

Annual Report

FY May 2017-April 2018

Children-At-Risk Empowerment
Association (CARE Singapore)



...helping youths succeed!

About CARE Singapore



Our Background

Established in 1997, CARE Singapore is a youth development charity helping disadvantaged, at-risk youths find direction, hope and success. CARE is also an NCSS-appointed Centre of Specialisation for Youth Empowerment.

Our Mission Helping youths succeed!

Our Vision Raising **RIPE** young people
Resilient, **I**nvolved, **P**urposeful, **E**mpowered

Our Work

We believe there is a success story in every child. We target disadvantaged youths at risk of failure, dropping out of school, socio-emotional maladjustment, distress or delinquency. We engage, educate and empower them through motivational life-skills instruction, counselling therapy, socio-emotional support, after-school activities, mentoring, leadership development and family support.

SUMmary of Our Work Approach

Strength-based

Help youths learn, discover and develop their strengths

Upstream Preventive

Influencing youths before they become out of reach

Multi-systemic

Engage socio-ecosystems to build strong safety trampoline

To donate or volunteer, please email cr@care.sg

***"It's better
to build
strong
children
than to
repair
broken
adults."***

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Message from the Chairman

Twenty-one years ago, CARE launched our school-based services in response to the then rising delinquency rates and behavioural issues displayed by students who didn't seem to fit in.

We adopted an upstream preventive stance, as we believed that nipping problems in the bud was not only cost-effective but also critical to shaping a whole generation.

That belief guided our targeted approach of shaping positive mindsets and always effecting needed interventions in a multi-systemic way.

Stated simply, it takes a village to help youths succeed. And if that village doesn't yet exist, we will endeavour to weave one.

Fast-forward two decades, while we may welcome downward trends in delinquency and youth crime, we can't help but notice more insidious patterns around mental wellness and socio-emotional health among youths. For instance, our field teams cited a whopping 200% increase, over 4 years, in student-reported personal and family issues.

Tackling this troubling trend will be a priority. Taking a holistic approach by involving more community stakeholders is key to sustainability. We seek thus to widen the CARE Village in order to do more. On this note, we recognize the sterling contributions of M1 Limited and acknowledge them as our inaugural Patron of Youth.

Looking back, this past year proved challenging. Although we cut general expenses by 11% and raised 14.5% more income through grants and donations, we still suffered a deficit at year's end.

We therefore appeal for your continued support, be it time, talent or treasure. No gift is too small. It shall be gladly received with gratitude from all of us at CARE.

Here's to a brighter future for all, especially our youths!

Yours truly,

Mr Jeffrey Neo,
Board Chairman, May 2018



REPORT SUMMARY

FOR FINANCIAL YEAR MAY 2017-APRIL 2018

Name: CARE Singapore Age: 21
Established: 1997 UEN No: T00SS0043E

CARE Service Report

2017

2016

Total number of students served	1017	1050
Total number of staff	37	35
Average staff cost	\$56,125	\$58,329
Total number of volunteers involved	855	1859
No of activities, events & projects coordinated	85	91
No of volunteer hours generated	10,309	15,873
Service satisfaction: % of clients above 3.5 out of 5	96%	95%
Service satisfaction: Overall rating on 5-point scale	4.5	4.5

Financial Report

FY 17-18

FY 16-17

Total Expenses	\$2,515,736	\$2,464,074
Expenditure on Manpower	\$2,076,641	\$1,971,720
Other Operating Expenses	\$439,095	\$492,354
Total income	\$2,137,146	\$1,865,489
Donations	\$619,021	\$525,043
Government Grants	\$1,136,015	\$885,315
Miscellaneous Income	\$382,110	\$455,131
Nett surplus / deficit (-)	-\$378,590	-\$598,585

Remuneration Bands of Key Staff

2017

2016

S\$50,000 - S\$100,000	2	3
S\$100,000 - S\$150,000	2	3
Total Number of Key Staff	4	6

Results: Excellent feedback from parents, teachers, students!

Conduct: Has been a key leader to improving youth work in Singapore

Remarks: Needs more help in raising funds and staying out of the red. Very impressive that despite challenges, CARE has managed to deliver high-quality service! Well done!

