

Corporate Governance

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A. BOARD & EXECUTIVE MANAGEMENT

MWS BOARD OF GOVERNANCE

The MWS Board of Governance (Board) is made up of 24 members comprising 12 elected board members and 12 co-opted members. The Secretary of the Trustees of Methodist Church of Singapore (MCS), as provided in the MWS Constitution, is an ex-officio non-voting member of the Board. In addition, a representative from the MCS – General Conference is invited as an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (Revised September 2012).

Board members are elected, and serve for a period of two years. All Board members are not paid any remuneration or director's fees. There is a maximum term limit of four consecutive years for the Treasurer position.

The Board meets at least once every two months with a quorum of a simple majority. No staff member sits on the Board.

Board of Governance

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Rev Dr Daniel Koh Kah Soon	Chairperson from 16.09.2017	12.09.2009	Pastor, The Methodist Church in Singapore & Lecturer, Trinity Theological College	8 of 9
Mr Eugene Toh Ming Hong	Vice-Chairperson from 16.09.2017	17.09.2011	Director (Pro-Enterprise), Ministry of Trade & Industry	8 of 9
Mr Albert Lim Song Khiang	Honorary Secretary from 16.09.2017	19.07.1997	Director, El-Shaddai Resources Pte Ltd	8 of 9
Rev Jasper Sim Shenq Chyi	Assistant Honorary Secretary from 16.09.2017	26.09.2015	Pastor, The Methodist Church in Singapore	3 of 9
Mrs Fong Loo Fern	Honorary Treasurer from 16.09.2017	08.09.2007	Managing Director, CYC Shanghai Shirt Company Co Pte Ltd	7 of 9
Mr Terence Phung Tuck Chee	Assistant Honorary Treasurer from 16.09.2017	26.09.2015	Retired Accountant	8 of 9
Mr Terence Wee Jin Zoo	Assistant Honorary Treasurer from 16.09.2017	26.09.2015	Senior Director (Professional Services), SAS Institute Pte Ltd	6 of 9
Mrs Loh Chay Leng	Board Member from 16.09.2017	08.09.2007	Associate Lecturer, Republic Polytechnic	7 of 9
Mr Charles Loh Chee Khiong	Board Member from 16.09.2017	14.01.2017	Managing Director, vVolve Management Consultants Pte Ltd	6 of 9

CORPORATE GOVERNANCE

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Mr Yow Chi Mun	Board Member from 16.09.2017	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	8 of 9
Dr Lee Wee Leong	Board Member from 16.09.2017	17.09.2011	Assoc Prof & Director of Educational Technology & Production, Singapore University of Social Sciences	4 of 9
Mr Tan Chian Khong	Board Member from 16.09.2017	26.09.2015	Independent Director	7 of 9
Ms Christine Pushpam Tambyah	Co-opted Board Member from 16.09.2017	27.09.2014	Deputy Director, Ministry of Education	1 of 9
Mr Wendell Wong Hin Pkin	Co-opted Board Member from 16.09.2017	01.10.2010	Director, Drew & Napier LLC	4 of 9
Mr Ronnie Gan Seow Khaw	Co-opted Board Member from 16.09.2017	10.03.2012	Manager (Strategy and Business Excellence), Siemens Pte Ltd	7 of 9
Mr George Loh Chee Ping	Co-opted Board Member from 16.09.2017	26.09.2015	Director (Programmes), National Research Foundation	4 of 9
Mr Lam Wei Choong	Co-opted Board Member from 16.09.2017	08.09.2007	Managing Principal, Veros Consulting	4 of 9
Mr Raymond Khoo Peng Ann	Co-opted Board Member from 16.09.2017	16.09.2017	Retiree	5 of 6
Dr Tan Hai Chuang	Co-opted Board Member from 16.09.2017	16.09.2017	Managing Director, Bright Spring Management Ltd	4 of 6
Mr Samuel Tay	Co-opted Board Member from 16.09.2017	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	4 of 9
Mr Wilson Sampath	Co-opted Board Member from 16.09.2017	01.01.2017	Senior Account Manager, Visa Inc	5 of 9
Dr Teo Li Bee	Co-opted Board Member from 16.09.2017	01.01.2017	Company Director, RCS Teo Pte Ltd	0 of 9
Ex-Officio: Mr Kim Seah Teck Kim	Secretary of the Trustees of the Methodist Church in Singapore (MCS)	01.04.2016	Partner, A.Ang, Seah & Hoe	7 of 9
By Invitation Mr Darius Chua Tan Peak	MCS Representative	19.10.2015	Director (Finance, Administration & Programmes), The Methodist Church in Singapore	3 of 9

