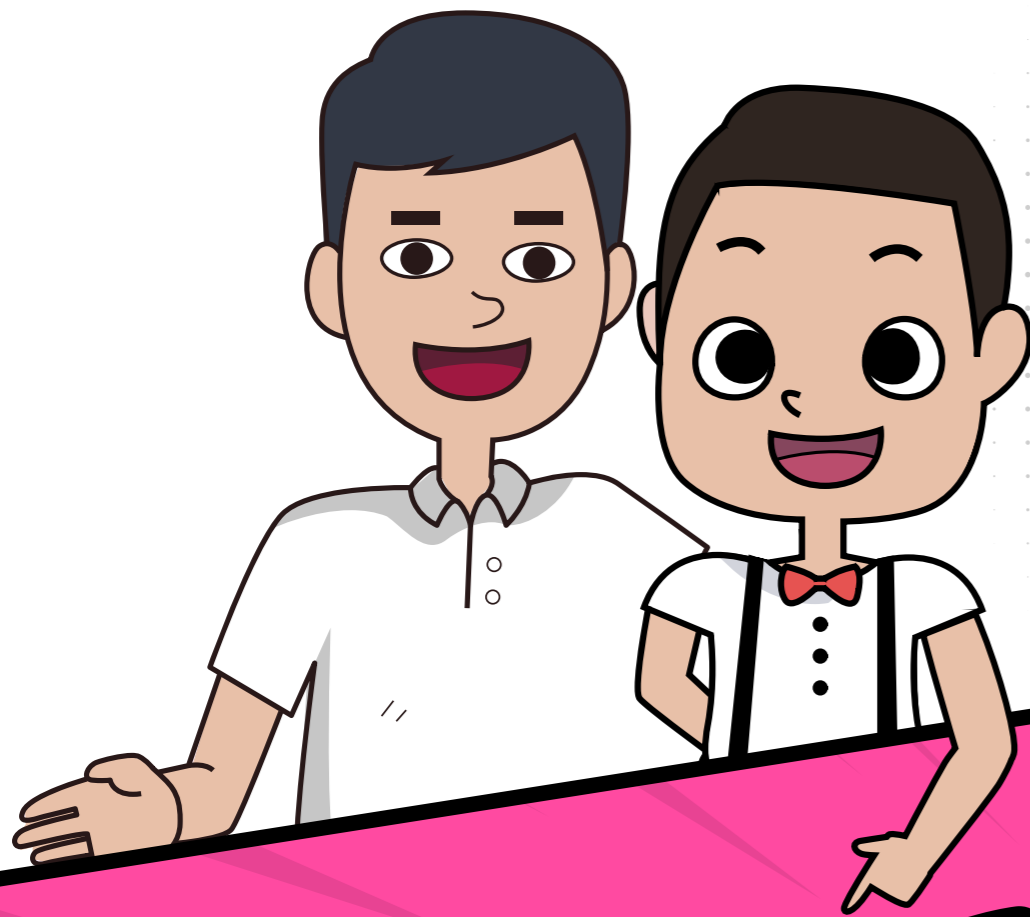




25
YEARS

REMINISCING & REIMAGINING

Annual Report 2022/2023



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PREAMBLE

IN A WORLD WHERE TIME WAITS FOR NO MAN, WE FIND OURSELVES AT A PIVOTAL MOMENT, REFLECTING ON OUR JOURNEY, AND CHERISHING THE PAST WHILE SETTING OUR SIGHTS ON THE FUTURE.

AS WE DARE TO DREAM, INNOVATE, AND EXPAND OUR HORIZONS, WE REMAIN STEADFAST IN OUR COMMITMENT TO DELIVERING EXCELLENCE AND CREATING A LASTING IMPACT ON THE WORLD AROUND US.

THE STAGE IS SET, AND THE FUTURE BECKONS.

TOGETHER, WE WILL SHAPE OUR DESTINY AND AUTHOR A FUTURE THAT SURPASSES EVEN OUR WILDEST ASPIRATIONS.

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MESSAGE FROM MR JEFFREY NEO, PRESIDENT OF THE BOARD

As I sat quietly last night, reflecting on the recent journey of CARE, my heart was filled with a profound sense of gratitude. Throughout the pandemic, we were reminded of our collective strength and ability to adapt, even in the face of the most challenging circumstances.