Youth Work Summary

2017 was a challenging yet fulfilling year; we had the opportunity to impact **1017** students in **8** different schools with our **SUM** approach to programme design:

- **Strength-based:** Help youths learn, discover and develop their strengths
- **Upstream-Preventive:** Help youths to do well and avoid school dropout
- **Multi-systemic:** Engage socio-ecosystems to build strong safety trampoline

Growing and learning are developmental tasks youths must do on their own; our role is to facilitate, guide and empower them to navigate this challenging phase of life and emerge as successful, contributing members of our community.

It takes a village to raise a child; we attribute our success to the collaboration and support of the community; our Partners for Good who share our mission of helping youths succeed.

Schools Served	Programme	Total
Bedok Green Secondary School	The Scaffold Programme	80
St. Gabriel's Secondary School	The Scaffold Programme	77
Bedok Green Secondary School	Uth Power!	153
St. Gabriel's Secondary School	Uth Power!	134
St. Patrick's School	Uth Power!	220
Teck Whye Secondary School	Uth Power!	226
Telok Kurau Primary School	Starkidz!	65
Bedok Green Secondary School	YARE Mentoring	27
Greendale Secondary School	YARE Mentoring	15
Pasir Ris Secondary School	YARE Mentoring	7
Presbyterian High School	YARE Mentoring	7
Yuying Secondary School	YARE Mentoring	6
Total number of students served		1017

ESU Service Report (Jan-Dec)	Total
Total Number Of Students Served	46
No Of Casework Counselling Sessions	317
No Of Family Intervention Sessions	133
No Of Groupwork Sessions	-
Total Number Of Sessions Delivered	478



The Programmes

- Uth Power! / StarKidz!
- The Scaffold Programme (TSP)
- Youth-At-Risk Engagement (YARE)
- Enhanced STEP-UP (ESU)

Uth Power! - A comprehensive motivational support and socio-emotional



learning (SEL) programme targeted at lower secondary students as well as primary school students (StarKidz!) This involves weekly life-skills lessons, after-school engagement, risk and needs assessment, counselling therapy, socio-emotional guidance, leadership development, mentoring, school and family engagement.

Uth Power! helps promote resilience, mental wellness, facilitate mindset shifts and life-changing experiences built on positive relationships. Minimum programme duration is one or two years as needed.

The Scaffold Programme (TSP) - A pilot project with the National Council of Social Service (NCSS) for low to mid-risk secondary school students. 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

TSP seeks 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.

Youth-At-Risk Engagement (YARE) Live-It-Up Mentoring – An MSF-funded mentoring support programme for selected secondary school students

YARE Mentoring 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.

Enhanced STEP-UP (ESU) – An MSF-funded counseling and case-management support services. This involves a combination of casework/counseling, group work and family intervention for selected high-risk students with significant behaviour issues or are at-risk of dropping out of school.

