34,400
Website	\$11,426
Community Events	\$2,857
Sub-Total	\$701,867
The following have been committed for the financial year (Sep 2005 - Aug 2006) for Public Education and will be expended when services/events are completed:	
Public Education over Mass Media (Radio and Print)	\$75,000
Publications, Collateral & PR	\$71,500
Community Events	\$50,000
Sub-Total	\$196,500
Total	\$898,367

# Acknowledgements



The National Council on Problem Gambling would like to thank the following organisations for their support and assistance in the past year:

- Care Corner Counselling Centre (www.carecorner.org.sg/counselling.html)
- Community Addictions Management Programme (Institute of Mental Health) (www.camp.org.sg)
- Credit Counselling Singapore (www.ccs.org.sg)
- Drama Box (www.dramabox.org)
- Methodist Children and Youth Centre (www.mws.org.sg/cy-yc-mcyc.htm)
- Ministry of Home Affairs (www.mha.gov.sq)
- Ministry of Community Development, Youth and Sports (www.mcys.gov.sg)
- National Council of Social Service (www.ncss.org.sg)
- National University of Singapore, Department of Social Work (www.nus.edu.sq)
- National Youth Council (www.nyc.pa.gov.sq)
- One Hope Centre
- People's Association Youth Movement (www.paym.org.sg)
- Shan You Counselling Centre (www.shanyou.org.sg)
- Singapore Pools (www.singaporepools.com.sg)
- Singapore Turf Club (www.turfclub.com.sq)
- St Andrew's Lifestreams
- Thye Hua Kwan Moral Society (www.thkms.org.sg)
- WE Foundation Limited (www.camp.org.sg/WeCareCentre.cfm)

The Council also wishes to extend its gratitude to the following individuals and government agencies who have assisted in making the stakeholder consultation sessions possible:

- Dr Gillian Koh (Research Fellow, Institute of Policy Studies)
- Mr Ahmad Nizam Bin Abbas (Associate Director, Straits Law Advocates & Solicitors)
- Mr Peter Seah Yong Kiat (Branch Head, AMD MINDEF)
- Mr Prabu K Naidu (Chairman, Human Resource Feedback Group)
- Feedback Unit (www.feedback.gov.sg)

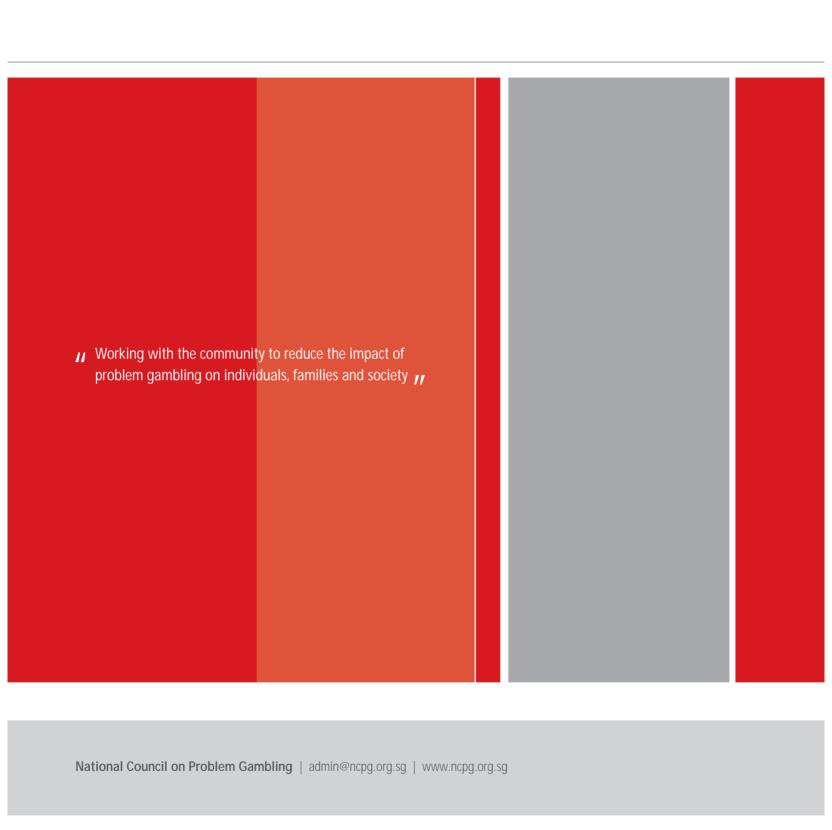
### **Contact** Us

#### **Secretariat**

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