CORPORATE GOVERNANCE

Roles and Responsibilities

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The daily management and operations of MWS are delegated to the Group Executive Director and staff. The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the Strategic Direction and Annual Workplan of MWS and its Centres
- Ensuring plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS' and its Centres' performance

Board of Governance Policies

Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Committee¹ identifies people with the desired competencies to meet current and future needs of the organisation. The Board, through NCSS, also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, MWS also brings in potential candidates to serve in our various Centre Governance Committees. This helps the Board to identify and develop specific candidates to fill Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of current term.

¹ Consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board.

Induction/Training Policy

New members are inducted to the Board through an orientation programme, centre visits and guidance from the Chairperson and other experienced Board members. All members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, members are also invited to join MWS' Centre Governance Committees (CGC) or Working Committees such as Finance, Human Resource, and Communications & Engagement. This helps members to understand MWS' services and issues on the ground.

Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nominations Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

CENTRE GOVERNANCE COMMITTEES

The Board is further complemented by:

- 14 Centre Governance Committees; and
- 8 Working Committees covering the following functions: Audit, Finance, Investment, Human Resource, Information Technology, Communications & Engagement, Nominations, and Chaplaincy

Centre Governance Committees (CGC)

The CGCs' primary role is to provide governance oversight at the centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, strategic issues and governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2 to 3 months.

Working Committees

(i) *Audit*

The Audit Committee facilitates discussions with the Board, internal and external auditors to provide assurance on the reliability of financial reporting, safeguarding of assets and compliance with relevant laws and regulations. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Managing the Risk Management framework
- Developing and implementing the Whistle Blowing policy

The Audit Committee meets at least 3 times a year.

(ii) *Finance*

The Finance Committee reports to the Board on all financial issues. Its specific responsibilities include:

- Advising Management on financial priorities including annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Committee meets at least 3 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Committee.

CORPORATE GOVERNANCE

(iii) Investment

The Investment Committee was established to assist the Board in implementing the Investment Policy of the organisation. The Investment Policy is established by the Board and sets out the following:

- Determining amount of funds available for investment (“Investment Funds”)
- The expected rate of return from the organisation’s Investment Funds; and
- Specifying the instruments in which the funds may be invested

The committee is responsible for managing the Investment Funds of MWS. Its specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments, to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board

The Investment Committee meets at least 2 times a year.

(iv) Human Resource

The Human Resource Committee was established to assist the Management and Board in implementing the Human Resource Policy of the organisation. Its responsibilities include:

- Establishing a fair-salary remuneration system that commensurates with other VWOs and relevant government agencies
- Advising on the development of HR strategies and plans
- Review of HR policies as and when required

The Human Resource Committee meets at least 2 times a year.

(v) Information Technology

The Information Technology Committee reports to the Board on the management of MWS’ IT assets. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers and software to ensure compliance with law and regulations
- Establishing appropriate policies on IT systems and use of software

The Information Technology Committee meets at least once a year.

(vi) Communications & Engagement

The Communications & Engagement Committee provides guidance and support in the area of community and corporate engagement, communications, fundraising, volunteer and donor management in order to meet MWS' objectives.

Its specific responsibilities include:

- Advising in the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors

The Communications & Engagement Committee meets at least 3 times a year.

(vii) Nominations

The Nominations Committee is established to ensure an effective board succession plan. It provides recommendations to the Board on the nomination of new board members, re-nomination of current board members, appointments to Centre Governance Committees and Working Committees. Its specific responsibilities include:

- Developing selection criteria in recruiting Board members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Committee meets at least once a year.

(viii) Chaplaincy

The Chaplaincy Committee was established to assist the Board in developing the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for appointment of MWS Chaplains and Assistant Chaplains
- Ensuring Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Committee meets at least 4 times a year to review the plans and work of the ministry.

