

Annual Report

FY May 2015-April 2016

Children-At-Risk Empowerment Association
(CARE Singapore)

METAMORPHOSIS



Definition:

A major change in the appearance or character of someone or something

The Butterfly Effect on CARE Singapore



Metamorphosis

met·a·mor·pho·sis

[,medə'môrfəsəs] NOUN

- the process of transformation from an immature form to an adult form
- a change of the form or nature of a person into a completely different one, by natural or supernatural means

The transformation of a worm to a beautiful butterfly is a powerful analogy and reminder for our work at CARE Singapore.

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No matter how hopeless some cases may initially look, we are called to believe in them and journey with them.

We continue to hope and look forward to that day of transformation when they can take flight and flutter up high, making this world a little more beautiful.

Thank you for supporting us in this journey of hope and change!

REPORT SUMMARY

FOR FINANCIAL YEAR MAY 2015-APRIL 2016

Name: CARE Singapore Age: 19
 Established: 1997 UEN No: T00SS0043E

2015 CARE Service Report		
CARE Service Report	2015	2014
Total number of students served	1,066	1,153
Total number of staff	37	39
Average staff cost	\$54,200	\$48,852
Total number of volunteers involved	1,430	998
No of activities, events & projects coordinated	81	80
No of volunteer hours generated	8,790	6,314
Service satisfaction: % of clients above 3.5 out of 5	95%	96%
Service satisfaction: Overall rating on 5-point scale	4.5	4.5
Financial Report	FY 15-16	FY 14-15
Total Expenses	\$2,915,836	\$2,221,509
Cost of generating funds	\$488,615	\$2,968
Governance costs	\$18,094	\$19,221
Charities activities	\$403,710	\$294,081
Expenditure on manpower	\$2,005,417	\$1,905,239
Total Income	\$3,798,704	\$2,407,829
Government grants	\$1,422,696	\$782,092
Donations and other income	\$1,499,873	\$1,234,887
Programme fees	\$876,135	\$390,850
Nett Surplus / (Deficit)	\$882,868	\$186,757
Remuneration Bands of Key Staff	2015	2014
S\$50,000 - S\$100,000	4	4
S\$100,000 - S\$150,000	2	2
Total Number of Key Staff	6	6

Results: Excellent

Conduct: Impactful and purposeful

Remarks: CARE has continued to shine despite challenges faced. It has shown maturity and a deeper depth of service. Well done – keep it up!



Message from the Chairman

It has been a great year for us at CARE Singapore. We marked our 19th year of service continuing our staple school-based programmes while increasing our focus on providing more support for families of our students in need.

We acknowledge with great gratitude the support we received from grant-makers, donors and volunteers.

Through SG50 and Care and Share initiatives by the Government, we achieved a new level of financial surplus. Volunteer numbers increased by 43% while volunteer hours clocked increased by 39%. We were also very blessed that McKinsey and Company chose to volunteer with CARE by providing pro-bono services for a year-long strategic planning review project. This puts us in a good footing as we approach our 20th year of service in 2017.

Investment in manpower resources is a vital cog in our strategic drive. To meet market demand realities, we moved staff salary scales upwards with guidance from National Council of Social Services. This move resulted in an 11% increase in average staff costs when compared to the previous year.

A major highlight of the year was the ACT! Conference on At-risk Youths, (3-4 Nov 16) held in conjunction with the Ministry of Social and Family Development, Central Youth Guidance Office (MSF, CYGO) in commemoration of the 20th anniversary of the National Committee on Youth Guidance and Rehabilitation (NYGR). The 2-day event was opened by Social and Family Development Minister Tan Chuan Jin, and the keynote address delivered by the Honorable the Chief Justice Sundaresh Menon. 1200 participants comprising professors, policy-makers, practitioners and professionals, converged at The Star to explore, exchange and learn more effective ways of helping at-risk youths succeed in life. We are pleased to report that over 99% stated that the event exceeded or met their expectations.

As we look forward to another impactful year of outreach to at-risk youths and their families, we thank you for your continued support and belief in our cause.

Yours for the success of our youths,

Mr Jeffrey Neo, Board Chairman

May 2016

2015 Youth Work Summary

Besides the core programmes, Uth Power!, StarKidz! and ESU, CARE also delivered the following special programmes in collaboration with different partners.

