



1 August 2026

MEDIA RELEASE

New NCSS Council Takes Office as Amended NCSS Act Takes Effect

1. The Ministry of Social and Family Development (MSF) today announced the appointment of the governing body (known as the Council) of the National Council of Social Service (NCSS) for a three-year term from 1 August 2026 to 31 July 2029. The new Council takes office as the amended NCSS Act comes into effect, marking a significant milestone in strengthening NCSS' role as the social service Sector Developer. In this expanded role, NCSS will work in close partnership with Social Purpose Entities – social service agencies (SSAs), community partners and other stakeholders – to strengthen services, build sector capabilities and drive better outcomes for individuals and families in need.

Key Appointments to the New Council

2. Mr Gregory Vijayendran has been appointed Chairman of the Council succeeding Ms Anita Fam, as earlier announced in June 2026. Ms Ong Toon Hui has been appointed as the Deputy Chairman of the Council and Mr Danny Koh has been appointed as the Chairman of the Community Chest.

3. The incoming Council consists of 21 members, appointed by the Minister for Social and Family Development, Mr Masagos Zulkifli. Eleven have been appointed from among the candidates nominated by NCSS member organisations. A Sector Nominations Committee, chaired by then-NCSS President Ms Anita Fam and comprising individuals with deep sector experience and expertise, had been appointed

to assess the sector nominees and recommend suitable candidates to the Minister. The full list of Council members is in [Annex A](#).

Strengthening the Social Service Sector

4. In the coming term, the Council will guide NCSS' priorities as Sector Developer at a time when social needs are becoming more complex and SSAs face increasing demands to meet the needs of service users. A key priority will be the review of the roadmap for the social service sector for the next decade. As part of this effort, NCSS will engage with the sector to build shared ownership of the future directions for social services and co-create the shifts needed to foster a more effective, future-ready and sustainable social services sector in Singapore.

5. "Social needs are becoming more complex, multifaceted, and interconnected. As Sector Developer for the social service, NCSS works closely with partners across the ecosystem to strengthen capabilities, shape effective services and standards, foster sustainable philanthropy, and improve service delivery. Our overall aim is to improve the quality of life of those we serve. I look forward to working closely with the sector as we continue in our shared journey together," said Mr Gregory Vijayendran, Chairman, NCSS.

6. MSF expresses its appreciation to Ms Anita Fam and all outgoing Board Members for their service to NCSS and the social service sector. Their dedication has been instrumental in supporting the sector to uplift those in need.

ISSUED BY

**MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT
& NATIONAL COUNCIL OF SOCIAL SERVICE**

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Annex A - NCSS Council Members (from 1 August 2026 to 31 July 2029)

S/N	Name and Designation	Role
1	Mr Gregory Vijayendran <i>Partner, Rajah & Tann Singapore LLP</i>	Chairman
2	Ms Ong Toon Hui <i>President, Board of Directors, SPD Ltd</i>	Deputy Chairman
3	Mr Koh Thong Meng, Danny <i>Founder and Chief Executive Officer, Tower Capital Asia Pte Ltd</i>	Community Chest Chairman
4	Associate Professor Razwana Begum Bt Abdul Rahim <i>President, Persatuan Pemudi Islam Singapura (PPIS)</i>	Member
5	Mr Ang Hao Yao <i>Chairman, Credit Counselling Singapore</i>	
6	Ms Ang Sock Sun <i>Partner, PricewaterhouseCoopers Singapore</i>	
7	Mr Buay Kee Chuan, Andrew <i>CEO & Founder, Human Meridian Advisory</i>	
8	Associate Professor Gan Wee Hoe <i>Board Director, Allkin Singapore</i>	
9	Ms Shahrany Binte Hassan <i>Chairperson, Casa Raudha</i>	
10	Dr Hong Zhen Yu, Julian <i>Director (Clinical Governance and Medical Affairs), Foundation Healthcare Holdings</i>	
11	Mr J.R. Karthikeyan (Karthik) <i>CEO, AWWA</i>	
12	Ms Loh Wan Qing, Lydia <i>Group Director (Healthcare Finance Group), Ministry of Health</i>	