I believe many of you share this sentiment. As we emerge from the shadow of COVID-19, we see a world that is healing, slowly but surely. However, the echoes of this global crisis persist, altering the way we do business and shaping the socio-political landscape. It would be naive to think that we can revert to our old ways - the "Business as Usual" model has been fundamentally disrupted.

In facing these challenges, it's crucial to remember why we do what we do. At CARE, we're not just building an organization, but a community, guided by a shared belief that we can make a difference. And this belief fuels our resilience, a trait that has distinguished CARE throughout its 25-year history.

I have absolute faith in John and his team. They don't merely exhibit CARE's resilience, they embody it. Their dedication and determination are what will steer us through these uncertain times. However, it is not the challenge we face but how we face the challenge that defines us. Remember, it's not just about weathering the storm but learning to dance in the rain.

Let me also take a moment to express my deep appreciation for every individual and organization that has stood by us. To our funders, donors, sponsors, and volunteers - your belief in us has transformed CARE's growth story, enabling us to expand our reach and deepen our impact, even amidst these challenging times.

Looking ahead, it's the journey that excites me. Because when we embrace uncertainty, it becomes an opportunity. An opportunity to innovate, to grow, and to become an even stronger community. We are investing in our people, resources, and technology, with a vision to expand our capacity fivefold. It's a bold goal, but one that I am confident we can achieve with your unwavering support. It's not just a dream, but a possibility within our reach. So here's to our collective journey, to the lessons we'll learn, the resilience we'll show, and the impact we'll make.

Together, let's create a future we can be proud of.



Mr Jeffrey Neo
President



MESSAGE FROM DR JOHN TAN, EXECUTIVE DIRECTOR



Looking back on the last 25 years, I am flooded with nostalgic memories of CARE's humble beginnings. As a volunteer back then, I vividly recall the founding members and myself personally conducting lessons. Incredibly, in what feels like a blink of an eye, we have now grown to a team of 50 staff members. This remarkable growth would not have been possible without the abundant support we have been blessed with. It is truly a privilege to have seen CARE grow through the years, and I am excited to explore and share the remarkable things that await us.

As we journey further into our Strategic Plan (SP25) this year, our priorities are shifting to ensuring sustainability and making a lasting impact. Consequently, we are forging new partnerships and implementing initiatives to enhance national mental wellness and promote volunteerism.

Our appointment as the SG Cares Volunteer Centre for Pasir Ris Town has presented us with the opportunity to fulfil these goals. It has, and continues to provide a platform for us to identify areas of need, allocate resources, and bridge gaps, thereby enhancing the town's ability to effectively meet the needs of the community.

While we strive to expand our external impact and reach, we are also mindful of prioritizing the ongoing growth and development of our staff. That's why we've embarked on the Workplace Learning (WPL) project in collaboration with NACE and SIT, with the aim of equipping our team with the

necessary skills to effectively adapt to a dynamic economic landscape, ensuring CARE's continued relevance and optimal utilisation of our skill sets.

Participating in Design Learning Workshops such as the NVPC Impact-A-Thon with School of X has also afforded us valuable insights into the myriad of approaches we can undertake to improve our service offerings.

With these insights and driven by the goal of broadening our impact and offering comprehensive support to a wider community, we have started on the process of rebranding our Hear4U hotline and shifting our focus towards engaging parents of the youths we serve. What better approach to nurturing our youths than by extending care to their caregivers as well?

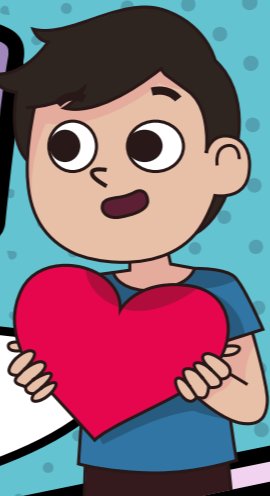
As we move forward, we embrace the wisdom that moving forward doesn't mean forgetting the past. It is through the toil and dedication of the past 25 years that we stand here today, proud of our achievements, but acutely aware that this is not the end of our story.