- The Scaffold Programme (TSP) – a pilot project with National Council of Social Service (NCSS)
- “We Strive!” Youth Engagement Programme – by Bedok North NPC, Bedok Police Division, Singapore Police Force, with Home Team Eastern Sector (HTES) Officers as mentors
- BTA Mentorship & After-School Engagement (ASE) Programme – with Boys’ Town Alumni as mentors for APS students involved in the programme

2015 Overall Programme Statistics

Schools Served	Programme	Students
Bedok Green Secondary School	The Scaffold Programme	81
St. Gabriel's Secondary School	The Scaffold Programme	20
Northlight School	Uth Power!	55
Bedok Green Secondary School	Uth Power!	76
St. Gabriel's Secondary School	Uth Power!	98
St. Patrick's School	Uth Power!	151
Teck Whye Secondary School	Uth Power!	164
Telok Kurau Primary School	Starkidz!	71
Geylang Methodist School (Primary)	Starkidz!	42
Singapore Police Force	WeStrive!	113
Assumption Pathway School	BTA Mentorship Programme	45
Assumption Pathway School	After School Engagement	150
Total number of students served		1066

Enhanced Step-UP (ESU) Service Report

Total Number Of Students Served	52
No Of Casework Counselling Sessions	416
No Of Family Intervention Sessions	139
No Of Outreach Sessions	11
Total Number Of Sessions Delivered	566

The Scaffold Programme (TSP)

Currently in its second year, the NCSS pilot Scaffold Programme (TSP) serves 101 students in 2 secondary schools; Bedok Green and St Gabriel’s. This upstream, early intervention programme provides students with a strong support structure, to motivate them towards better school outcomes, reduced referrals to downstream programmes, improvement in parent-child relationships and school-student attachment.



The results are highly positive:

- 100% of students found the programme helpful (rated >3.5 on scale of 1-5)
- 97% feel more positive towards school and community
- 96% have improved relationship skills

Parents and teachers echoed their sentiments and testified that students become more patient, tolerant, thoughtful and caring towards peers and teachers as well.

Uth Power!

885 students enjoyed the Uth Power! motivational lifeskills programme in 2015, including 113 on StarKidz! (for primary schools), and 113 on We Strive!, in collaboration with the Bedok North NPC, Bedok Police Division, Singapore Police Force.

The schools involved are highly pleased with the programme outcomes and positive changes in their students:

- 98% feel more positive towards school and community
- 98% show improved relationship skills
- 100% have learnt useful lifeskills



The programme success is attributed to many factors- dedicated professional team, long term partnership with schools, and strong community support.

Counselling Service

2015 was an interesting and challenging year for the counselling team. Many of our counselling clients attend school but struggle with issues like peers, school adjustment, financial challenges, family relationships, etc. As they tell us, school offered friends and counselling support, and it was better than staying at home. While we are thankful that they are in school, we are unable to access Enhanced STEP-Up (ESU) funding support for their counselling needs as the funding scope focusses on stemming absenteeism. Consequently, referral numbers for ESU clients from schools remained relatively low.

As we are committed to serve, whether or not funding is provided, we had to lean on community contributions and donations to continue the counselling support for our students. We are grateful to our donors whose contributions made it possible for us to continue providing this very needed service for our students.

Funded by	ESU	%	Community	%	Total
Total Number Of Students Served	52	19%	221	81%	273
Total Number of Counselling Sessions	566	32%	1204	68%	1770

It has been a very busy year. Our counsellors worked with over 270 students and their family members, providing professional counselling therapy, social, emotional support and family interventions, family outreach and home visits.

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CARE Training Department

Building staff capabilities has always been a key priority at CARE. As a learning organisation constantly seeking to improve our work and service quality, we have deliberately associated ourselves with:

- The Association of Supervision and Curriculum Development (ASCD), USA, for the latest updates in research, trends and best practices.
- UDO, Upside Down Organisation as our Knowledge Partner. UDO's unique blending of insights from educational neuroscience with practical tools helps adults help children more effectively.

The CARE Training Department was also restructured to better manage and equip staff with the skills needed to deliver the service quality CARE is associated with. We noted that it takes some 3-5 years for new hires to learn the ropes and become fully productive. To ease the steep learning curve, staff are given additional support like bi-weekly training, on-the-job training, regular supervision and sent for external training courses where relevant.



Performance Review Programme Evaluation Summary & Outcome Indicators for 2015

Feedback from students on our various programmes has been highly positive. The evaluation is based on student response to the following statements:

1. The CARE lessons are clear and easy to understand.
2. The CARE lessons are useful to me.
3. My CARE teachers care about me.
4. My CARE teachers are helpful.
5. I have learnt to get along better with people.
6. I have learnt to manage my problems better.
7. I have learnt to understand myself better.
8. I will recommend this programme to others

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The table below is a summary of programme outcomes.