13	Mr Esa Masood <i>Deputy Secretary, (Corporate and Partners), Ministry of Social and Family Development</i>	
14	Dr Ng Boon Ching, Serene <i>Chairman, PAVE Integrated Services</i>	
15	Mr Tim Oei <i>CEO, Mindfull Community Limited</i>	
16	Ms Sim May Ling, Theresa <i>Partner, PricewaterhouseCoopers LLP</i>	
17	Professor Siow Yuen Khong, Alex <i>Chairman, Thye Hua Kwan Moral Charities (THKMC)</i>	
18	Mr Toh Thiam Siew, William <i>Independent & Non-Executive Director, Mapletree Industrial Trust Ltd</i>	
19	Mr Wan Chee Foong <i>Honorary Advisor, SHINE Children & Youth Services</i>	
20	Ms Wee Judy Anne <i>Executive Director, Muscular Dystrophy Association (Singapore)</i>	
21	Mr Lim Shung Yar <i>CEO, NCSS</i>	

Profiles of NCSS Council Members

Mr Gregory Vijayendran

Chairman

Mr Gregory Vijayendran is a partner at Rajah & Tann Singapore LLP, specialising in dispute resolution. He served as the founding Chairman of Pro Bono SG from 2017 to January 2025, the access-to-justice arm of the Law Society, and thereafter, completed his term as a Board Member of Pro Bono SG in end July 2026. Gregory was the inaugural Pro Bono Ambassador of the Law Society in 2009 and has actively served in community-based legal clinics and represented indigent clients. He also specialises in charities governance and currently serves on the Charity Council.

Gregory has a longstanding involvement in community service, having served as Vice President of the Children's Cancer Foundation from 1992 to 1995, chaired Camp Rainbow from 1994 to 1995, and served as President of Club Rainbow (Singapore) from 1996 to 2015. He is currently Chair of the Bioethics Advisory Committee, a Board Director of the Agency for Integrated Care and a Member of the Council for Board Diversity. He is also serving as a Trustee of the National Youth Fund and served as President of the Tribunal for the Maintenance of Parents from 2022 to 2025 after serving as Member and Deputy President from 2015.

Ms Ong Toon Hui

Deputy Chairman

Ms Ong Toon Hui is the current President of the Board of Management of SPD Ltd, a charity that serves people with disabilities. Since joining SPD in 2016, she has held various board roles, including Chairperson of the Human Resource and Remuneration Committee and Vice President. During her tenure, she has guided the organisation through significant growth in both staff strength and range of services.

In her professional career, Toon Hui is the Vice Dean and Executive Director of the Institute for Governance and Leadership at the Lee Kuan Yew School of Public Policy, National University of Singapore. Before this role, she served for 30 years in the Singapore's Public Service, including as Dean and CEO of Singapore's Civil Service College and concurrently Deputy Secretary (Leadership) in the Public Service Division. She has served in various capacities throughout her public sector career in the Ministry of Health, Ministry of Education, Public Service Division, and the Ministry of Social and Family Development.

Her public sector experience includes overseeing leadership development and human resource policies in the public service, policies on social safety nets, family development, social sector development, and protection of vulnerable segments of society. In recognition of her contributions, Toon Hui was awarded the Public Administration Medal (Gold) in August 2021.

Mr Koh Thong Meng, Danny

Community Chest Chairman

Mr Danny Koh is the founder and Chief Executive Officer of Tower Capital Asia, with over 20 years of private equity experience in the investment industry. He was appointed Vice-Chairman of Community Chest in 2022, and has served on NCSS' Investment, Audit, and Services Committees since 2008. From 2010 to 2019, he was also a Board Member of Singapore Association for Mental Health, a member of NCSS.