Working Committees' Meeting Attendance

Working Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Committee Attendance ²
Audit	4	3	12	11	92%
Finance	5 [^]	5	22	20	91%
Investment	5	4	20	17	85%
Human Resource	4	4	16	15	94%
Information Technology	3	3	9	7	78%
Communications & Engagement	1	1	1	1	100%
Chaplaincy	4	4	16	10	63%

- Maximum score and actual score refer to the maximum and actual attendance in each committee respectively. Actual score is derived from the sum of members' attendance in all meetings.

[^] The 5th member was appointed on 16.09.2017

² Formula = Actual score/maximum score * 100%

KEY MANAGEMENT EXECUTIVES

1. Mrs Jenny Bong, Group Executive Director

Appointed on 2 June 2008, Mrs Bong was formerly the Executive Director of Lakeside Family Centre.

2. Ms Fong Mee Sim, Group Director – Finance, Administration & IT

Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in UK.

B. HUMAN RESOURCE MANAGEMENT

STAFF PERFORMANCE REVIEW AND APPRAISAL

Finding the right staff and retaining good workers are key priorities for MWS. The organisation has in place a performance review and appraisal system, and a development plan for staff. Hence, MWS strives to create and maintain an environment that emphasises the importance of relating work performance to its mission.

Performance management is a continuous process that begins immediately following the initial hiring process and continues throughout the employee's employment. It is through performance management that the supervisor and employee gain a shared understanding of job expectations, and identify and align goals that correlate with the strategic directions of MWS.

Performance management includes five elements: Planning, Monitoring, Developing, Assessing and Rewarding.

- Planning** : Set goals; validate job expectations and performance
- Monitoring** : Measure and provide feedback; accomplish goals; learn and develop while making mid-course correction
- Developing** : Address poor performance; improve good performance
- Assessing** : Measure results and obtain input for next performance cycle; develop action plan for deficiencies
- Rewarding** : Recognise and reward good performance

PROFESSIONAL DEVELOPMENT

To develop staff professionally, MWS has in place a career development and training plan.

These plans are identified based on the core competencies and knowledge needed to successfully carry out assigned duties and be prepared for changes in the social services/health sector. All staff have the opportunity to attend courses or pursue higher degrees in related courses to further themselves in their respective fields. High potential staff are also offered scholarships to help them achieve their career goals.

ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of 100,000)	Number of Staff
\$100,000 – \$200,000	1
\$200,000 – \$300,000	2

The following parties are involved in setting the remuneration of key staff:

- MWS Chairperson or an EXCO member
- HR Committee Chairperson
- Group Executive Director

C. CONFLICT OF INTEREST MANAGEMENT

CONFLICT OF INTEREST POLICY

A system of checks and accountability is in place to ensure corporate governance. MWS has a conflict of interest policy to provide guidance in the decisions made by Board members, committees and senior management staff.

Board members and staff complete a conflict of interest declaration form annually and update the Board when there are changes to their interests. The declaration includes dealings with other charities, businesses, and vendors.

At Board meetings, members are reminded to declare conflicts of interest especially in discussions on financial transactions of the charity. Those who declare conflicts of interest will refrain from voting and participating in the discussion.

CORPORATE GOVERNANCE

Declaration of any vested interests in business transactions or contracts³ will be done in writing to the Board Chairperson. Upon declaration, member/staff may participate in any quotation/tender exercise but must not be involved in the administration, evaluation and award of offer. The Board reserves the right to determine whether such persons may participate in the exercise.

WHISTLEBLOWING POLICY

MWS is committed to the highest standard of ethical behaviour and sound corporate governance. MWS' whistle blowing policy ("Policy") complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoing within the organisation. The policy is adopted to ensure that members of staff would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussion, as a consequence of them raising their concerns in good faith.

³ Supply or provision of goods or services

D. FINANCIAL MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL SYSTEMS

There is a Standard Operating Procedure for purchase requisition, and appropriate financial approving authority limits for expenditure.

An independent Internal Auditor (IA) has been appointed by the Audit Committee to ensure that a robust system of internal controls are in place, and that financial policies are adhered to. The scope of IA extends to fundraising activities, as well as Human Resource Management policies and procedures, and funding checks.

