

Annual Report

FY May 2016-April 2017

Children-At-Risk Empowerment
Association (CARE Singapore)



REPORT SUMMARY

FOR FINANCIAL YEAR MAY 2016-APRIL 2017

Name: CARE Singapore
Established: 1997

Age: 20
UEN No: T00SS0043E

2016 CARE Service Report		
CARE Service Report	2016	2015
Total number of students served	1050	1,066
Total number of staff	35	37
Average staff cost	\$58,329	\$54,200
Total number of volunteers involved	1859	1430
No of activities, events & projects coordinated	91	81
No of volunteer hours generated	15,873	8,790
Service satisfaction: % of clients above 3.5 out of 5	95%	95%
Service satisfaction: Overall rating on 5-point scale	4.5	4.5
Financial Report	FY 16-17	FY 15-16
Total Expenses	\$2,464,074	\$2,915,836
Expenditure on manpower	\$2,041,531	\$2,005,417
Cost of charitable expenses	\$391,314	\$892,075
Governance, Administrative and others	\$31,229	\$18,344
Total income	\$1,865,489	\$3,798,704
Government grants	\$788,580	\$1,422,696
Donations and other income	\$554,538	\$1,499,873
Programme fees	\$522,371	\$876,135
Nett surplus / deficit (-)	-\$598,585	\$882,868

Remuneration Bands of Key Staff	2016	2015
\$50,000 - \$100,000	3	4
\$100,000 - \$150,000	3	2
Total Number of Key Staff	6	6

Results: Excellent

Conduct: Far-reaching impact made

Remarks: CARE has continued to sustain high-quality service despite facing challenges. This is remarkable. Keep up the great work!

Message from the Chairman



We completed our second decade of service with a deep sense of appreciation and thankfulness to all donors, grant-makers, volunteers, and members of the community.

Indeed, our level of volunteer involvement has registered a significant increase in participation. Our pool of volunteers expanded by 30 percent with a whopping 80% jump in number of volunteer hours clocked.

On the service front, we celebrated our appointment by the Ministry of Social and Family Development (MSF) as a Youth-At-Risk-Engagement (YARE) provider from June 2016. We are delivering the Live-It-Up Mentoring programme, matching mentors to students assessed as requiring additional support.

We renamed our Counselling department as “Therapy and Mental Wellness Services” to reflect our increasing focus on mental wellness promotion among students and their families. Local and global trends indicate that one in ten persons suffers from mental health issues.

Over the past year, we also concluded a year-long strategic review project that was guided by McKinsey and Company. We are deeply grateful the team from McKinsey for contributing much resources and passion to help us in this project. Our Board has received their report and is currently following up on two main strategic thrusts.

The first thrust is to expand our range of services beyond the mainstay of school-based services. This is in response to the increased demand seen for community-based services to youths and their families. Additionally, we have been receiving more requests to share our practice knowledge through training and workshop stints.

The second strategic thrust is to increase our sustainability. This is particularly crucial as we recorded a substantial operational deficit stemming from a 51% drop of income this year, despite curtailing expenses by 15.5%. We are thus earnestly looking at more avenues to expand our funding base.

We thus appeal to your continued support. Looking back, we would have not been able to come this far without your instrumental support. Together, let us strive to help more youths to succeed.

Yours truly

Mr Jeffrey Neo, Board Chairman
May 2017

2016 Youth Work Summary

CARE delivered the following school-based programmes:

- **Uth Power!** : A comprehensive weekly life-skills motivation and socio-emotional learning (SEL) programme targeted at lower secondary students as well as primary school students (StarKidz!)
- **The Scaffold Programme (TSP)** : A pilot project with the National Council of Social Service (NCSS) for low to mid-risk secondary school students
- **YouThrive After-School-Engagement (ASE)** : Club-room and interest-based activities meant to engage students after school curriculum time
- **Enhanced STEP-UP (ESU)** : Counseling and case-management support services
- **Youth-At-Risk Engagement (YARE)** Live-It-Up Mentoring : Matching mentors and support programme for selected at-risk secondary school students
- **Long-Term Eagles Engagement** : Leadership programme targeted at post-secondary school graduates of Uth Power!

