

artsWOK

collaborative



Annual Report

Financial Year 2021

(Year Ended 31 March 2022)

Developing Community Creatively

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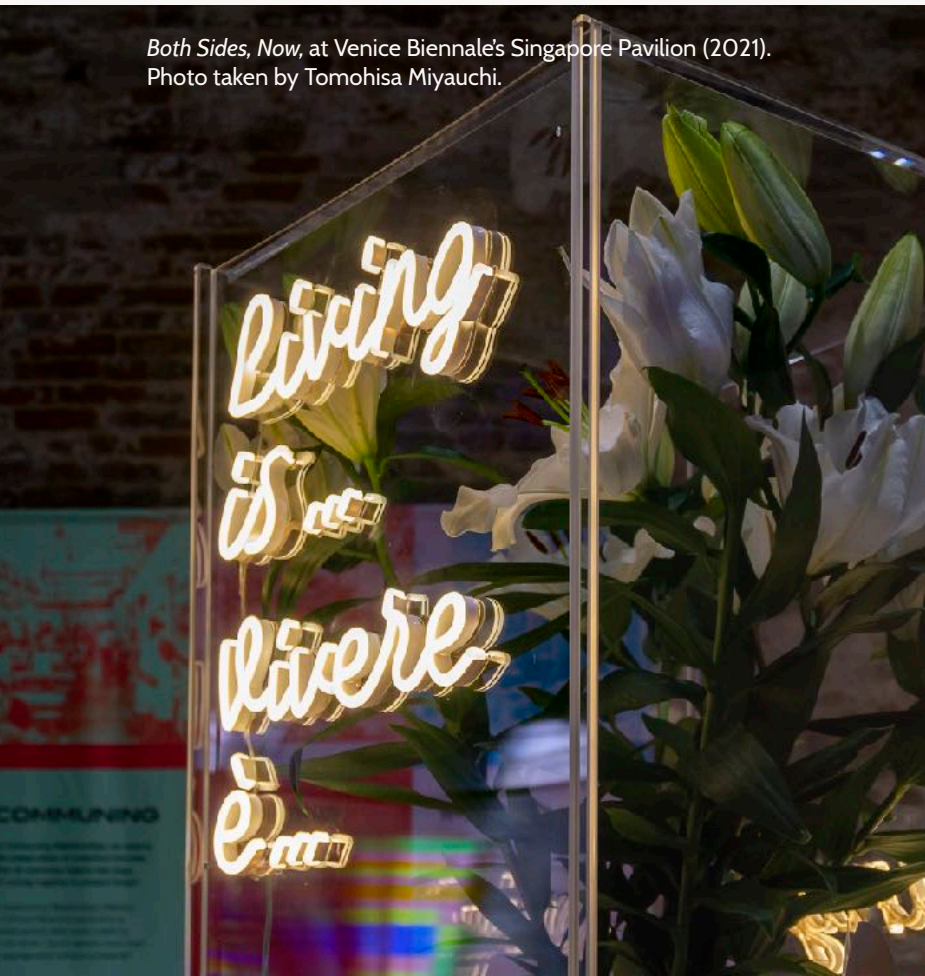
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Kata-Kata Kita, Both Sides, Now: Mengukir Harapan (2021). Photo by Zinkie Aw.



Both Sides, Now, at Venice Biennale's Singapore Pavilion (2021).
Photo taken by Tomohisa Miyauchi.

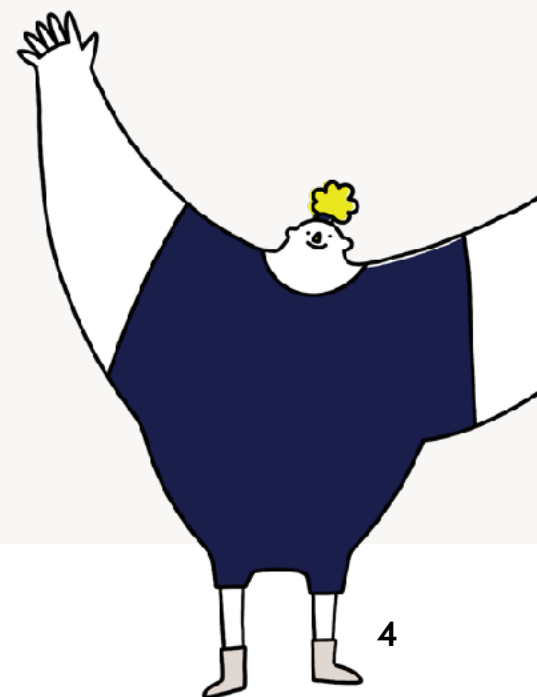


The Greenhouse Lab (2021)



“Welcome to our Annual Report, which tells our 2020-2021 story. In this first chapter, learn more about ArtsWok Collaborative: what we do, what drives us, and meet each of us!

