

**HELP EVERY  
YOUTH SUCCEED!**

**Children-At-Risk Empowerment (CARE Singapore)**

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Charity Registration No.: 1509



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**CARE**  
SINGAPORE

**ANNUAL  
REPORT**

2020/2021

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## PRE-AMBLE:

The strongest steel is forged by the hottest fires.

As we are pounded and tossed around by creative Tension, we push our limits and with collective strength, go forth as a team beyond the Threshold to meet the challenges ahead.

The plan is unfolded, and our journey to SP25 begins.

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## CHAIRMAN'S MESSAGE

The world as we know it has changed and will continue to change with even greater ferocity as the global COVID-19 storm rages on. Even in a safe haven such as Singapore, the increasing stress levels among people is making the work that we do at CARE even more important.

While we often say "A journey of a thousand miles begins with a single step", we remind ourselves each day that our partners and supporters who come alongside us make sure that the journey is completed and ends safely for everyone.

The outpouring of support we received from all of you is the strongest validation of our work and invigorates the team at CARE to do more to honour your support and ensure that no youth is ever left behind.

The team at CARE has gone beyond themselves during this pandemic, bringing forth new ways of effectively helping our youths and challenging themselves to explore various ways to use technology to extend the human touch. Such work cannot be done alone and we acknowledge all the help and encouragement that you have given us.

As we celebrate our Silver Jubilee in 2022, our Strategic Plan 2025 (SP25) will progressively take shape as we strive to do better by developing new capabilities and pivoting our strengths to meet the growing needs ahead.

I look forward to your continued support of CARE as we journey together to serve and help more youths succeed!

Thank you.



**Mr Jeffrey Neo**  
Board Chairman

## EXECUTIVE DIRECTOR'S MESSAGE



2020 was an unusual year.

While it was deeply unsettling due to COVID-19 and saw many lives and livelihoods turned topsy turvy, it also gave our society and community the opportunity to bond together.

In our earlier annual reports, we spoke of Transitions and the Tensions that arose when COVID-19 swept the world. Now, we find ourselves thrust to the cusp of change, on the verge of crossing the Threshold.

A threshold is not simply a boundary, but the frontier which cannot be crossed without the heart being passionately engaged and woken up.

It is a crossover moment, signaling the moment of transformation. Like the point when the water reaches 100 degrees and transforms to steam, or when a caterpillar breaks through its cocoon to take flight as a butterfly.

This is the moment when we take the first steps to what lies ahead as Singapore continues to evolve.

Technology, as an enabler remains a key element in our strategy to implement effective solutions for the post COVID-19 world and beyond. Social

media engagements are becoming increasingly in importance for engaging our Stakeholders.

I am happy to share that CARE was chosen to participate in the inaugural Tik-Tok for Good scheme in Dec 2020 and that we have achieved certification with close to 1,100 followers in a matter of months. Our Facebook fans have also increased by 25% in the past year. Thank you for your support on our digital platforms.

In the area of sustainability, we are deeply encouraged to receive grace upon grace and are now in a much stronger position to meet the increased needs of the community we serve. To honor the support from our donors and supporters, we embarked on an intensive pro-bono consultancy with Oliver Wyman to chart new and better ways of providing support to the community.

Volunteers and collaborations with corporate citizens continue to be important areas we will nurture as we co-create solutions with various stakeholders to bring forth systemic support for young persons.

The plans have been encapsulated in our Strategic Plan 2025 (SP25) and outlines a series of bold moves that are needed to meet the needs of the community. The execution of the SP25 strategies will take place over the next few years and we will listen closely to the heartbeat of the community as we implement solutions to assist them.

Our intent has always been to journey alongside the community and keep our focus on creating value to empower and enrich our shared eco-system.

In 2022, CARE will be commemorating our Silver Jubilee and mark 25 years of "Helping Youths Succeed". Thank you for supporting our journey and we will share more of what is planned as the year continues.

My birthday wish for CARE is that more people will hear the voice of the people we serve and step forward to join us as we build a better Singapore.

Thank you for Caring.

**Dr John Tan**  
Executive Director



## GENESIS OF THE STRATEGIC PLAN 2025 (SP25)

As one journey ends, another begins.

CARE Singapore was fortunate to receive pro-bono support from Oliver Wyman for 6 weeks of dedicated consulting in early 2021 and embarked on a journey with the various teams to chart our strategic directions for 2025 and beyond.

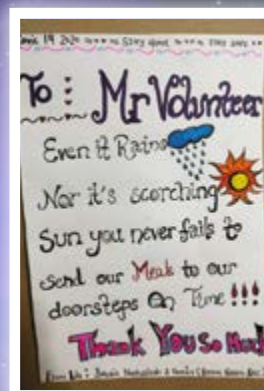
The project culminated in the genesis of several focal areas identified for exploration and development and we would be studying these in more detail so that we can better serve the youths and those who are close to them.