2016 Overall Programme Statistics		
Schools Served	Programme	2016
Bedok Green Secondary School	The Scaffold Programme	115
St. Gabriel's Secondary School	The Scaffold Programme	39
Bedok Green Secondary School	Uth Power!	124
St. Gabriel's Secondary School	Uth Power!	120
St. Patrick's School	Uth Power!	216
Teck Whye Secondary School	Uth Power!	222
Geylang Methodist School (Primary)	Starkidz!	40
Telok Kurau Primary School	Starkidz!	64
Assumption Pathway School	After School Engagement	100
Greendale Sec/Presbyterian High	YARE	10
Total number of students served		1050
ESU Service Report (Jan-Dec)		2016
Total Number Of Students Served		52
No Of Casework Counselling Sessions		265
No Of Family Intervention Sessions		116
Total Number Of Sessions Delivered		417



Uth Power!

Since 1997, CARE has been reaching out to at-risk youths through Uth Power! This is a comprehensive motivational life-skills programme that involves weekly life-skills sessions, after-school engagement activities, one-to-one and small-group guidance, mentoring and counselling, home visits,

parenting workshops and close collaboration with school leaders and teachers.

The outcome has been highly positive. Students enjoyed the programme, parents felt supported and teachers found their students more manageable, open-minded and teachable, by yearend. Our partner schools were also very appreciative of the family outreach engagement conducted by our teams.

Credit for our great success goes to the CARE Village – the numerous community partners who provided wonderful learning opportunities for our students. We are especially thankful for strong partners like M1 who supported our work and treated best-improved students to an amazing range of activities like the M1 Adventure Day, Marvel Avengers Exhibition, Movie Treat, and a year-end Charity Carnival!



The Scaffold Programme (TSP)

154 Normal Stream students from Bedok Green and St. Gabriel's secondary schools participated in this NCSS-funded pilot programme that was first launched in 2014.

TSP adopts a preventive approach, seeking to reduce downstream at-risk behaviours and bring about better school outcomes. It also seeks to improve student-school attachment as well as parent-child relationships. The programme emphasizes engagement of students' social ecosystems through

- Group-work instruction, focusing on positive goal-setting
- Case-work intervention with selected individual students
- Family engagement sessions and outreach
- Joint case conferencing with school personnel

2016 marked the third year of the pilot run. Results showed higher scores and more areas of improvement than previous years: in developing personal strengths; academic efficacy and buoyancy; and teacher-student relationships.

More parents participated in workshops, camps, parent-child bonding activities and the programme finale showcases. They also reported seeing significant positive changes in their children's temperament, sense of direction in life and the quality of parent-child relationships.

YARE (Youth-At-Risk Engagement) – LIVE-IT-UP Mentoring Programme

LIVE-IT-UP aims to impact at-risk teens by befriending, inspiring, challenging and equipping them with resources and mentoring for positive change: inculcating positive youth development and reducing risk of offending.



Since the programme's launch in June 2016, ten students from two secondary schools participated in the initial phase. The results were very encouraging, owing to the tireless efforts of our team, backed by the invaluable contributions of our volunteer mentors.

Our YARE partner schools reported the following of their participating students:

- An increase in the school attendance rates;
- Noticeable improvement in their attitude towards peers and teachers;
- Students showed purposeful behaviour, guided by the milestones they set for themselves at the start of the programme.
- One of the mentees even topped his class during the year-end exams!



Project 00: Long-Term Eagles

Project 00 (Zero Zero), a Long-Term Eagles Engagement initiative at St Patrick's School, was launched in December 2016 through the generous contribution of **The Ireland Funds Singapore**.

The Eagles are CARE graduates who volunteer as student leaders and positive role models for their juniors. However, when they graduate from their secondary schools, we often lose touch with them. Project 00 was crafted to lay the foundation for CARE student leader alumni to continue engaging with CARE and share our passion for helping youths succeed.

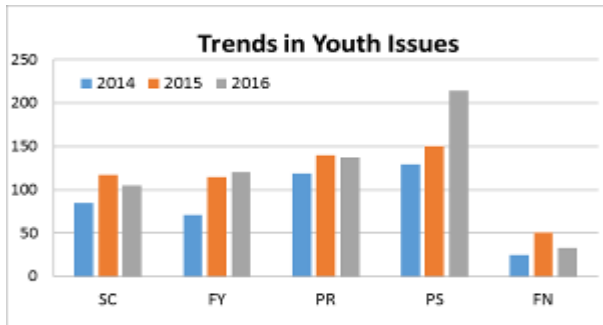
The name "Project 00" was chosen for three reasons:

- "00" symbolizes eagle eggs; signifying the beginnings of the project.
- Everyone starts from ground zero – our Eagles are reminded that to fly high, they must be prepared to invest hard work and perseverance
- We aim to reconnect with CARE students born in the year 2000 and earlier.