Summary of Programme Outcomes		Average
A	Feeling more positive towards school and community	92%
B	Having learnt useful lifeskills	86%
C	Improved leadership skills	94%
D	Improved relationship skills	88%
Summary of Evaluation Statistics		
E	% rated > 3.5 (on scale of 1-5)	95%
F	Total forms returned	714
G	Overall rating average	4.5

Students Speak



To maintain a high level of service quality, we review our work regularly and study feedback from students, teachers and parents. Here's what they tell us...

Thank you for coming to this school. You have been **inspirational.**

Thank u for telling me the path to my **future.**

Thank you for this **awesome** programme! CARE is the **best** programme I've known

CARE lessons are helpful as they help me build up my **motivation level**

Thank you for teaching us and helping us understand more **about life.**

Thank you for teaching me to **calm** myself down

I can't describe how thankful I am -

Thank you

for supporting us and making a change in our lives.

Thank you CARE Singapore for helping me to be more **caring.**

I am so **thankful** to my principal for choosing me for this programme

I would like to try **teaching** in future like Mr Shafik.

This programme has helped us to develop more **confidence** and help us in our growing.

Thank you for transforming me into a **gentleman.**

Thank you for everything. This programme has **changed my life**

Thanks to all the CARE teachers for making me to change and become a **better person.**

Parents Speak Here's what parents tell us...



I am **very glad** to be a part of his programme with my son.

EXCELLENT JOB! Thank you so much for doing so much for the boys!

Thank you.....
Terima Kasih!

Thank you for all the care and programme u all cater for my child

Really enjoy it. **Looking forward** to all parenting workshops. Keep it up!

Thank you for being such a **wonderful support** to the boys!

Thank you for introducing this programme to the school & please **continue** to do so so many others can benefit from it too

Great programme!

You've done a **good job!** Keep up the good work

Thank you for your **dedication, love & patience.**

Thank you for your **guidance and patience and devotion** in helping the boys.

Thank you. I am **impressed.**

Thank you for your **foresight** to introduce the programme to boys. They've grown! :)



Thank you for your **efforts and help** to my son

Well done!! This program has helped my son in his **behaviour** and he is able to communicate clearly his needs

2015 Demographical Data

(Consolidated student data)

Student Composition

Lower Sec	85%
Primary	15%

By Gender

Males	75%
Females	25%

By Race

Chinese	39%
Malay	42%
Indian	11%
Other	8%

By Religion

B/T	Buddhism/Taoism	17%
Ch	Christianity	12%
Is	Islam	45%
H	Hinduism	6%
Oth	Others	20%

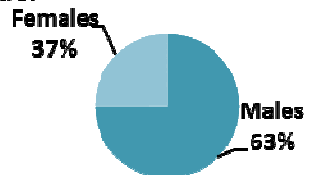
By Financial Condition

Stable	32%
Managing	61%
Always Broke	2%
In Trouble	6%

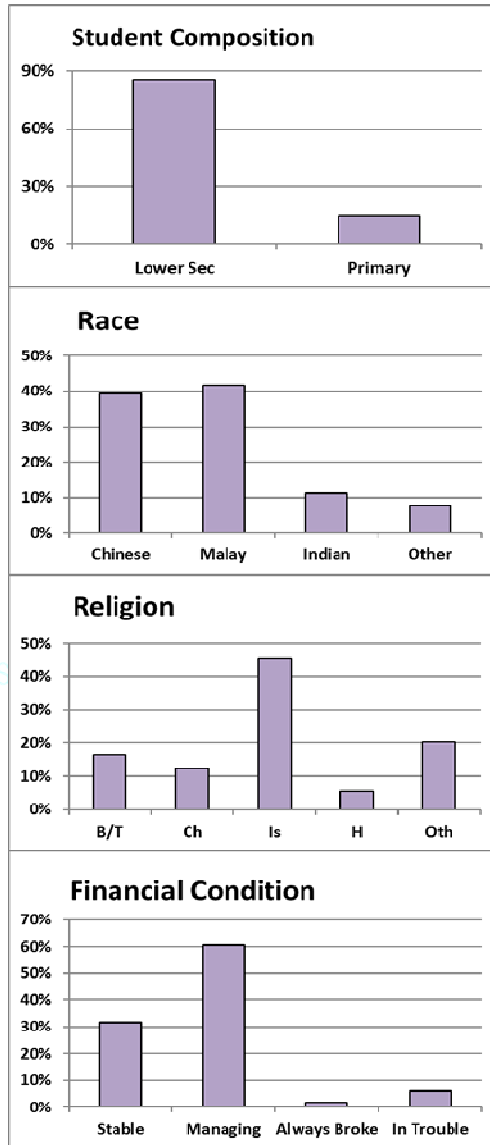
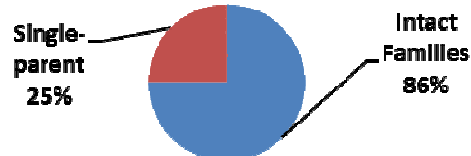
By Family Structure

Intact Families	75%
Single-parent	25%

Gender



Family Structure



The CARE Village® In Action ...it takes a village to raise a child!