We were started in 2012 by our founders Ko Siew Huey and Ngiam Su-Lin. They noticed the fundamental issue of the poverty of relationships in society. At ArtsWok, we believe that human flourishing can only happen in the context of healthy connections with self, others, institutions and the environment.”



Organisation Information

ArtsWok Collaborative Limited ('ACL') was set up as a company limited by guarantee on 30.10.2014. It was registered as a Charity under the Charities Act on 29.09.2015, and recognised as an Institution of a Public Character (IPC) as on 1 October 2020 to 1 December 2023.

ACL has a Memorandum and Articles of Association as its governing instrument.

Unique Entity Number (UEN)

201432448C

Banker

Oversea-Chinese Banking Corporation Limited

Registered Address

Goodman Arts Centre, 90 Goodman Road,
Blk B #03-07, S(439053)

Auditor

Tassure Asia LLP

Governing Board Members

Name	Designation	Occupation	Past Charity Board Appointments
Lee Hing Giap, Justin	Chairperson	Senior Research Fellow, Institute of Policy Studies	Chairperson (Since 4 Nov 2014)
Ngiam Su-Lin	Vice- Chairperson	Executive Director, ArtsWok Collaborative Limited	Vice-Chairperson 4 Nov 2014, Treasurer 4 Nov 2016, Vice-Chairperson 25 June 2018
Ko Siew Huey	Treasurer	Investor	Treasurer 4 Nov 2014, Vice-Chairperson 4 Nov 2016, Treasurer 25 June 2018
Low Patsian @ Nuha Maya Low	Board Member	Vice President, Inclusive Impact & Sustainability (Asia-Pacific), Visa	Vice-Treasurer (Since 4 Nov 2014)
Charlene Delia Jayamani Rajendran	Board Member	Associate Professor, Visual & Perf. Arts, NIE-NTU	Since 4 Nov 2014

Vision, Mission, Values, Objectives

Our Vision

Inclusive communities that allow the full expression of human potential

Our Mission

To nurture thriving communities by harnessing the power of the arts to create dialogue, invite social participation and build bridges across difference. We pilot and produce innovative community-based projects through creative producing; build the arts-based community development field through capability development; as well as share and generate knowledge and practice through research and advocacy.

Our Values

1. **Collaboration:** Harnessing strengths and sharing resources through processes that foster mutual respect, shared decision-making, honesty and open communication.
2. **Empathy:** Connecting with others by maintaining an openness, suspending judgement and listening deeply.
3. **Creativity:** Permitting time and space to play, fail, imagine and experiment.
4. **Agency:** Recognising everyone has strengths and abilities to be agents of change and to be equipped to realise their potential.

Our Objectives

The objects of the Charity are as follows:

- To facilitate change by enabling communities to express identity, concerns and aspirations through the language of the arts.
- To work with multidisciplinary teams to design and implement arts-based civic engagement projects.
- To pilot innovative arts programmes in community settings.
- To convene a community of practice and to conduct networking and training.
- To conduct research and advocacy in the field of arts-based community development.

Organisation Structure

Board of Directors

- Chairperson: Dr Justin Lee
- Vice-Chairperson: Ngiam Su-Lin
- Treasurer: Ko Siew Huey
- Hon. Treasurer: Patsian Low
- Member: Dr Charlene Rajendran

Executive Director

Ngiam Su-Lin
Business & Resource Development, Programme Management, Partnerships & Community Engagement, Human Resource, Communications, Finance

Director

Seah Sze Yunn
Strategy, Capability Development

Managers

Michelle Liew
Programme Management & Administration
(converted to part-time project consultant from September)

Angie Cheong
Programme Manager & Administration, Partnerships & Community Engagement

Kirin Heng
Marketing & Publicity, Communication

Intern

Programme Assistance

Trainee

Programme Assistance

Trainee

Communication Assistance

We hired a new Director, Strategy and Capability Development who commenced work in June 2021. Sze Yunn has been working closely with the ED and Board to look at organisation innovation and transformation, with an overall strategy to be emerged in FY22.