In essence, Project 00 is about a youth community reaching out to other youths. So far, seven founding long-term eagles at St Patrick's School have participated in several community projects, alongside their juniors. Their enthusiasm has been infectious and assuring; this project will fly.

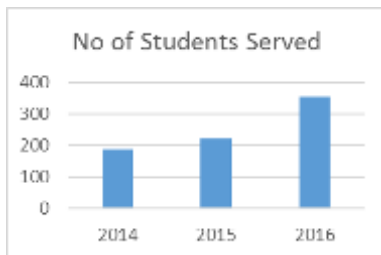
Therapy and Mental Wellness Services

2016 was a challenging year as we noticed a spike in the number of students needing help for personal issues like emotional distress. More than 40% of these were mental health related. This is perhaps reflective of global trends where 1 in 10 of the population suffers from mental health issues.



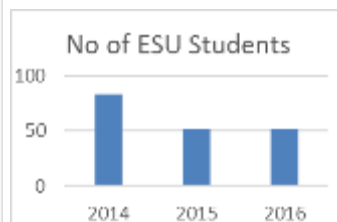
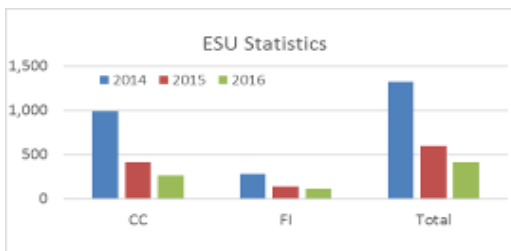
Issue Type	Category	Description
SC	School	Truancing, misbehaviour in class, etc
FY	Family	Abuse, divorce, family discord, etc
PR	Peers	Fighting, bullying, BGR, etc
PS	Personal	Emotional issues, stress, depression, etc
FN	Financial	Money issues

Over the year, we reached out to 355 students with a total of 1242 contact sessions. In total student count, this was 61% more than the previous year.



Year	2014	2015	2016
No of Students Served	188	221	355
Yr on Yr Increase in Numbers		33	134
% Increase		18%	61%

We continued to work with students at risk of dropping out of school with funding support from MSF through Enhanced Step-Up (ESU). The student number has stabilised at about 50 students yearly.



CC: No Of Casework Counselling Sessions
 FI: No Of Family Intervention Sessions

Recognising the need for more professionals in this sector, we provided practical training places for five Master in Counselling and Applied Psychology interns.



“There is no substitute for learning on the ground. My time at CARE provided just that - a great balance of guidance and independence to sharpen my skills. It's been quite a journey of self-discovery and growth. Love too the people and culture here - they have been simply phenomenal!" *Master in Counselling Intern, Goh Wei Shen*



To further strengthen the parent engagement work, we set up a new **Family Centric Team** to help our youth work teams reach out to parents more effectively. In total, we conducted **22 parenting workshops** and

reached out to **1036 parents**.

Connecting our youths to a strong social support net is another important aspect of our work. We are grateful for our collaborative community partners like the **The Boys' Brigade** for the food gifts to support our low-income families; **Care Corner**, for the Jubilee Funds that helped vulnerable families with financial needs; and **Equal-Ark**, for providing animal assisted therapy as an alternative intervention approach for our clients.



CARE Training Department

We continued to expand our training emphasis at CARE through several initiatives:

Clifton StrengthsFinder: We have used and will continue to use the Clifton StrengthsFinder Assessment by Gallup for both staff talent development as well as leadership development. We will expand our in-house StrengthsFinder coaching capabilities.

National Youth Work Competency Framework: We actively participated in the deliberations and formulations of this competency framework. We look forward to its rollout, as we believe it will lead to greater professionalisation of youth work practice in Singapore.

Youth Work Supervision: In collaboration with the Youth Work Association (Singapore), we hosted the inaugural Certificate Course in Youth Work Supervision in June 2016, led by New Zealand veteran youth work trainers Mike Garland and Darryl Gardiner. We believe that this deepening of the level of youth work practice augurs well for our sector.