Throughout Danny's time in Tower Capital Asia, he has championed corporate philanthropy, encouraging both companies and individuals to contribute to charitable causes while fostering partnerships that create lasting impact. In recognition of its contributions to the community, Tower Capital Asia received the Community Chest Platinum awards in 2016, 2025 and 2026.

Since 2022, Danny has served as Co-Chair and subsequently Chair of Community Chest's Fu Dai & Habuan Harapan – Season of Blessings Sub-Committee, helping to rally volunteers, corporate partners and donors to support lower-income families and seniors during the festive season around Chinese New Year and Hari Raya Puasa.

Associate Professor Razwana Begum Bt Abdul Rahim

Member

Associate Professor Razwana Begum is President of PPIS, where she supports the organisation's work with women, children and families. She is also Head of the Global Security and Strategy Graduate Programme at the Singapore University of Social Sciences (SUSS), where she led the development of undergraduate and postgraduate programmes in public safety and security.

Razwana has more than two decades of experience spanning frontline practice, policy, education and research, including 18 years with the Ministry of Social and Family Development.

She was a Nominated Member of the 14th Parliament of Singapore from 2023 to 2025, contributing to discussions on public safety and security, education, child welfare and women's empowerment.

Razwana also serves on several community and charitable boards, including MENDAKI. Her areas of expertise include public safety, restorative justice, rehabilitation, ethical leadership and cross-sector collaboration.

Mr Ang Hao Yao

Member

Mr Ang Hao Yao is Chairman of The National Kidney Foundation (NKF) and Credit Counselling Singapore. He previously served as Chairman of SATA CommHealth. He has extensive experience in corporate governance, financial oversight and organisational leadership across the social service and healthcare sectors. He also contributes to the financial sector through roles on the Corporate Governance Advisory Committee of the Monetary Authority of Singapore (MAS) and the Disciplinary and Appeals Committees of the Singapore Exchange (SGX).

Beyond his professional roles, Hao Yao has contributed to the social service sector through his tenure on the Charity Council, where he played a key role in advancing governance standards, including Chairing the Code of Governance Review Subcommittee, leading to the launch of the revised Code in 2023.

Ms Ang Sock Sun

Member

Ms Ang Sock Sun is a Partner and the Insurance Leader at PricewaterhouseCoopers Singapore. With over 28 years of experience, her expertise includes providing accounting advisory, risk advisory, controls reviews, internal audit services, and many others, with a primary focus in the insurance sector in Singapore and well as across the region. Prior to her current role, she spent her initial 15 years with PwC both in Singapore and Australia, providing audit services across a wide spectrum of industries. Her experience allows her to contribute meaningfully in the areas of audit, governance, risks and controls, amongst others.

Sock Sun is a Member of the Institute of Singapore Chartered Accountants, and she is also a Fellow Member of Chartered Accountants Australia & New Zealand.

Mr Buay Kee Chuan, Andrew

Member

Mr Andrew Buay is a former Vice President of Group Corporate Sustainability at Singtel and Talent Coach to over 180 of the Singtel Group's Future and Emerging Leaders.

Andrew previously held diverse senior roles spanning sustainability, IT, networks, product, marketing, operations, enterprise sales, strategy and HR across Singapore, Australia and the Philippines. He also founded Singtel Ventures in 1997, a S\$150 million technology investment fund that invested in emerging technologies to drive innovation and develop new businesses.

Beyond his professional career, Andrew also served as a member of the NCSS 4ST Implementation Committee from 2022 to 2026, contributing to the implementation of the social service sector strategic roadmap. He was also a former member of the Third Enabling Masterplan Committee and Volunteer Resource Committee.

Associate Professor Gan Wee Hoe

Member

Associate Professor Gan Wee Hoe is a senior healthcare leader with extensive experience spanning acute, intermediate, long-term and community care. He served as Chief Executive Officer of SingHealth Community Hospitals before being appointed to lead the development of Eastern General Hospital. He brings deep expertise in care transitions, service integration and person-centred care, shaped by his work across the healthcare continuum and his academic role.