There have also been other staff movements within the organisation, with a Programme Manager moving on from ArtsWok at the end of the FY, and another Programme Manager converted to part-time work from the 3rd quarter of the FY onwards.

Organisation Update



The Creative Team and artists of *Kata-Kata Kita Variety Show* (2021).



Both Sides, Now: Mengukir Harapan sharing during the getting-to-know-you session *Salam Perkenalan*.



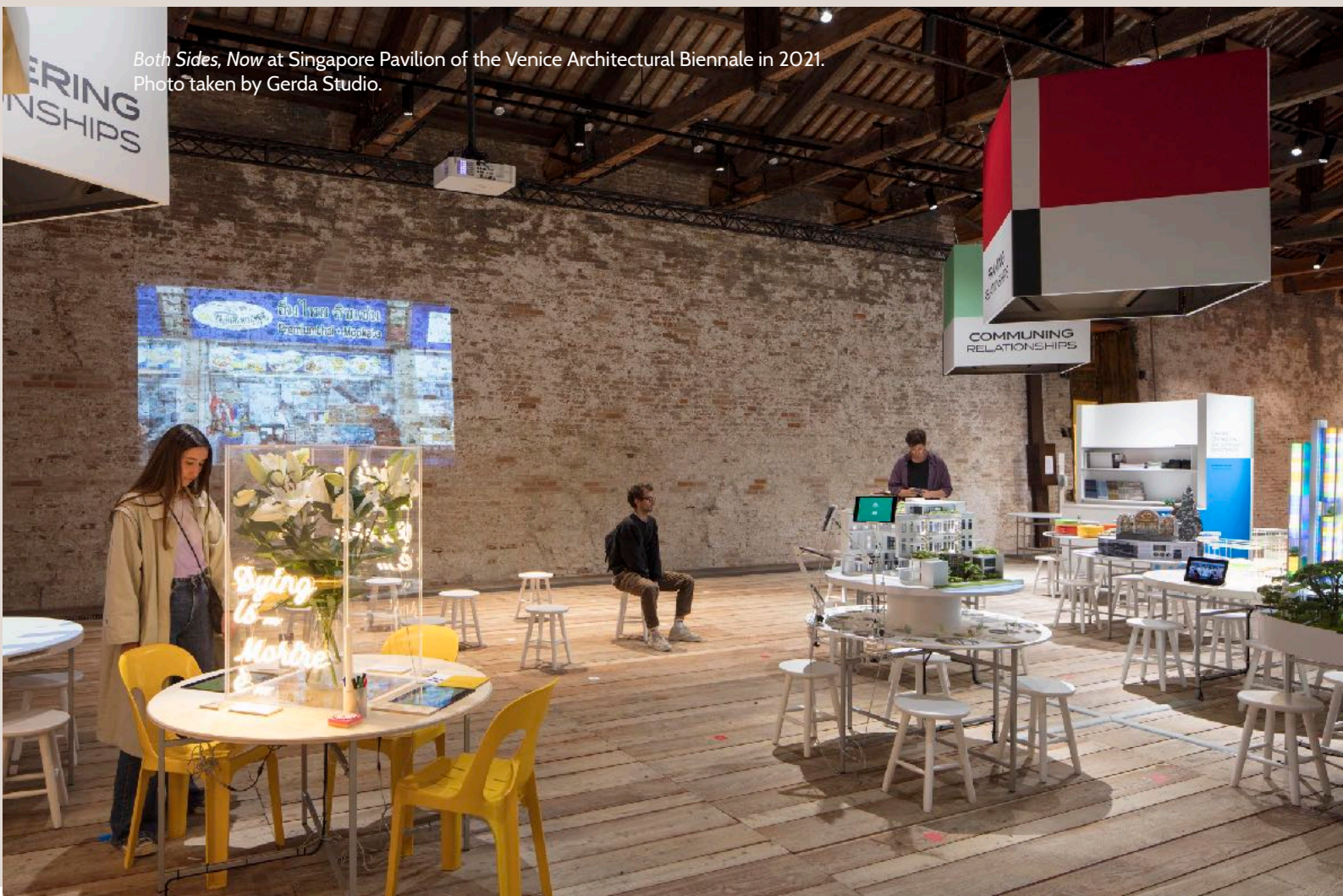
Hasyimah Harith and Norhaizad Adam of P7:ISMA during *The Greenhouse Gathering #3*.