2016 Demographical Data

(Consolidated student data)

Student Composition

Lower Sec	89%
Primary	11%

By Gender

Males	75%
Females	25%

By Race

Chinese	47%
Malay	33%
Indian	10%
Other	10%

By Religion

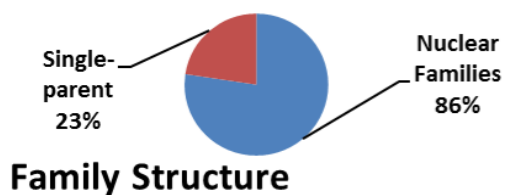
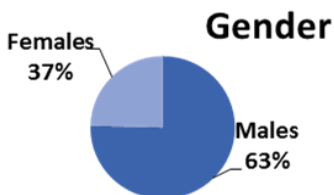
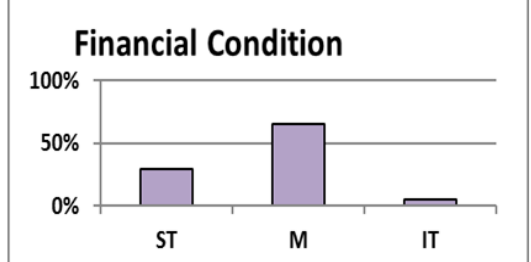
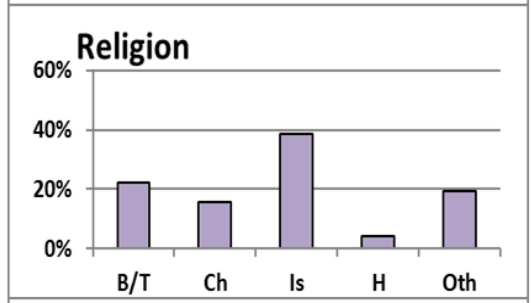
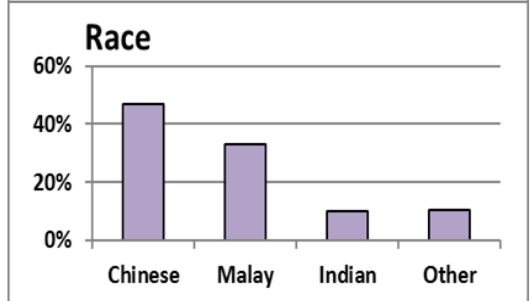
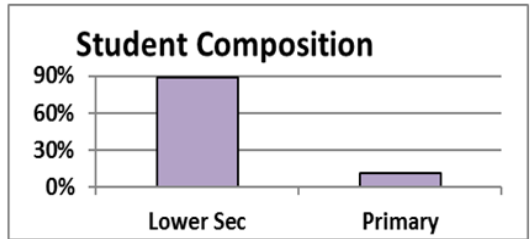
B/T	Buddhism/Taoism	22%
Ch	Christianity	16%
Is	Islam	39%
H	Hinduism	4%
Oth	Others	19%

By Financial Condition

ST	Stable	29%
M	Managing	66%
IT	In trouble/broke	5%

By Family Structure

Nuclear Families	77%
Single-parent	23%





Performance Review

Programme Evaluation Summary & Outcome Indicators for 2016

To assess programme effectiveness, we invited feedback from students, parents and teachers. We are pleased to report an overall high level of satisfaction. The table below is a summary of programme outcomes.

Feedback from Students		%
A	Feeling more positive towards school and community	93%
B	Having learnt useful lifeskills	88%
C	Improved leadership skills	94%
D	Improved relationship skills	91%
Evaluation Statistics		
E	% rated > 3.5 (on scale of 1-5)	95%
F	Total forms returned	860
G	Overall rating average	4.5
Feedback from Parents		%
A	Find CARE's programme relevant and helpful	96%
B	Noted improvements in child	96%
C	Noted improvements in family relationships	96%
D	Has learnt how to help child better	96%
Evaluation Statistics		
E	% rated > 3.0 (on scale of 1-4)	97%
F	Total forms returned	228
G	Overall rating average	3.6
Feedback from Teachers		%
A	CARE's programme has helped my students	99%
B	Students improved in behaviour/social skills	90%
C	Works well with the CARE team	99%
D	School is informed/updated in timely manner	96%
Evaluation Statistics		
E	% rated > 3.0 (on scale of 1-4)	95%
F	Total forms returned	45
G	Overall rating average	3.6

Students Speak



To maintain a high level of service quality, we do regular work reviews and study feedback from students, teachers, principals, parents. Here's what they tell us...