The Profile: 2017 Demographical Data

Consolidated student data

Student Composition

Secondary	93%
Primary	7%

By Gender

Males	77%
Females	23%

By Race

Chinese	44%
Malay	35%
Indian	11%
Other	10%

By Religion

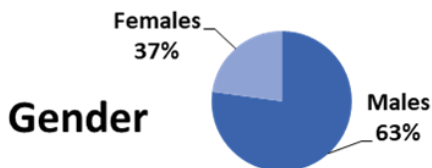
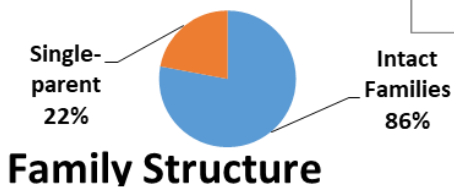
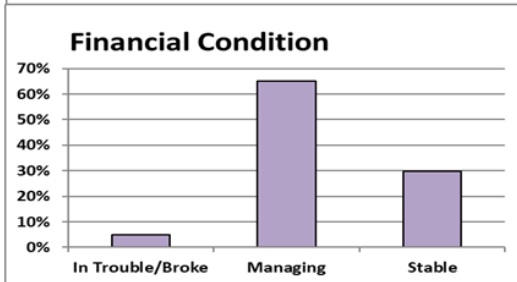
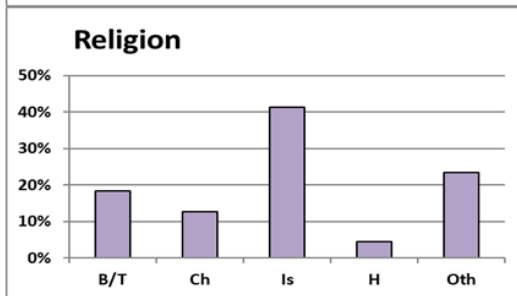
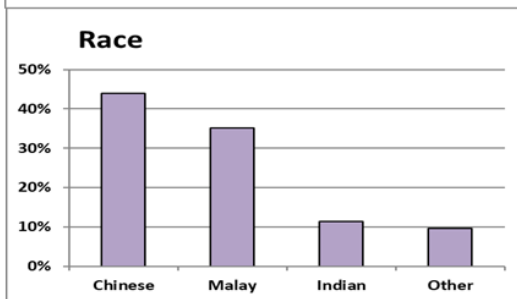
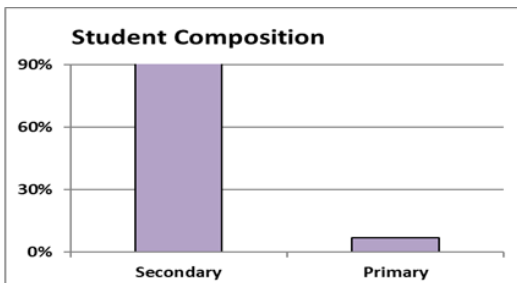
B/T Buddhism/Taoism	18%
Ch Christianity	13%
Is Islam	41%
H Hinduism	4%
Oth Others	23%

By Financial Condition

In Trouble/Broke	5%
Managing	65%
Stable	30%

By Family Structure

Intact Families	78%
Single-parent	22%

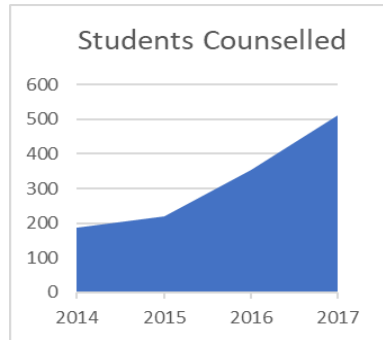


Therapy and Mental Wellness Services

All students served by CARE are assessed and tiered according to their level of risk and need. The therapy and mental wellness service provided by CARE's professional counsellors is activated only on need basis and referrals.

NUMBERS: 2017 was an uphill challenge as the number of students referred continued to escalate. The 510 students served was a 44% increase from the previous year.

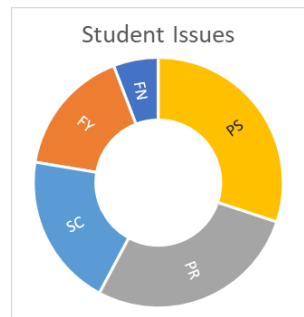
Year	2014	2015	2016	2017
No of students	188	221	355	510
Yr-on-Yr increase		33	134	155
% increase		18%	61%	44%



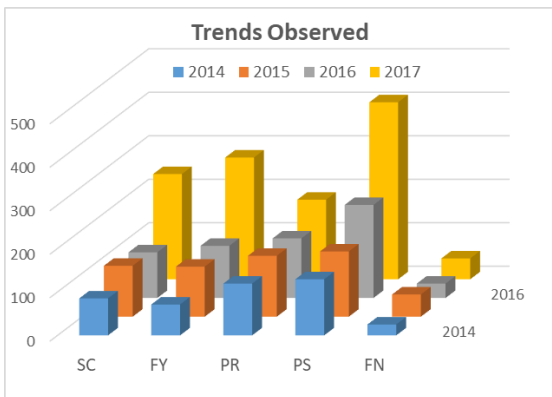
ISSUES ADDRESSED: Our students needed help on a broad range of issues; the most prevalent ones are personal and peer-related.

Types of Issues addressed

- FN** Financial Money issues
- FY** Family Abuse, divorce, family discord, etc
- PR** Peers Fighting, bullying, BGR, etc
- PS** Personal Mental wellness, stress, depression, etc
- SC** School Truantiing, misbehaviour, discipline, etc



TRENDS: Since 2014, we have noted an increasing intensity and complexity of cases requiring closer attention and additional support due to imminent harm and danger from youth mental health issues and family dysfunction situations.