“This second year of the pandemic enabled us to sharpen our skills at presenting hybrid everything – performances, training workshops and sharing, and discussion sessions. This is better than just being able to do online engagement but we are definitely missing being able to gather in larger numbers and engage more deeply in-person. Community building and development is certainly more challenging during these times though we are not daunted as long as expectations evolve as well. Thankfully, support for the work we do continues to be present and this helps motivate us. This year, and the next few will see us continue soul-searching, as an organisation, as well as on a societal level amidst the change these 2 years have brought about, and also as ArtsWok Collaborative turns 10 in 2023!”

Ngiam Su-Lin, Executive Director of ArtsWok Collaborative

Year in Review

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Activities

Creative Producing

As creative producers, we bring together collaborators across different sectors to design and implement community-based arts projects, showcasing the possibilities of the arts to create positive social change. *Both Sides, Now* is a multi-disciplinary arts engagement project co-presented with Drama Box; and Lien Foundation and Ang Chin Moh Foundation (2013 - 2019) in various communities since 2013 to create awareness and opportunities to have end-of-life conversations and planning.



Both Sides, Now

Both Sides, Now Carnival at Telok Blangah (2019). Photo by: Zinkie Aw.



Both Sides, Now

Our flagship programme, *Both Sides, Now* (BSN) co-presented with Drama Box saw us produce a hybrid approach to public engagement (due to the ongoing safe distancing measures during the Covid-19 pandemic) largely with the Malay-Muslim community. *Kata-Kata Kita* (Our Words) was presented in a variety show format, and live-streamed from Aliwal Arts Centre to online audiences. Limited audiences attended in-person at the Arts Centre itself. The variety show comprising skits, screening of a pre-recorded *sandiwara*-style drama, performance (reading of letters) with live callers sharing their stories, singing, and talks was well-received, with many audiences resonating with the stories. They appreciated the safe space created to share their thoughts and emotions about dying, loss and grief, where sometimes it can be taboo, or where strong emotions are not encouraged. *Kata-Kata Kita* thus gave them an opportunity, and permission to process these thoughts and emotions, and was a catalyst to have end-of-life conversations with others.

Kata-Kata Kita continues to be available online via the Both Sides, Now website (www.bothsidesnow.sg/programme) or our youtube channel; thereby reaching out to more audiences.



The cast of *Sukar (Melepaskan)*, *Kata-Kata Kita*'s sandiwara-style drama (2021). Photo taken by Zinkie Aw.



Both Sides, Now: Mengukir Harapan

When
2020-2023

Partners

Tote Board

Agency for
Integrated Care

ECCA Family
Foundation

GIC Pte Ltd

Montfort Care -
GoodLife! Bedok

We also ran our second volunteer recruitment and training for the project, which saw 10 new volunteers who are Malay speaking come onboard. They will be deployed for the public engagement in 2022 at Heartbeat@Bedok.

The financial year rounded up with the start of arts workshops with members of the Malay-Muslim community. One group is facilitated by visual and installation artist, Dahlia Osman with a mixed group of participants of all ages; and the other group is facilitated by dance company, P7:1SMA, comprising seniors from Montfort Care – Goodlife! (Bedok). Participants will co-create artworks/performance respectively with artists which will be presented during the public engagement in September 2022.

Finally, funding for this edition of BSN (2021-22) has been fully secured via the Tote Board Community Health Fund, Agency for Integrated Care, ECCA Family Foundation, and GIC Pte Ltd. We were unfortunately unsuccessful with our grant application to Temasek Foundation for research evaluation of the project. As such, we will do our own internal project evaluation over the 2 years.

www.bothsidesnow.sg

www.facebook.com/bothsidesnowsg

www.instagram.com/bothsidesnowsg

www.youtube.com/bothsidesnowsg

Reach

1926 audiences in-person and online watched *Kata-Kata Kita* from 5-7 Nov 2021.

A further 2816 audiences to date have watched the variety show online after the live-stream

10 volunteers trained for Public Engagement with the Malay-Muslim community

23 participants over 2 groups in arts workshops facilitated by artists



An audience member and volunteer during *Kata-Kata Kita* (2021).
Photo by Zinkie Aw.