Thank you for **helping** me throughout many troubles. Che, 13

Thank you for **changing** the way I think into something better. Ree, 13

Thank you for making all **lessons fun & interesting.** En, 13

This programme really help me with my **self-image** and become better. Thank you. Haz, 13

Thank you. You **fill the hole in my heart.** Nic, 13

Thank you for teaching me **useful life skills.** Dan, 13

Thank you for teaching me to **be positive.** Fre, 14

Thank you for giving me **knowledge** to be a better person. Adr, 9

Thank you for giving us ideas and making us **confident.** Kelly, 13

Thank you for helping me **throughout this year.** Bre, 14

Awesome programme! HF, 14

It really **benefit me.** Thank you so much. Kha, 13

Thank you for **believing in us!** Sya, 13

I love StarKidz! Gab, 8

CARE is the **best programme** ever in the world. Sha, 13

You all are very, very **awesome!** Qee, 9



Thank you for making me what I am today! Isa, 14



What Parents Say

Excellent work and **great help** to my son's development. Sar

Great program to teach **social skills** as well as expressing themselves. SH

The programme has encouraged my daughter to open up her feelings and be **more independent.** ZK



This **helped me** to understand my daughter's feelings and the importance of communication. Thank you so much CARE. Rif

My child has become more confident, able to control emotions better and more polite. **THANK YOU!** Mas

Thanks for making my kid a **better child.** TYP

Keep up the great work in **motivating** my child to have a good attitude towards studying. DT

Love you!!

Aziz



Thank you for your **patience and guidance** given to YY. He really enjoys the sessions. WL

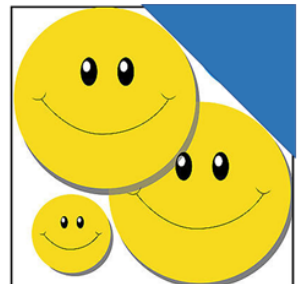
Thanks for shaping my son to be a better and more confident person. Now he **enjoys school...**Han

Thank you, my boy **loves all the outing & activities.** Lean

Thank you **CARE!!**
Sincerely grateful!
Val

Please continue next year. This helps kids improve & get better in social skills etc. FL

Thank you for your tremendous **perseverance.** Now my child behaves better in school. Sut



What Teachers & Principals Say

We have had an **extremely positive working experience** with CARE Singapore and we look forward to working with CARE again for the benefit and well-being of our boys.

Mr Tan, Principal



With CARE's guidance, our youths have **exhibited heightened levels of confidence, awareness of their abilities** and better exemplified our school values of resilience, integrity and synergy which leads to the eventual outcome of excellence. *Mr Chan, Principal*

CARE instructors work very well with all teachers and **students always enjoy** the lessons. Good Job!
Mdm Firza, Teacher

Indeed it takes a village to raise a child right, and we are very thankful to have fellow villagers like CARE **working hand in hand** with us to help our students soar to even greater heights!

Mr Chin, Principal



...CARE's developmental efforts towards the youths goes beyond the confines of the classroom spaces and school timetables. They care about the youths whom they are working with, and they bring these youths to an elevated platform where real life experiences act as the best lessons for them. When the disadvantaged students see that...it **awakens their hearts and ignites their motivation.**

The social capital of the community expands and the social divide is bridged. It is a **meaningful partnership** for both school and CARE Singapore.

Ms Cheng, Principal

CARE... teaches students a lot of **strategies** to grow and **self manage.**
Mr Lim, Teacher

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

Life is Great! Jan-Dec 2016

The CARE Village is the community of donors and volunteers who help sustain CARE to continue impacting youths.

Through a rich variety of activities and learning experiences offered by our corporate and IHL volunteers, students had a taste of how great life can be. For some, this became turning points to a new focus on working hard in school to achieve their new goals in life. THANK YOU for the IMPACT you made!



M1 wowed students with a grand buffet of Adventure Day, Avengers Exhibition, Movie & Charity Carnival!



Resilient with Bounce Inc!



Std-Chartered FreeKick Soccer Clinic



Universal Studio with Morgan Stanley



UOL-NEWater Learning Trip



Home Team – Adventure Day



Christmas with Changi Golf Club



Christmas with Drew & Napier



Grateful to be a beneficiary of the NSRCC Charity Golf 2016



Doodling Workshop – Paintlinks by Melt



Shakespeare In The Park – Romeo and Juliet
Tan Chin Tuan Foundation



SMU Kidlescope



Community Chest Heartstrings Walk – Vertical Marathon



Mediacorp Cares Futsal Friendly



Young NTUC – Maritime Learning Journey



Windsurfing Association Singapore, Constant Wind Sea Sports & Sailing School



Citi-YMCA Youth For Causes 2016



Kidzania Singapore

“The mind, once stretched by a new idea, never returns to its original dimensions.” — Ralph Waldo Emerson



Thank
you!