One thing is certain: we refuse to settle into complacency; instead, we strive to reach even greater heights, embracing the challenge of pursuing bigger and better things.

Thank you once again for your through-the-years. Join us on this exhilarating journey as we recount the chapters of our past, celebrate the milestones achieved, and outline our strategic vision for the future.

Dr John Tan
Executive Director

WHERE IT ALL BEGAN



CARE began work in July 1997 with 3 full-time (including Lan & Adelyn) and 1 part-time staff.

1997 - THE FOUNDING OF CARE

OUR FOUNDER - MS LAN TEO

When former school-teacher Lan returned to Singapore in 1995 after spending several years overseas, she was driven to ensure that Singapore's safe streets would remain safe for a long time. Her overseas stint impressed on her how youths, not properly guided, can wreak havoc and cause untold pain. Singapore in the nineties was experiencing increasing rates of juvenile delinquency. Deep in her heart, Lan felt she had to do something about it. So, she roped in long-time friend Adelyn and proposed to run a program to reach school students needing help and guidance. Hence CARE was born.



MEET OUR CO-FOUNDER - MS ADELYN POH

Initially, Adelyn had intended to remain with CARE for just one year as CARE didn't seem to be making any headway with the youths. However, her plans changed abruptly in April 1998 after the loss of her sister.

During the course of the subsequent court trial, she realised the tragic consequences that a misguided youth's actions could cause. It was then that she decided to turn her personal pain to a greater purpose - that of guiding wayward youths back to the positive path.



1998 - STAPLE PROGRAMMES

UTH POWER

CARE Singapore's flagship program, Uth Power! has been running since 1998.

The word "Uth" is a play on "Youth" and an acronym for "Understanding the heart", and was created to exemplify our belief that it is critical to reach and touch the hearts of the many youths we care for.

Through a comprehensive and validated approach, we continue to strive to do whatever it takes to help youths succeed, not only academically but more importantly in LIFE.



1998 – STAPLE PROGRAMMES

CAMP SYNERGY

CARE embarked on a mission to reinvigorate and enhance the school experience of students by organizing stay-in camps, during school holidays, with fun activities run by energetic volunteers grouped with students in what are called family groups. Initially held over 4 days and 3 nights, these camps bonded students together as well as with their family group facilitators.



COUNSELLING

As CARE is contracted to reach out to student cohorts, either at level or by education stream, there is usually a small percentage of students who require additional support for counselling, therapy, and family intervention.



VOLUNTEER DRIVEN

Since CARE's humble beginnings, it has always been blessed by the tremendous power of volunteers who believed in its cause and contributed effort, hours, and dollars at the board level, programming, as well as indirect support aspects.



OUR GROWING YEARS



2005 – LAUNCH OF CAREVOLUTION

Sharing a proven formula to empower positive relationships, thus creating a village that cares.



2010 – APPOINTED NCSS CENTRE OF SPECIALISATION FOR YOUTH EMPOWERMENT

Being recognized for our impactful outcomes and called upon to contribute resources to help our sector.



2020 – KICKED OFF MBS X CARE YOUTH MENTORING PROGRAMME WITH MARINA BAY SANDS

A project that not only connects students with mentors, but to eye-opening opportunities within the world of work, enabled by integrated resort Marina Bay Sands.



2014 – LAUNCH OF THE SCAFFOLD PROGRAMME (TSP)

Developed by NCSS, CARE was appointed to lead and run this 25-week programme to help guide and redirect youths towards an empowered future.



CNA Insider

‘Without him, I’d be in Boys’ Home’: The Normal Stream student who just needed someone to believe in him

After barely scraping through to secondary school, Yap Zi Yang’s self-esteem was shattered – until a youth worker with The Scaffold Programme helped him believe he was capable of more than he thought possible.



As a former Normal (Technical) stream student, senior youth worker Shafik Said has been in the position of students like Yap Zi Yang.