Trends Observed

Year	SC	FY	PR	PS	FN
2014	85	71	119	129	25
2015	117	115	140	150	51
2016	105	120	137	214	33
2017	242	280	183	407	48

2014 as baseline data

Increase	157	209	64	278	23
% rise	185%	294%	54%	216%	92%

Note: These numbers are unique counts of presenting issues; some students may have multiple issues.

REACHING FAMILIES

*Family is,
heaven sent
from our
Father above,
bonded by the
power of love.*

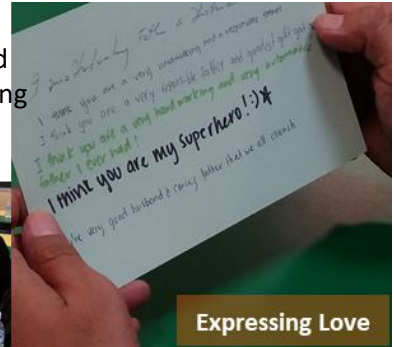
Studies show that positive family relationships help youths to stay away from drugs, drinking, smoking and enjoy better physical and mental health. Hence, strengthening family relationships is an important preventive component of our work of helping youths succeed.

Over the year, we conducted 17 parenting workshops and parent-child bonding activities and reached out to 1017 parents. Feedback indicated

that most families enjoyed the activities and found them valuable opportunities for bonding, deepening understanding and strengthening relationships.

Examples of activities include:

- Sogetsu Japanese Floral Art
- Father/Son Soccer
- Ramadhan Breakfast
- Mid-Autumn Festival



Expressing Love



I love U, Mum!!

Sogetsu Floral Art

Baking Fun



Ramadhan breakfast event

Artwork with Dad



Annual Father/Son Soccer Games

Outcomes Achieved

Evaluation Summary & Outcome Indicators for 2017

As part of government grant funding requirements, our programme quality is strictly monitored with student feedback and evaluation conducted every semester and reported under NCSS's Programme Evaluation System (PES).

We are proud to report that feedback from students, parents and teachers has been highly positive each year, with client satisfaction levels at well above industry average.

Feedback from Students		2017	2016
A	Feeling more positive towards school and community	91%	93%
B	Having learnt useful lifeskills	94%	88%
C	Improved leadership skills	92%	94%
D	Improved relationship skills	92%	91%
Evaluation Statistics			
E	% rated > 3.5 (on scale of 1-5)	96%	95%
F	Total forms returned	800	860
G	Overall rating average	4.5	4.5
Feedback from Parents			
A	Find CARE's programme relevant and helpful	98%	96%
B	Noted improvements in child	97%	96%
C	Noted improvements in family relationships	96%	96%
D	Has learnt how to help child better	97%	96%
Evaluation Statistics			
E	% rated > 3.0 (on scale of 1-4)	96%	97%
F	Total forms returned	246	228
G	Overall rating average	3.6	3.6
Feedback from Teachers			
A	CARE's programme has helped my students	99%	99%
B	Students improved in behaviour/social skills	96%	90%
C	Works well with the CARE team	100%	99%
D	School is informed/updated in timely manner	100%	96%
Evaluation Statistics			
E	% rated > 3.0 (on scale of 1-4)	100%	95%
F	Total forms returned	47	45
G	Overall rating average	3.7	3.6

The Impact: Transformed Lives

Students Share How They Have Been Changed

The annual year-end Showcase event is a time for reflecting on the lessons



learnt and celebrating the achievements made. All of us were deeply touched by what students shared about how they were impacted by the CARE Programmes.

Peer Pressure

I used to think that people would like me if I behaved just like them. I've learned that I am unique and do not need to change myself to fit in. True friends will accept me and never influence me in bad ways. I've learnt to be confident and ignore what other people think of me. I've learnt to stand up for myself and say 'no' to what I know are wrong. I've learnt to be more positive about myself. Darshini, 14



Darshini, 14, sharing her testimony

Positive Self Talk

One of my favourite lessons is 'self talk'. I remember learning how to change the negative things I tell myself to positive things. This lesson taught me that what I tell myself is important and it makes a difference in my life. This is something that I now practice daily. For example, when I don't do well in my exams, I tell myself to try harder the next time. Lee, 13

Leadership

I used to be quiet and reserved but I've learnt to be a confident leader and be more comfortable speaking up. Everyday, I'm learning more about my strengths and things I can improve. I feel so happy being able to speak to a crowd of about 500 people today! Syafi'ie, 14

Perseverance

If there is an award for failing Chinese the most number of times in Primary school, I think I will win that award. I thought that confirms I will continue to fail Chinese in secondary school.