Wee Hoe contributes actively to the social service sector as Vice-Chair of the Service Committee at Allkin Singapore, where he supports service development and integration. He also serves on the Boards of Allkin Singapore and Vanguard Healthcare and on the Panel of Experts at AWWA, contributing to the design of integrated care models. His work reflects a strong commitment to advancing social-health integration, strengthening care coordination and addressing service gaps to improve outcomes for individuals with complex needs.

Ms Shahrany Binte Hassan

Member

Ms Shahrany Hassan is the Chairperson of Casa Raudha, a crisis shelter for victims and survivors of domestic violence. Currently serving her second term, she continues to lead the organisation in supporting its three thrusts; Protection (providing shelter), Prevention (education and engagement) and Restoration (providing support and resources).

Shahrany is also the founder of The Whitehatters, a non-profit organisation that advocates building a socially cohesive society that transcends religious, racial and social barriers. Her work has earned mentions in Parliament and has been featured numerous times in the media.

At the height of the COVID-19 pandemic, Casa Raudha together with The Whitehatters, led a successful campaign against domestic violence that reached over a million people online, creating awareness of this important issue through various media, such as interviews, podcasts, and op-eds.

Dr Hong Zhen Yu, Julian

Member

Dr Julian Hong is a physician-executive and Director, Clinical Governance and Medical Affairs at Foundation Healthcare Holdings. He leads clinical governance, patient safety, and care standardisation across a multi-site network of clinics and ambulatory centres. Separately, Julian works across primary care and population health, contributing to community-level healthcare coordination and the integration of health

and social services for vulnerable populations. He is an NCSS 40-Under-40 alumnus and Singapore National Cooperative Federation Emerging Leader.

Julian has served on the boards of mental health charities and spent over a decade in the grassroots organisations, building partnerships to strengthen healthcare and social services delivery for residents. He brings a clinician's perspective on bridging healthcare quality and social support to better serve Singapore's most vulnerable communities.

Mr J.R. Karthikeyan (Karthik)

Member

Mr J.R. Karthikeyan (Karthik) is a nonprofit leader and clinician with over 20 years of experience in multiple countries and a track record of successful management of cross-functional teams. As CEO at AWWA, he leads the organisation's strategy and operations, which span 28 programmes across 17 locations in Singapore, supported by a workforce of over 1,000 skilled professionals. Karthik has been instrumental in starting Kindle Garden Preschool, Singapore's first inclusive preschool, and the AWWA Therapy Hub that serves thousands each year in the social service and healthcare sectors.

Under Karthik's leadership, AWWA has received the Charity Transparency Award four times, the Excellence in Learning & Development, Coaching & Mentoring (Gold) prize at the Singapore Human Resources Awards 2025, and its first SkillsFuture Singapore Employer Award (Gold) as the sole social service agency recognised in 2024.

For his leadership, collaborative spirit, and commitment to strengthening inclusion in society, Karthik was awarded the President's Award 2025, the highest accolade for social service professionals. Passionate about harnessing the value of high-quality partnerships, he is an accomplished Social Service Fellow, and he sits on the Board of the TTSH Community Fund. Karthik is also a member of the Allied Health Professions Council (appointed by the Ministry of Health), and a faculty member of the Centre for Healthcare Innovation (NHG Health).

Ms Loh Wan Qing, Lydia

Member

Ms Lydia Loh leads the Healthcare Finance Group at the Ministry of Health in Singapore to formulate, review and implement healthcare financing policies and strategies to ensure affordability and accessibility of basic medical services for Singaporeans, and sustainability of the healthcare system over the long term. This includes government subvention to hospitals, primary care and long-term care service providers, as well as subsidies, insurance, national healthcare savings and safety nets.

Prior to her role in the Ministry of Health, Lydia had served in several government agencies, including the Ministry of Finance, Ministry of Education and the Ministry of Communications and Information.