All our Centres are overseen by a Governance Committee which helps to provide effective governance at the Centre level, and ensure the proper usage of funds and compliance with regulatory requirements.

Budget Planning and Financial Information

The Finance Committee scrutinises yearly budgets to ensure that expenses and incoming funds are prudently projected. Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

Reviews of Processes

Reviews of financial policies and procedures are conducted by the Internal Auditors. The Board determines the areas of focus for the purposes of internal audit in any given year. The Audit Committee will work with IA to share its report and recommendations for the Board's endorsement. Recommendations to improve processes will be executed.

Board Opinion of Internal Controls

The Board is satisfied with the system of internal controls at MWS, and notes that control procedures are designed and implemented to address the financial, operational and compliance risks exposure.

FINANCIAL POLICIES

Reserves and Restricted Funds Policy

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expensed, in accordance with donors' wishes or stipulated by government ministries.

The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

Policy Governing Loans Made To Related And External Parties

MWS does not offer loans to any related and external party.

Policy Governing Donations Made To External Parties

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Group Executive Director and approved by the Board of Governance. The maximum quantum for each request shall not exceed \$120k per year.

Investment Policy

The aim of MWS investment activities is to preserve its capital, achieving a yield of 3% higher than bank deposit rates and managing the investment funds on a long term basis.

The Board approves the amount for investment as well as instruments that include but not limited to equities, government and statutory board bonds, corporate bonds and cash and bank deposits.

E. CONDUCT OF FUNDRAISING ACTIVITIES

Fundraising Activities	Receipts (Rounded off)	Purpose	Efficiency Ratio*
MWS Fellowship on the Greens 2017 <i>(19 July 2017)</i>	\$443,000	Channelled to MWS centres and programmes	15%
An Enchanted Evening 2018 <i>(5 Jan 2018)</i>	\$348,000	Channelled to MWS centres and programmes	18%
MWS Hong Bao Donation Drive <i>(Feb 2018)</i>	\$154,000	Channelled to MWS centres and programmes	2%
The Giving Methodist 2018 <i>(14 February – 24 March 2018)</i>	\$202,000	Channelled to MWS centres and programmes	17%

* Computation of Fundraising Efficiency Ratio stipulated by the Charity Council:

$$\left[\frac{(\text{Direct Fundraising Expenses} + \text{Sponsorships in Cash})}{(\text{Receipts} + \text{Sponsorships in Cash})} \times 100\% \right] < \mathbf{30\%}$$

F. CODE OF GOVERNANCE EVALUATION CHECKLIST (FY17/18)

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
BOARD GOVERNANCE				
1.	Are there Board members holding staff appointments? (skip questions 2 and 3 if "No")		No	
2.	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2		
3.	Staff does not chair the Board.	1.1.2		
4.	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
5.	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
6.	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied	
7.	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
CONFLICT OF INTEREST				
8.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
9.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
STRATEGIC PLANNING				
10.	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
11.	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE MANAGEMENT				
12.	The Board approves documented human resource policies for staff.	5.1	Complied	
13.	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
14.	There is a system to address grievances and resolve conflicts.	5.11	Complied	
FINANCIAL MANAGEMENT AND CONTROLS				
15.	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
16.	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
17.	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
18.	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
19.	Does the charity invest its reserves? (Skip question 20 if "No")		Yes	
20.	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.4	Complied	

CORPORATE GOVERNANCE

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
FUNDRAISING PRACTICES				
21.	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
DISCLOSURE AND TRANSPARENCY				
22.	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
23.	Are Board members remunerated for their Board services? (Skip questions 24 and 25 if "No")		No	
24.	No Board member is involved in setting his or her own remuneration.	2.2		
25.	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2		
26.	Does the charity employ paid staff? (Skip questions 27 and 28 if "No")		Yes	
27.	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28.	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
PUBLIC IMAGE				
29.	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	



Thank You

for supporting us in
empowering our beneficiaries
and enriching their lives.

Blessed is the one who considers
the poor! In the day of trouble
the LORD delivers him.

PSALM 41:1 (ESV)

Pictured above: Centenarian Mr Wong Yoen, resident of MWS Nursing Home – Yew Tee.



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