Then I learnt to change my attitude and make a new plan. I worked hard and didn't give up. For the first time last year, I finally passed my Chinese! Yan, 14



The Impact: Joshua's Journey

An Eagle Learns to Fly

CARE's greatest achievement is the impact on individual youths; the success story that each child can claim as his personal life story. It gives us the utmost pride when we see youths blossom and empowered to face the future armed with wings of confidence and optimism, yet grounded with the attitude of gratitude and desire to give back.

Joshua Tay is one such shining example. From day 1 at Sec 1, he was quiet and almost invisible. While he did not see much in himself, the CARE team saw a diamond in the rough.

The Journey Begins.

Our opening wedge was his willingness to help others.

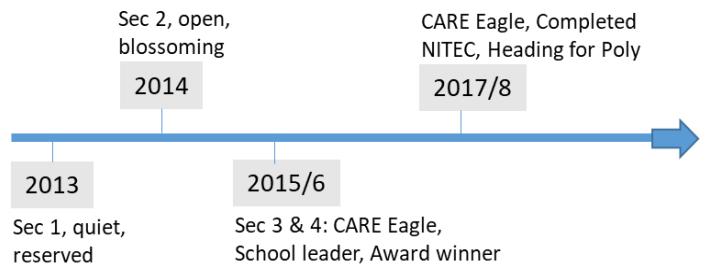
The CARE team persistently engaged him with different

opportunities to provide support to his peers in various settings. Getting out of his comfort zone was difficult but he gradually began to open up as he learnt to enjoy the new experiences and to believe in himself.

Over time, we were delighted to discover in Joshua a deeply caring leader and a highly talented student. He was an active participant in CARE activities who always supported his peers. He respected and worked well with others, even those he disagreed with. When he graduated from our programme in Sec 3, he volunteered as a CARE Eagle (we call our student volunteers Eagles) and offered to take up the student camp commander post at a camp organised for his juniors. Well aware of the demands and difficulty of this position, he impressed us with his desire to not allow his own comfort zone be his limiting factor in life.

The Eagle Soars. Joshua graduated top of his cohort in multiple subjects in the 2016 N Levels. He had also served as chairman of his school sport leaders executive committee and participated in multiple service learning projects. He has just completed NITEC in aerospace engineering and will aim for Poly next.

Thank you, Joshua, for doing well, and volunteering at CARE whenever needed. Students like you inspire and remind us that we truly have the most worthwhile and fulfilling job in the world!



Notes from Parents & Principals

Thank you for providing a quality love, care and genuine form of education that help to improve my son's attitude towards life.

Thank you for guiding my child to be more confident and well mannered. Good job!!

He has improved in how he shares his feelings and problems. Started to help out more without even being asked. THANKS!

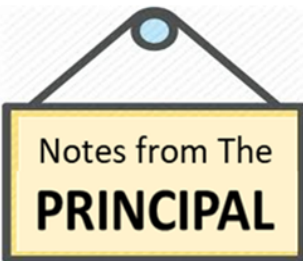


Awesome programme. Every school should have this!

My daughter had a really bad 2 years after I was divorced. She became extremely angry towards her family. **THANK YOU** for helping her control her anger & communicate better.

I am really grateful that CARE is there to guide, support, motivate and love my boy. **A big thank you!!**

Thank you for all the time and effort. You guys did a **miraculous job.**



CARE Singapore has once again delivered **impactful and enriching programmes...**

Our students really appreciate and enjoy the myriad of interesting external programmes they get to participate in.

Mr Stephen Chin

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

Our youths have exhibited heightened levels of **confidence, awareness** of their abilities and better exemplified our school values of resilience, integrity, synergy and excellence.

Thank you! *Mr Edwin Chan*

Partners for Good! ...it takes a village to raise a child!