Mr Esa Masood

Member

Mr Esa Masood is currently the Deputy Secretary (Corporate and Partners) at the Ministry of Social and Family Development. Before that, he was the Chief Executive of the Singapore Islamic Religious Council (MUIS) and held various positions across government agencies, including the Early Childhood Development Agency, Ministry of Education, and Ministry of Trade and Industry.

Esa also serves on the Boards of the ISEAS - Yusof Ishak Institute and is a member of the National Wages Council.

Dr Ng Boon Ching, Serene

Member

Dr Serene Ng is Chief Operating Officer of the Lee Kong Chian School of Medicine at Nanyang Technological University, where she oversees institutional governance, finance, human capital, digital enablement and organisational transformation. She brings strong expertise in governance reform, workforce transformation, and digital strategy, with experience in driving organisational performance in complex, highly regulated environments.

Beyond her professional role, Serene contributes actively to the social service sector as Chairman of PAVE Integrated Services Ltd and Chair of the Human Capital Committee at HCA Hospice. She has championed governance strengthening, organisational sustainability and people development across the organisations she serves. During the COVID-19 pandemic, she supported Singapore's national response efforts and was awarded the Commendation Medal (COVID-19) by the Prime Minister's Office in recognition of her contributions.

Mr Tim Oei

Member

Mr Tim Oei is Chief Executive Officer of Mindfull Community Limited, leading efforts to advance mental wellbeing and mental health services. He previously served as Chief Executive Officer of the National Kidney Foundation from 2017 to 2025, and of AWWA from 2008 to 2017, after joining as Chief Operating Officer in 2007.

Tim brings extensive experience across social services, community health and mental health, with strengths in organisational transformation, service innovation, and sector capability-building.

Tim has contributed to the social service and community healthcare sectors through pioneering inclusive education, strengthening caregiver support, and developing community-based care and allied health models that have supported multiple social service agencies and spearheaded the provision of community renal care during the Covid pandemic. He was a member of the Board of Visitors and a Social Service Fellow.

He has served on the boards of organisations including the National Volunteer and Philanthropy Centre (NVPC), Lien Centre for Social Innovation & Caregivers Alliance Limited, and on national committees such as the ComCare Supervisory Committee, Community Care Manpower Committee, Mrs Lee Choon Guan Endowed Research Fund and the Advisory Panel for Mental Health & Well-being, bringing both strategic and governance perspectives to sector development.

Ms Sim May Ling, Theresa

Member

Ms Theresa Sim is an Assurance Partner and had served more than 12 years as a member of the Leadership Team as the Chief Operations Leader and Chief Financial Officer at PricewaterhouseCoopers LLP Singapore.

With over 32 years of professional experience in providing audit services, Theresa has extensive expertise in providing audit services across multi-location audits of listed, non-listed, and multinational companies. Her diverse experience enables her to contribute meaningfully to areas such as strategy, financial risk governance, risk management, performance optimisation, AI adoption and transformation.

Theresa is a Fellow Member of the Institute of Singapore Chartered Accountants. Her current external appointments include Chairperson and Executive Committee Member of Singapore Centre for Social Enterprise Ltd (raiSE), Board Member and Audit Committee Member of Sport Singapore, Board Member of Republic Polytechnic and Justice of the Peace under the Ministry of Home Affairs.

Professor Siow Yuen Khong Alex

Member

Professor Alex Siow is Chairman of Thye Hua Kwan Moral Charities (THKMC), where he also serves as a Board Member and Chair of its Technology Committee. He brings extensive experience in governance, strategic planning and technology adoption

within large multi-service charities. His broader leadership experience spans roles on the boards of institutions such as Ang Mo Kio–Thye Hua Kwan Hospital, the Singapore University of Social Sciences (SUSS), and the Singapore Science Centre.