## FOREFRONT OF CARE

COVID-19 threw the world as we know it into disarray, disrupting the normalcy of life of many people, including our youths, their families, and the communities we live in. To help them through this tough period, CARE staff went beyond themselves, morphing into food deliverers, laptop technicians and launched a national helpline offering Psychological First Aid to Singaporean and foreign workers alike.



Staff engagement with members of the consulting team from Oliver Wyman on the SP25 Strategic Plan.



During COVID, CARE went all out to make sure help is given, delivering food to families of our students during Circuit Breaker and volunteering to offer emotional support through our Hear4U helpline. (Left) Sharael Taha (MP Pasir Ris East) joins CARE and volunteers from Schneider Electric to distribute laptops they donated to low income families.

# PROGRAMMES REPORTS

As we pivoted our operations to provide relief to those who needed help, CARE also made sure that our staff's well being was not neglected. CARE Packs and pizza treats from the CARE board for staff and their families in 2020.



Served  
**1072**  
students

More than  
**4,500** hours  
hours of counselling



More than  
**11,000**  
meals delivered



**5**  
National Helplines launched to help during Circuit Breaker and Dormitory lockdown

## COLLABORATIONS

### TSR POWER

CARE had the privilege to collaborate with the National Healthcare Group (NHG) to conduct teacher-training workshops on Teacher-Student Relationships (TSR) for 315 teachers from five selected primary schools in 2020.



### MENTORING

Youth mentoring continues to be an important component of our services. In 2020, we conducted youth mentoring services at two secondary schools, working in close collaboration with the MOE under their Project Enable.

In 2021, this collaboration with MOE expanded, with the support of Marina Bay Sands' sponsorship. Some 75 schools are benefitting from mentoring programmes in 5 different secondary schools.



### GIRL POWER

250 girls went through an empowering experience as they journey through various modules of the Girl Power programme, now into its third year.



### NATIONAL MENTORING SUMMIT 2021

CARE was one of the organizing partners for the 2021 National Mentoring Summit held on 26 March and graced by Minister of State (MCCY & MTI) Alvin Tan.



### FAMSTAR 2020

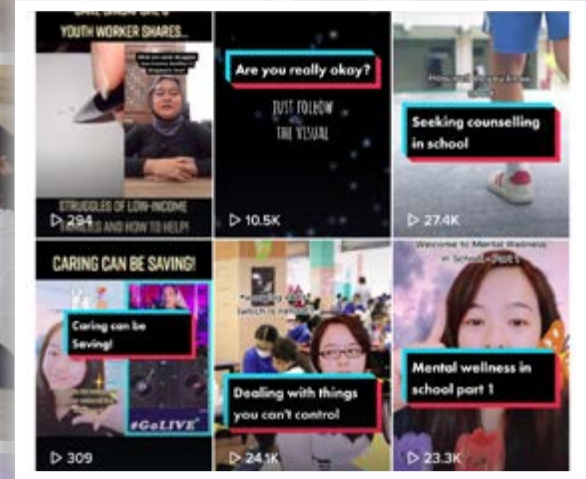
The annual STAR Showcase took the form of a family oriented event "FamSTAR" on 21 November at Wild Wild Wet. This was to encourage family bonding and recognize the importance of the family in a youth's growth journey.



# GOLDEN MOMENTS



Photos of CARE's activities with students and partners taken when in-person activities were allowed and were carried out in-line with prevailing SMM restrictions.



## THANK YOU FOR YOUR LOVE

We would like to thank all our donors who have supported us through this tough period and made it possible for us to continue our work.

It was an exceptional year for us as we received overwhelming support from the community who blessed us with cash donations as well as items ranging from provisions for our students, pre-owned laptops, iPads, masks and sanitizers as well as knowledge and advice.

Your support has allowed us to raise close to 1.9m in donations and recover from the deficits accumulated over the last few years.

Our special thanks to each of you for making a difference.

### HIGHLIGHT OF CORPORATE DONORS



- Syngenta Asia Pacific
- Allianz SE, Singapore Branch
- Tan Chin Tuan Foundation
- USES Pte Ltd
- Tan Ean Kiam Foundation
- Marina Bay Sands
- ... full donor list can be found online.

### THANK YOU

also to the volunteers from DESMO, PGIM, Standard Chartered Bank, Oliver Wyman, Singapore Airlines, Marina Bay Sands and our volunteer translators for the Hear4U migrant worker support line.