CARE Village® Sparkles!

Jan-Dec 2017

Donors and volunteers – the community that we call the **CARE Village** – engaged our youths in far-reaching ways that

- opened eyes
- broadened minds
- stretched imagination
- transformed lives

Our youths benefitted so richly from the myriad learning opportunities and activities offered by our many corporate and community partners.

THANK YOU for helping youths succeed!



M1 Incentives that powered youths on: Kooza, Movies & Ice-skating!



Canoe Polo with Punggol CSC



The Super Rewards Lunch with Drew & Napier



Boeing visit with NECDC



Google & Fullerton experiences by Tan Chin Tuan Foundation



FC Bayern Munich Meet & Greet with T-Systems



Experiencing Gardens by the Bay



Forbidden City Musical with U.S. Embassy & SRT

Partners for Good!

- 4PM
- AllSpice Institute
- Boeing
- Bounce Inc
- Canoe Polo Association
- Changi Golf Club
- Circle of Friends
- Cirque du Soleil
- Community Chest
- Credit Suisse
- Dimension Data
- DNV GL
- Drew & Napier
- Gardens by The Bay
- Insworld Institute
- International Champions Cup
- Ling Kwang Home for Senior Citizens
- Macquarie Group Services P/L
- M1 Limited
- Mediacorp Cares
- Mega Adventure
- Melissa Singapore
- MSF
- National Arts Council
- National Heritage Board
- National Junior College
- National University of Singapore
- Oschool
- Playeum
- Presence of IT
- PUB
- Punggol Club CSC S'pore Sogetsu Association
- SAFRA Toa Payoh
- San Yu Adventist Church
- Singapore Canoe Federation
- SMU Kidleidoscope
- Sogetsu Singapore Association
- Sportcares
- Sportif Youth
- SRT
- Standard Chartered Bank
- Tan Chin Tuan Foundation
- The Karting Arena
- Touchwood
- T-Systems
- Unilever
- UOL
- US Embassy
- Waterways Watch Society



Tracing Food Journey with NUS Big Hands, Big Hearts



Bowling with SAFRA Toa Payoh



Clip N Climb with Presence of IT



Vertical Marathon with Community Chest



Fun skills with SMU Kidleidoscope



Zoo Outing with DNV GL



Japanese floral art with



Helping with 4PM



Learning with NUS ChariTeach



Eco-landscaping with Touchwood



Army Museum with UOL



International Champions Cup with SportCares



Std-Chartered FreeKick Soccer Clinic



CARE's First Patron of Youth

It is CARE's privilege to have **M1 Limited**, a most vibrant and dynamic communications company, as our inaugural **Patron of Youth**.



“ We are happy to provide sustained support to CARE Singapore through our long-term partnership. Through activities and programmes in schools and the communities, CARE has done marvelous work in helping at-risk and vulnerable youths to succeed in life. ”

Mr Ivan Lim, Director, Corporate Communications, M1 Limited receiving the award from CARE Co-founder, Ms Adelyn Poh

Officially launched in October 2017, the CARE Village Awards are a recognition and appreciation of the commitment and sustained support of our corporate donors. Their generosity enables CARE to continue our work which is 50% funded by government grants and school co-payment.

Reflecting the growth mindset which we teach our youths, the awards honour donations on a life-long, cumulative basis.

Philanthropy is part of M1's corporate DNA. Besides their own corporate donation, M1 engages staff, business partners and associates in fundraising initiatives to support charities like CARE on an annual basis.

Partnering with M1 has been most meaningful because our goals are so aligned: helping youths succeed. M1's first gift of 100 Cirque Du Soleil tickets in 2002 helped ignite, inspire and galvanize highly unmotivated

students to action and achievement. One of those students was so transformed, he is today serving in CARE as a fulltime youth worker, impacting other youths.

Our students are greatly touched by the unwavering enthusiasm and dedication of M1 staff volunteers. The fun-filled events they organize each quarter serve as programme incentives that motivate our youths towards greater personal improvements and achievement. Focusing on the attitude and efforts of those who achieved, the message to all students is that by working hard, they can also reach their goals. To date, this has directly impacted over 6000 CARE youths.