Alex has contributed actively to the social and community sector, such as by serving on the Fundraising Committee of Daughters of Tomorrow. He was also a grassroots leader and Chairman of the Aljunied Kembangan Citizens' Consultative Committee, providing insight into the needs of vulnerable individuals.

Mr Toh Thiam Siew, William

Member

Mr William Toh joined the NCSS Council in 2022. He is a portfolio manager at First Degree Global Asset Management. He is also an Independent & Non-Executive Director of Mapletree Industrial Trust Management Ltd as well as a member of its Audit and Risk Committee.

In addition to his roles at NCSS, William chairs the Financial Investment Panel of the Methodist Church in Singapore and serves on the investment committee of Singapore Bible College. He is also a member of the grantee committee of the Temasek Foundation New Horizon Fund.

With over thirty years of investment experience, William has held positions such as Chief Investment Officer at Asia Life (2001-2006) and New Harbour Capital Partners (2007-2018). He has also served on the boards of Asia Life (M) Berhad, ST Asset Management, New Harbour Capital Partners and the Moris Rasik Foundation (incorporated in Timor Leste).

Mr Wan Chee Foong

Member

Mr Wan Chee Foong is currently a Managing Director (Corporate Strategy) in Temasek International. Chee Foong brings over 27 years of global experience in investment management, mergers and acquisitions, and strategic leadership across the transportation, logistics and infrastructure sectors.

Prior to rejoining Temasek, Chee Foong held several leadership roles at PSA International, including CEO of PSABDP, Regional CEO for the Middle East and South Asia, and Head of Group Business Development and Commercial Development. He was also a member of PSA International's Senior Management Council. Earlier in his career, he was at Temasek Holdings in transportation and logistics investments, and played a key role in establishing SeaTown Holdings, a multi-asset investment platform.

Chee Foong began his career with Singapore Airlines and graduated from Stanford University.

From 2007 to 2025, Chee Foong served SHINE Children and Youth across multiple committees including Service Advisory, Staff & Services, Finance, and Fundraising. He later served as Chairman of the SHINE Board from August 2019 to August 2025. During his tenure, he was instrumental in driving strategic transformation, championing digitalisation, and deepening competencies. Additionally, Chee Foong has been an active grassroots leader since 2013 and served on the Institutional Review Board of SUSS. Over the last 35 years, he has dedicated himself to volunteering, with a focus on maximising the potential of vulnerable children and youth.

Ms Wee Judy Anne

Member

Ms Judy Wee is Executive Director of the Muscular Dystrophy Association (Singapore) (MDAS), where she leads programme development, partnerships and service delivery for persons with neuromuscular conditions. She brings extensive experience across the corporate and social service sectors, having transitioned to full-time work in the social service sector in 2007. Her expertise spans disability services, organisational leadership and stakeholder engagement, underpinned by a strong focus on advancing inclusive policies and practices.

Judy has contributed to the sector through leadership roles with HWA (formerly known as the Handicaps Welfare Association) and the Disabled People's Association. She has played a key role in shaping Singapore's accessibility landscape, supporting the development of the Code on Barrier-Free Accessibility and advancing inclusive transport and housing initiatives in partnership with government agencies. Her lived experience as a wheelchair user informs her longstanding advocacy for greater inclusion and representation.

Mr Lim Shung Yar

Member

Mr Lim Shung Yar currently serves as Chief Executive Officer, NCSS. Prior to this, Shung Yar was Senior Director (Leadership Development & Strategy) in the Public Service Division where he oversaw leadership development and talent management in the Public Service. He had previously also served in the Ministry of Culture, Community and Youth, Ministry of Education, Ministry of Communications and the Arts, and Ministry of Trade and Industry.

Shung Yar also serves on the boards of the National Parks Board, the Singapore Centre for Social Enterprise Ltd (raiSE) and the National Volunteerism and

Philanthropy Centre (NVPC). He had previously served on the boards of Temasek Polytechnic, the Singapore Chinese Cultural Centre and the Singapore Kindness Movement.