“[The show] really changed how we saw our own family members and how death is truly a hard topic because part of [each of] us just wants to believe it isn’t true. But it is. And we should talk more about it.”

Audience member’s
evaluative feedback of
Kata-Kata Kita Variety Show,
Both Sides, Now:
Mengukir Harapan 2021



Khairul Afwan performing songs about loss during *Kata-Kata Kita* (2021).
Photo taken by Zinkie Aw.

“Being the youngest in the family, I never thought I could have a say in end-of-life matters even though it concerned my own late mum. [...] After this production, I realised the importance of ensuring a safe place for family members to come together to allow for vulnerable discussions like such to take place.”

Audience member's evaluative feedback of *Kata-Kata Kita Variety Show, Both Sides, Now: Mengukir Harapan 2021*

Capability Development

ArtsWok contributes towards capability development for practitioners in the field of arts-based community development. This is mainly in the form of 2 programmes – *The Greenhouse Lab*, action-learning and incubator programme on arts-based approaches to community engagement and development; as well as *The Greenhouse Sessions*, a community of practice that meets bi-annually to share practice and resources, network and explore potential collaborations. These programmes attract practitioners across sectors – arts, creative, community, social, health, urban planning etc., including policymakers and funders – interested in interdisciplinary work.

A third programme, *The Greenhouse Gathering* is a more informal platform for more in-depth practitioner sharing, focusing on a particular arts practitioner or organisation at each gathering.



The Greenhouse Sessions #19 (2019)



The Greenhouse Lab



The Greenhouse Sessions



The Greenhouse Gathering



“I learnt that sitting down and listening to someone else share their story costs nothing and yet it is so precious. It inspires me to learn how to hold space for other people’s differences and to make more authentic connections. I leave with more thoughts about how I can translate that on social media, especially for businesses which need it.”

Participant of *The Greenhouse Gathering #2*

The Greenhouse Lab

Our action-learning programme, *The Greenhouse Lab* commenced in Yuhua this year, in collaboration with Bold At Work based in Yuhua. The Lab consisted of community cultural mapping taught by Janet Pillai; followed by translating mapping findings into programme design, and then implementing, monitoring and evaluating the programme, taught by Justin Lee and our ED, Ngiam Su-Lin. The entire Lab was facilitated by ArtsWok.

As the trainer for community cultural mapping is based in Malaysia and due to travel restrictions because of the pandemic, teaching for this component of the Lab over the first few months had to take place online. This was not as ideal especially for the mapping exercises in the community and having Janet on-site with us in real time. Nevertheless, we managed to successfully execute 2 rounds of cultural mapping with young people in Yuhua and the data collected informed our programme design with a focus on youth and mental well-being.

The second part of the Lab apart from workshops on programme design and ideation, monitoring and evaluation, also comprised learning about youth and mental health via a link-up with Limitless, an NGO that focuses on this area. They also interacted with other community-engaged arts practitioners who work with children and youth, and visited an arts-based community space for children, Tak Takut Kids Club in a neighbourhood, also in Jurong.



When

June 2021 -
May 2022

Partners

Bold At Work

Our Singapore
Fund

Reach

8 Greenhouse
Lab participants

34 youths
participated in
community
cultural mapping

7 youths
participated in
Thrive-Thru
programme

8 community
organisations
engaged

Ultimately, the Greenhouse Labbers designed *Thrive-Thru*, a 4-part programme that took place over the March school holidays, for youth aged 17-19 years old. Each workshop employed a different arts/design modality to engage young people to explore, exchange and create their own strategies and approaches towards maintaining or improving their mental well-being, as well as how to better support their peers. The workshops were well-received by the youth who participated, with very positive feedback given. The Labbers also gained tremendously from the experience of designing from scratch a programme informed by rigorous research, followed by facilitating the programme with young people. They will be completing their evaluation report, together with recommendations on working with youth and mental well-being. The report will be shared with funder for the Lab, Our Singapore Fund, as well as partners engaged during the course of the Lab, including community organisations within the Jurong area who work with young people.



The Greenhouse Lab (2021-2022)



“[What I enjoyed the most about the lab is] the space, time and support given to nurture and apply creative structured ideas (with room to be experimental for what works and what does not work) for specific needs according to our mapping data, and witnessing the realization of the full project with a multi-disciplinary team.”