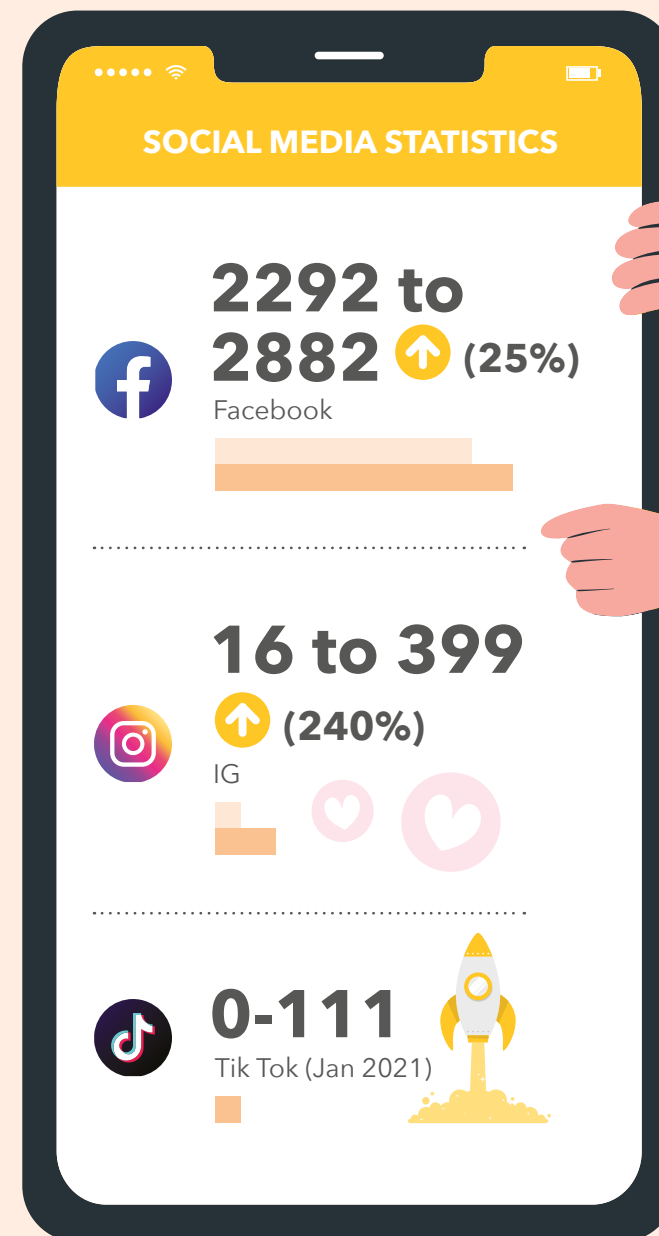
“ CARE SINGAPORE CURRENTLY PLACES ITS RESERVES IN LOW-RISK AND CONSERVATIVE FINANCIAL INSTRUMENTS AND THE BOARD REGULARLY REVIEWS THE AMOUNT OF RESERVES THAT IS REQUIRED SO AS TO ENSURE THAT THEY ARE ADEQUATE TO FULFIL OUR CONTINUING OBLIGATIONS.

THE CURRENT RESERVE TO EXPENSES RATIO AS AT 30 APRIL 2021 IS 1.69.”



## LET OUR VOICE BE HEARD

As CARE pivoted our services, we increased our digital presence on social media to ensure that those who require help know where to find us.



The push towards digital space will help buffer us against workstream disruptions from COVID-19 type episodes and help us connect with the new generation of digital natives.





## OUR HEARTS, OUR MINDS

Pasir Ris has been CARE's home for the last 17 years and thus as we formulate our SP25 plans, we felt compelled to also look at enriching the community that we have been in.

We are concerned for the wellbeing of our neighbours in Pasir Ris. So, over the course of the next year, we will gradually increase the capacity of

our Counselling and Therapy Center located along Pasir Ris Drive 6, to offer youth centered services, leveraging on our expertise as an NCSS appointed Centre of Specialisation for Youth Empowerment.

At the heart of it all, we want to serve not only the youths in Singapore but their families as well, starting at HOME in Pasir Ris.



Photo taken before COVID-19 restrictions were in place.