What a Journey! Jan-Dec 2015

CARE's donors and volunteers form an impactful community that we call The CARE Village®.

Volunteers journeyed with CARE students through the fun, rich and diverse range of activities and events they organised. Such interaction broadens our students' perspectives so they can view the world in a more positive and appreciative light, and look forward to the future with greater hope.

THANK YOU for being part of the caring community supporting our youths for a brighter, better tomorrow!





Liverpool FC Soccer Clinic with John Barnes



SMU Kidledoscope



Service project at Orange Valley Nursing Home



Project CHEER with ACJC & Tan Chin Tuan Foundation



Siglap South Community Centre - Kindness Week



Camp Synergy Volunteers



With NCSS-Chingay 2015

Growing, learning, serving...creating positive memories together!

Donors, Sponsors & Contributors



We are extremely grateful to the Singapore Government for the very helpful initiatives rolled out as part of the SG50 celebrations:

- 300% tax-deduction benefits for donors (before 31 Dec 2015)
- \$-for-\$ matching through the Care and Share scheme

A BIG THANK YOU to all donors and supporters. Long live Singapore!

Major Donors/ Grant Contributors

Asia Brokers Asset Managers Charity (S) Ltd	President's Challenge
Crocodile International Pte Ltd	TCC Hospitality Resources Pte Ltd
Jubilee Day of Prayer	The Community Foundation of Singapore
Lee Foundation	The Grace Shua & Jacob Ballas Charitable Trust
M1 Limited	UOL Property Investments Pte Ltd
Mellford Pte Ltd	USES Pte Ltd

Corporate Donors

Alcatel-Lucent Singapore Pte Ltd	Pramerica Financial Asia Headquarters Pte Ltd
Dell Global B.V	Profit Partners Pte Ltd
Drew & Napier LLC	RS Components Pte Ltd
Fortinet (S) Pte Ltd	Simplex Marine Services Pte Ltd
Gemalto Pte Ltd	Singapore Sogetsu Association
Hoe Kee Hardware Pte Ltd	Soon Poh Telecommunications Pte Ltd
ITE College Central-Team Ops	Spectrum Press International Pte Ltd
ITE College-Team Gladiators	Sun Holdings Ltd
Jin Fine Dining	Sunday Hash House Harriers
MediaCorp Pte Ltd	Titus BPO Pte Ltd
Morgan Stanley Asia Singapore	Ubisoft Int'l / Ubisoft Singapore Pte Ltd
Narason's Agencies Pte Ltd	ZenithOptimedia

Our heartfelt gratitude to all donors, including those not in above list, due to PDPA & space constraints.

CARE Staff & Board of Management

January to December 2015

We thank and applaud each member of the CARE Staff and Board for their dedicated service and willingness to go the extra mile for our youths whenever needed. **THANK YOU SO MUCH!**



Board of Management			
President	Jeffrey Neo	Committee Members	
Vice-President	Rudy Low	Darren Lai	
Secretary	Ester Gerber	Neo Kah Yean	
Treasurer	Tien Mei Lin	Kenneth Pan	
		Wong Yew Chong	
Management Team		Field Team	
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Director of Counseling	Lan Teo	Suria Bte Basri	Jacqueline Chan
Director of Enterprise	Adelyn Poh	Faezah Safaruan	Jermyn Wee
Asst. Director, Development	Nicholas Lim	Diane Choo	Eleanor Too
Asst. Director, Counselling	Lena Teo	Parenting Work Lynn Lan	
Asst. Director, Training	Derek Chan		
Manager, Youth Services	Gary Chia		
Manager, Youth Services (Outreach)	Faiz Bustami		
Support Staff		Youth Workers	
Senior Exec, Operations	Amy Teo	Angela Olivia	Khairul Idham
Exec, Operations	Edward Gunalan	Ansari Basri	Maria Koh
Exec, Community Relations	Nurulhuda Rahim	Elly Sim	Phang Yee Huai
Exec, Accts & Admin	Mavis Koh	Danny Leong	Phil Wong
Maintenance Officer	Irene Chua	Ignatius Koh	Shafik Said
		Jaime Sim	Thomas Goh
		Jerome Yeo	Trina Wong
		Joyce Ng	Yeo Leping
		Juliana Teo	