Participant of
The Greenhouse Lab: Yuhua

The Greenhouse Sessions

The community of practice continued to meet online for our sessions this year due to the pandemic. We only managed to convene one session but instead, started *The Greenhouse Gathering* which met more frequently.

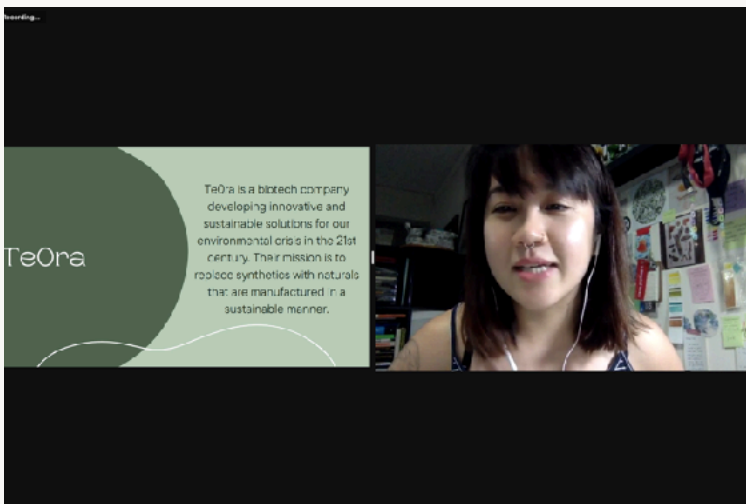
The Greenhouse Sessions #22 focused on the topic, Collaborating for Sustainability and was presented in collaboration with INSEP (international Network for Socially Engaged Practitioners). The session featured 3 different artists (Fie Neo, Ng Sze Min, Wendy Zhang) who had completed projects/partnerships as part of Sustenarts by INSEP with 3 different social enterprises whose focus is on environmental sustainability. They shared their learnings and insights on collaborating with social enterprises, on working with arts-based processes, and engaging the public on sustainability education and community building. Three respondents were invited to contribute towards the conversation, a socially engaged artist, Alecia Neo, arts producer, Mok Cui Yin and a social entrepreneur, Laura Francois.



When
22 March 2022

Partner
INSEP

Reach
24 Participants



The Greenhouse Sessions #22

Some of the questions which informed the session were:

How can artists and creatives find opportunities and financial income from elsewhere beyond limited grants?

Where may opportunities for artistic practice lie that contribute towards environment sustainability work, and how might the latter impact practice?

What can collaboration between artists and social enterprises look like, and what impact may be achieved?

Rich sharing and exchange took place during the presentations by the artists, and responses from the 3 invited respondents. There was much to learn about navigating collaborations between different sectors and disciplines, and how best might an artist position their work and value in such collaborations, in order to achieve the social impact desired.

A report from the session was prepared and shared with all members of the community of practice since 2013.

<https://artswok.org/programmes/the-greenhouse-sessions/>

The Greenhouse Gathering

We launched a new programme, *The Greenhouse Gathering* during the pandemic with gatherings taking place online, and our first gathering kicking off in June 2021. The Gathering is positioned as more informal conversations on arts-based or socially engaged practices, and an open space for practitioners to initiate programmes, topics and discussions.

The first gathering featured socially engaged artist, Salty Ng Xi Jie who shared about her practice which spans Singapore and the US. Questions which framed her sharing included:

How do social art projects create spaces and alchemical processes for people to be themselves?

What are these platforms and frameworks for safe, exciting and brave self-expression?

The second gathering saw another socially engaged artist, Fie Neo, also the founder of INSEP (International Network for Socially Engaged Practitioners) share about her practice and work which has taken place across continents. Fie is particularly interested in social change work, and the impact socially engaged arts practice can bring about. Questions which framed her sharing included:

What would socially engaged arts processes look like in business, tech and the entrepreneurial space?

What could sustainability be like for socially engaged arts practitioners?

The third gathering for the year involved a chat with dance company P7:ISMA co-founders, Norhaizad Adam and Hasyimah Harith. This company straddles the contemporary dance world and community-engaged arts practice, and shared about their unique philosophy and methodology.



When

14 June 2021
10 Nov. 2021
21 Feb. 2022

Reach

57

Research and Advocacy

The publication of articles and case studies are our contribution to documenting and sharing practice in the field of arts-based community engagement and development, as well as thought leadership. They are largely distributed through our mailing list, including partners, funders and collaborators as well as social media. They are also hosted on our website, and available on some research portals.