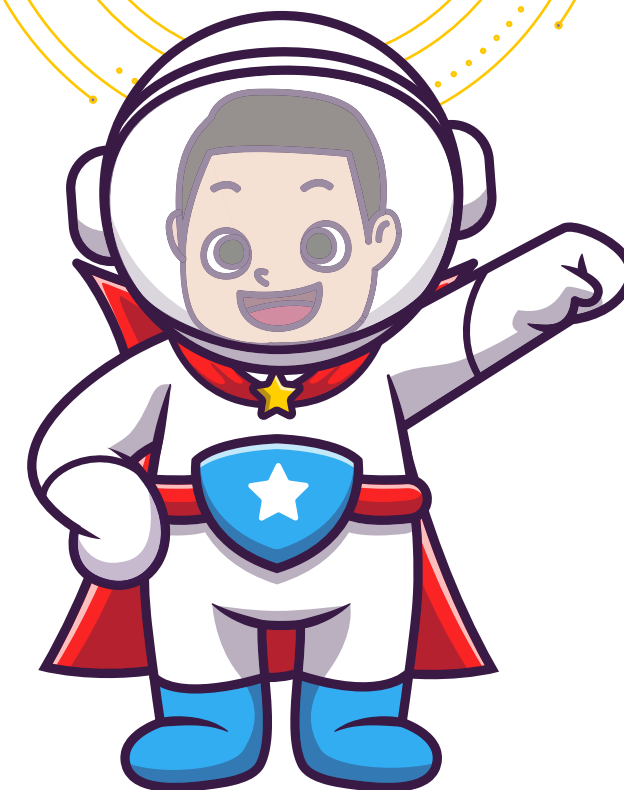
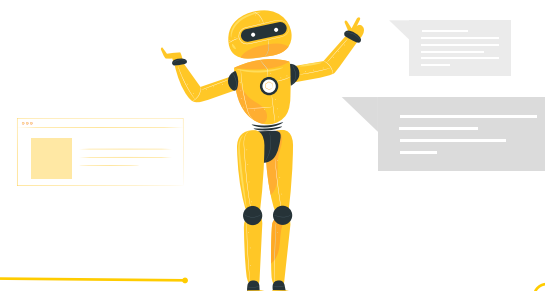
## CHATTING WITH BUD



Coupled with the "HEART" of counselling and therapy, this will provide inroads towards new ways of connecting with the younger generations thereby increasing the accuracy and speed of our intervention.

To enhance the level of our services and extend our reach, CARE launched "BUD" - a WhatsApp based chatbot which will be progressively deployed in our school-based work and potentially evolve into a community solution.

This will form an integral part of our strategy as we align our work processes to better serve our clients and allow for a data driven model of intervention.



## GOVERNANCE REPORTING

The society is mindful of the suggested tenure cap of board members as ten consecutive years of service. Current board members provide stability to the society through their experience and consistency of service.

Nonetheless, and notwithstanding the possible constraints posed by the society's Constitution with regards to new board member recruitment, the Board is committed to consider ways to institute board renewal.



**Jeffrey Neo**  
Chairperson  
Joined 2000



**Rudy Pierre Low**  
Vice-Chairperson  
Joined 2006



**Ester Gerber**  
Hon. Secretary  
Joined 2003



**Neo Kah Yean**  
Member  
Joined 2008



**Mei Siregar**  
Member  
Joined 2004



**Darren Lai**  
Hon. Treasurer  
Joined 2013



**Kenneth Pan**  
Member  
Joined 2008

## BOARD MEETINGS ATTENDANCE

	Name	Date	13/8/20	29/9/20	9/12/20	4/3/21	28/4/21	% attend
1	Mr Jeffrey Neo		1	1	1	1	1	100
2	Mr Rudy Pierre Low		1	1	0	0	1	60
3	Mr Kenneth Pan		1	1	1	1	1	100
4	Ms Ester Geber		0	0	1	0	1	40
5	Mrs Mei Lin Siregar		1	1	1	1	1	100
6	Mr Darren Lai		1	1	1	1	1	100
7	Ms Neo Kah Yean		1	1	1	1	1	100

All Board and Board Committee Members are volunteers who contribute pro-bono their time, expertise and services. They do not receive any allowance, honorarium, reimbursements or remuneration for their efforts.

## MANAGEMENT OF CONFLICT OF INTEREST

The Society has a conflict of interest policy in place. All trustees/office bearers and key management personnel are required to read and understand the conflict of interest policy. They are required to make full disclosure of interests and to sign the declaration form every year. When a conflict of interest situation arises, the person concerned shall declare his or her interests and abstain from participating in the discussion, decision-making and voting on the matter.

There was no transaction with a corporation in which the trustees/office bearers and the key management personnel had an interest during the fiscal year 1 May 2020 to 30 April 2021.

The Annual Report should be read in conjunction with the audited Financial Statement. The required disclosures in conformity to the FRS (Financial Reporting Standards in Singapore) and Code of Governance for Charities and Institutions of a Public Character issued by the Charity Council (April 2018) are contained in the audited financial statements.