CARE deeply appreciates this partnership for good. “The opportunities and support provided by M1 over the years have been our pillar of strength. Without M1, we would not have come this far nor achieved so much! **THANK YOU, M1!**” says Dr John Tan, CARE's Executive Director.

Donors, Sponsors & Contributors



Each donor is a Pillar of Strength in our CARE Village - the community of donors and volunteers who sustain our work. From corporate titans to



temples to teens, your generosity has helped to change the life direction of many vulnerable youths. We are deeply grateful to every single donor, corporate or individual, big or small, listed or not. **THANK YOU** for enabling us to continue our work of helping youths succeed!

Major Donors/ Grant Contributors

Aberdeen Asset Management Asia Limited	Mellford Pte Ltd
Asia Brokers Asset Managers Charity (S) Ltd	Singapore Totalisator Board
Drew & Napier LLC	Tan Ean Kiam Foundation
Kwan Im Thong Hood Cho Temple	The Grace Shua & Jacob Ballas Charitable Trust
Lee Foundation	The Shaw Foundation Pte
M1 Limited	USES Pte Ltd

Corporate Donors

Acestes Pte Ltd	Loyang Tua Pek Kong
Arrow Communication Group Pte Ltd	Macquarie Group Foundation
Borden Company (Private) Limited	Mediacorp Pte Ltd
CA (Singapore) Pte Ltd	National Junior College
Cedar Girls' Sec School	New Funnels (S) Pte Ltd
Char Yong (Dabu) Association, Singapore	Nice View International Investment Pte Ltd
Enviably Me Pte Ltd	NT8 Software Solutions (S) Pte Ld
Essential Werkz Pte Ltd	Plusone Asia Pte Ltd
Exclusive Networks Singapore Pte Ltd	PTC Systems (S) Pte Ltd
Experience Plus Pte Ltd	Soon Poh Telecommunications Pte Ltd
Gain Well International Pte Ltd	Spectrum Press International Pte Ltd
Golden Development Pte Ltd	Sun Holdings Ltd
Hewlet Packard Enterprise	Tai Eng Pte Ltd
Hin Sin Construction	Tampines Chinese Temple
Horizon Primary School	TOUCH Community Services Limited
In2 Marketing & Consulting Pte Ltd	T-Systems Singapore Pte Ltd
Kalco Law LLC	Veson Nautical Pte Ltd
LG Electronics Singapore Pte Ltd	VVRN Pte Ltd

CARE Board of Management and Staff



Working hard behind the scenes are CARE's volunteer-driven Board of Management and the dedicated team of professional staff.

Each one is committed to making a difference in

the lives of our youths, and responsible for the amazing results achieved.

Behind every great work are great people working to make great things happen.

THANK YOU SO MUCH!

Board of Management			
Office Bearers		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		Team Leads	
Consultant	Lan Teo	Jerome Yeo	Shafik Said
Executive Director	John K E Tan	Ignatius Koh	Khairul Idham
Director of Enterprise	Adelyn Poh	Elly Sim	
Dy Director, Therapy & Mental Wellness Services	Lena Teo		
Dy Director, Training & Youth Services	Derek Chan		
Senior Manager, Community Relations	Grace Ng Gim Bee		
Manager, Youth Services	Faiz Bustami		
Manager, Admin & Operations	Amy Teo		
		Counselors	
		Anita Kathirayson	Jacqueline Chan
		Diane Choo	Shayne Goh Mei Xin
		Faezah Safaruan	Suria Bte Basri
		Goh Wei-Shen	
Support Team		Youth Workers	
Snr Exec, Operations	Gary Slider	Ansari Basri	Juliana Teo
Snr Exec, Community Relations	Nurulhuda A. Rahim	Dominique Dillon	Kenna Ang
Exec, Community Relations	Diyanah Hamdan	Edward Gunalan	Pathma Kumaari
Exec, Accts & Admin	Mavis Koh	Jaime Sim	Phil Wong
Administration Assistant	Harianti Abdul Gani	Joyce Ng	Sandya Padmanapan
Maintenance Officer	Irene Chua		Yuganesvaran

ACKNOWLEDGEMENT

Our sincere appreciation to all funders, donors, sponsors, volunteers, school or community partners, named or unnamed in this report.

Your contribution and participation has made this work possible and we look forward to your continued support as we work together to help youths succeed!