Articles

Sally, a wearable art intervention by Fié Neo at Refugee March London. Photo credits: Fié Neo.





The Greenhouse Lab at Yuhua (2021)

“An important part of our work is researching the field we are a part of: in turn, we also see our practice as research, and aim to constantly and critically reflect, document and engage with others on our work. Follow me to this chapter, to discover what we’ve learnt this year and documented for you!”



Articles

We published 3 full-length articles this year as part of our Community Inspirations series.

The first article was written by socially engaged artist, Salty Ng Xie Jie on her processes, and communities she worked with in her practice over the years. This was followed by an illustrated article by Tay Jing Hui, a youth trainee with ArtsWok and also a dancer. She reflected on her learnings working with a socially and community-engaged arts organisation and how her understanding of this field has been shaped. The third article featured an interview with socially engaged artist, Fie Neo who shared about practising socially engaged arts in different countries and contexts, and included a personal manifesto for developing the socially engaged arts field in Singapore.

View all our articles and case studies [here](#).

Being Ourselves Together, a Kind of Alchemy
[Read Now](#)

A Beautiful, Stubborn Belief
[Read Now](#)

The Adventures and Personal Manifesto of a Socially Engaged Art Practitioner
[Read Now](#)

Cover photo for article by Tay Jing Hui.



Press and Media Coverage

Features of our activities this year

Bakchormeeboy, 11 October 2021

[Preview: Both Sides, Now – Kata-Kata Kita Variety Show by Drama Box and ArtsWok Collaborative](#)

TODAY, 16 October 2021

[Arts group to engage Malay community in talking about death via upcoming stage production](#)

ST Life! Arts Picks, 28 October 2021

[Arts Picks: A Shakespeare parody; artists' open studios; variety show on death](#)

Berita Harian, 5 November 2021

[Sejuk hati bincang isu akhir hayat dalam 'Kata-Kata Kita'](#)

Berita Mediacorp, 15 November 2021

[Jagaan akhir hayat yang bermakna, sedang penduduk S'pura semakin menua](#)

Rice Media, 11 December 2021

[Live Well, Leave Well: On Death and Dying in the Malay Muslim Community](#)

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Kata-Kata Kita, Both Sides, Now: Mengukir Harapan (2021). Photo by Zinkie Aw.



Financial Review

Review of financial state and explanation of major financial transactions

A financial statement of ArtsWok Collaborative Limited was drawn up for the financial period of 1 Apr 2021 to 31 Mar 2022.

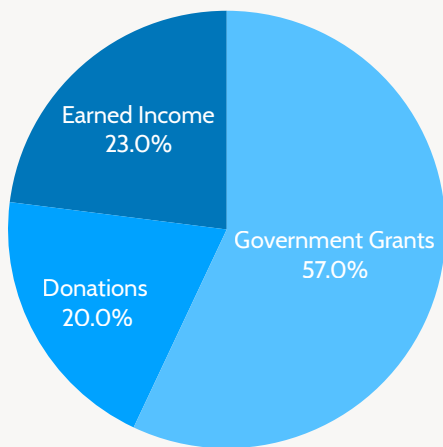
During this time, revenue from grants, donations, earned income and other sources totalled \$582,741. Total expenses for FY21 included Administrative Expenses of \$437,683, Finance Costs of \$559 and Programme Expenses of \$141,594. The financial year closed with a surplus of \$2,905. Together with a surplus from previous years of \$581,389 the financial standing of the Charity remains in healthy net surplus.

There are no major financial liabilities.

ArtsWok Collaborative Limited is a National Arts Council Major Company grant recipient for the period of 1 April 2021 to 31 March 2024.

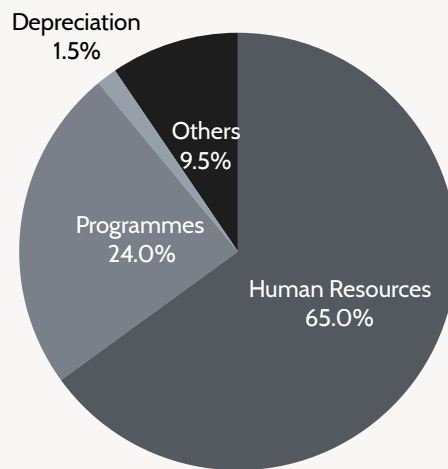
Summary Financial Performance

Principal Funding Sources



Total Income: \$582,741

Total Expenditure



Total Expenditure: \$579,836

Financial Statement

[Click here to download our audited financial statement for FY21](#)

Financial Plans For FY2022

Fundraising plans include at least one online fundraiser. We have also recently purchased and on-boarded a donor management software towards the end of FY21 and will utilise it to engage, and manage donors in FY22. As well, we will also fundraise for a new public engagement programme on race relations in Singapore. We will continue to tap on the Cultural Matching Fund to match donations received in FY2021.