Notes from Students to the CARE Village

I don't really go out with my family. Because of you I **get to go places** I never go before.

Thank you!

Khaz, 13

Thank you for providing opportunities for us to learn not only inside but **outside school** too

Rus, 13

I really like the events you sponsor!

Yip, 9

I love you guys.
Thanks for all the blessings

Mel, 13

I have been to **amazing places** because of you.
Thank you.

Shafi, 13

Thank you for our **reward trips** and letting us have fun and amazing teachers


Carrie 13

Thank you for sponsoring. It really **benefits** me a lot.

Hazi, 13

Thank you for all the programmes which have been **very interesting**

Aa, 13



THANK
YOU!

Thank you for sponsoring us
you're the best!

Ric, 13

Sponsors,
thank you for **making us happy**

Has, 10

you guys are awesome!

Ran, 14

Thank you for all the fun and nice gifts and events!

Sri, 13

Please **keep sponsoring CARE** because they are really doing a good job

Khai, 14



Donors, Sponsors & Contributors

Despite a shaky economy, these kind and generous donors stretched themselves to tide us through the year.

They are the Pillars of Strength in our **CARE Village** – the community of donors and volunteers who sustain our work. We extend our heartfelt gratitude to all donors, including the individuals not listed due to PDPA reasons.



Major Donors/ Grant Contributors

Aberdeen Asset Management Asia Limited	Project Papillon
Asia Brokers Asset Managers Charity (S) Ltd	Singapore Totalisator Board
Crocodile Foundation Ltd	The Community Foundation of Singapore
Grace Shua, Jacob Ballas Charitable Trust	The Singapore Ireland Fund
M1 Limited	USES Pte Ltd

Corporate Donors

Acestes Pte Ltd	Lucky Joint Construction Pte Ltd
AXS Pte Ltd	Mediacorp Pte Ltd
BNL Services Pte Ltd	Nera Telecommunications Ltd
Capital International, Inc	Ntegrator Ltd
CarVal Investors Pte Ltd	Project Papillon
Chuan Pictures Pte Ltd	Quotient Infinity Holdings Pte Ltd
CIMB Bank Berhad	Seah Construction Pte Ltd
Cogent Container Depot Pte Ltd	St Joseph's Institution Intl Ltd
CWT Limited	Sun Holdings Ltd
Giesecke & Devrient Asia Pte Ltd	TCC Hospitality Resources Pte Ltd
HandphoneShop Pte Ltd	Timken Singapore Pte Ltd
HG Advertising Pte Ltd	Veson Nautical Pte Ltd
Hong Leong Corporation Holdings Pte Ltd	Wee Chwee Huat Scaffolding & Construction

CARE Board of Management and Staff

We thank and applaud each member of the CARE Board of Management for volunteering their time and expertise to steer the organization forward. We are also very grateful for each staff member who have dedicated their lives to making a difference in the lives of our youths.

THANK YOU SO MUCH!



Board of Management		Committee Members	
President	Jeffrey Neo	Darren Lai	
Vice-President	Rudy Low	Neo Kah Yean	
Secretary	Ester Gerber	Tien Mei Lin	
Treasurer	Kenneth Pan	Wong Yew Chong	
Management Team		Field Team	
Executive Director	Dr John K E Tan	Counselling	
Director of Enterprise	Adelyn Poh	Suria Bte Basri	
Consultant	Lan Teo	Faezah Safaruan	
Deputy Director (Therapy and Mental Wellness Services)	Lena Teo	Jacqueline Chan	
Deputy Director (Youth Services & Training)	Derek Chan	Diane Choo	
Manager, Youth Services	Faiz Bustami	Youth Work	
Manager, Admin & Operations	Amy Teo	Ansari Basri	Juliana Teo
		Edward Gunalan	Kenna Ang
		Elly Sim	Khairul Idham
		Elizabeth Moses	Phang Yee Huai
		Ignatius Koh	Phil Wong
		Jaime Sim	Shafik Said
		Jerome Yeo	Trina Wong
		Joyce Ng	Yuganesvaran
		Sandya Padmanapan	
Support Team			
Senior Executive, Community Relations	Nurulhuda A. Rahim		
Senior Executive, Operations	Gary Slider		
Executive, Community Relations	Diyanah Hamdan		
Executive, Accounts & Admin	Mavis Koh		
Executive, New Media/Youth Development	Thomas Goh		
Administration Assistant	Harianti Abdul Gani		
Maintenance Officer	Irene Chua		

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