Our expenditure items would revolve around similar areas as before i.e. human resources, programme costs, overheads and administration, governance and accounting, fundraising and business development.



Governance

Role of the Governing Board

The Board's role is to provide strategic direction and oversight of ArtsWok Collaborative's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require the Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve financial statements;
- Regularly monitor the progress of the charity's programmes.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In particular, the Treasurer or Financial Committee Chairman (or equivalent) has a term limit of four years.

Board Meetings and Attendance

A total of 2 Board meetings and 1 AGM were held during the financial year with all 5 Board members being present for all meetings.

Policies Adopted During the Financial Year

There were no new policies adopted during the financial year.

Disclosure of Remuneration and Benefits Received by Board Members

No Board members are remunerated for their services in the financial year.

Sub-Committees

A new Programmes Committee (2021-23) has been formed, chaired by Charlene Rajendran who is a Board member. This committee will support the ED, Director of Strategy and Capability Development, and the Board in the strategising of programme direction for the organisation. The committee met twice during the financial year.

The committee comprises –

1. A/P Thomas Kong, Department of Architecture, NUS
2. A/P Ijlal Naqvi, Associate Professor of Sociology, SMU
3. Ng Bee Leng, Director of Community Devt. and Corporate Support, AMKFSC Community Services
4. Ng Xi Jie, Socially Engaged Artist
5. Dr Wong Sweet Fun, Chief Transformation Officer, Khoo Teck Puat Hospital

Disclosure of Remuneration of Three Highest Paid Staff

Disclosure of annual remuneration of three highest paid staff who each receives between \$100,000 - \$200,000: 1 staff who also serves as a Board member of the charity.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Conflict of Interest Policy

All Board members and staff are required to comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.



Future Plans & Commitments

The ongoing pandemic and economic downturn continue to cause uncertainty for our work, both in terms of community engagement and aesthetic methodology, as well as fundraising. As well, staff are re-examining work habits and behaviours, amidst experiencing burnout/fatigue during this period of time, especially those who have been working intensely even before the pandemic. Changes within the ArtsWok team will cause disruption to some extent, and we will spend the upcoming year looking at organisation innovation and transformation holistically. The work for this has already begun with the hiring of a Director, Strategy and Capability Development in FY21, and the formation of a Programmes Committee.

At the same time, we are optimistic that the pandemic will be brought under control sufficiently for larger in-person gathering and look forward to presenting our flagship programme, *Both Sides, Now* public engagement programme at Heartbeat@Bedok. This would be the return of our arts-based participatory methodology on a larger scale, with volunteer involvement and facilitation. This would also mark the end of our present 2-year public engagement programme with the Malay-Muslim community. Moving forward, we are likely to focus more on training and workshops with care staff, and different communities, to develop capabilities in end-of-life work.

On a separate but related note, our *Both Sides, Now* installation as part of the Singapore Pavilion of the Venice Architectural Biennale in 2021 will be touring home for a local installation at the URA Centre in FY22.

We have also submitted a funding proposal to MCCY for a new flagship programme, on engaging the public on race relations in Singapore. This will be a 2.5 year programme, co-presented with Drama Box, and a multi-disciplinary Creative Team assembled and worked together on the final proposal. There is also a significant research component to the project, working with research company, Research for Impact, on evaluating the project and the social impact of the arts. This project should commence by the 3rd quarter of FY22 should funding be successful.

Finally, the upcoming year will see us step-up our efforts at Board renewal as our original Board members are nearing a decade of service. This also signals the organisation's evolution and development as we celebrate the 10th year of our founding in 2023.

Thank you to all
partners and participants
for this fruitful year, and
for those who've
contributed to our
programmes through
donations and
volunteering!



[Donate](#) [Website](#) [Facebook](#) [Instagram](#) [YouTube](#)