Source: ChannelNewsAsia



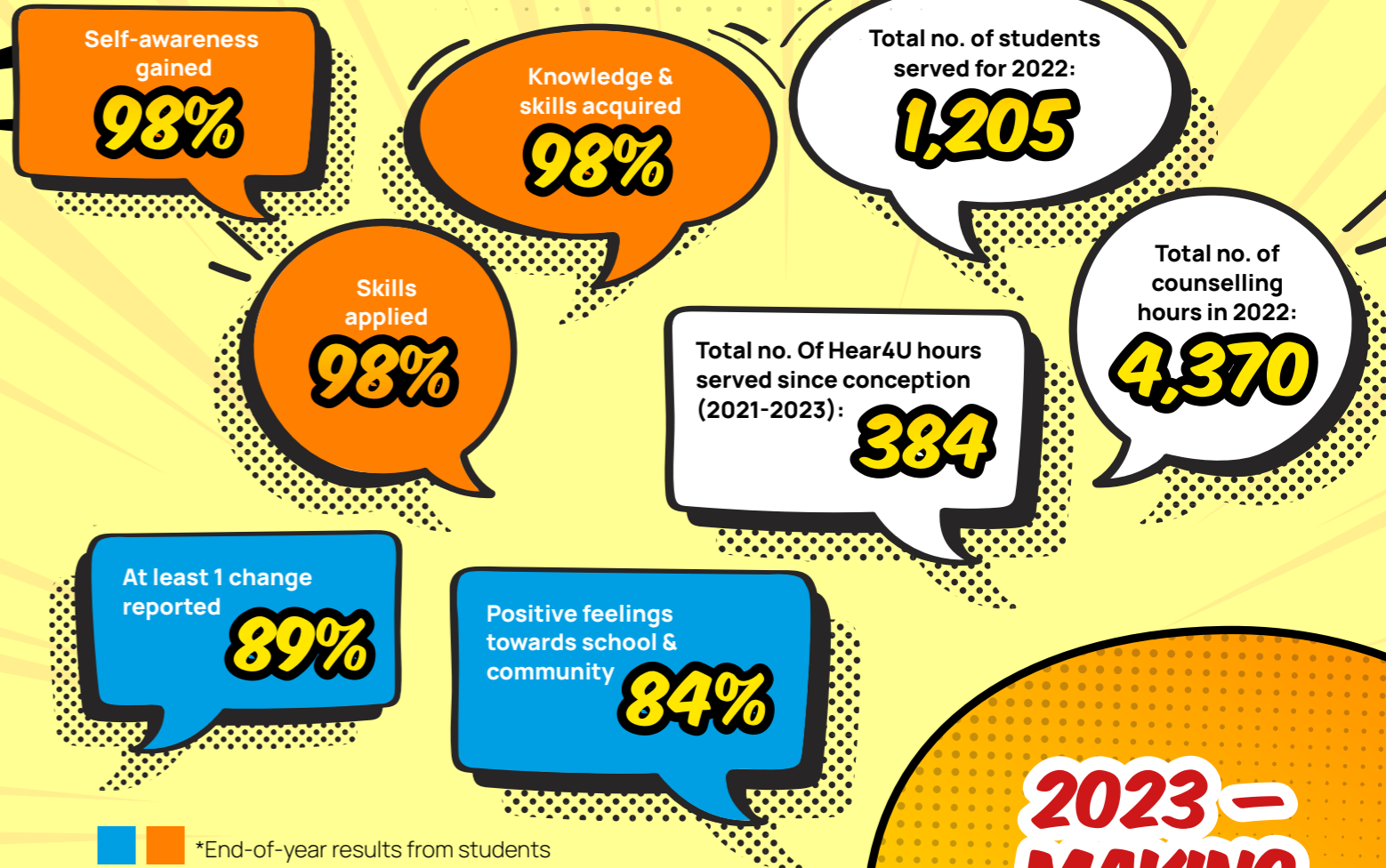
WHERE WE ARE NOW

2022 – APPOINTED SG CARES VOLUNTEER CENTRE FOR PASIR RIS TOWN

Going wider, as part of our strategic aim to expand our help to the Pasir Ris community at large.



OUR PROGRAMME IMPACT



2023 – MAKING AN IMPACT

MBS Mentoring Graduation

The culmination of the programme for the year, a celebration of the efforts and achievements of both mentors and mentees.



PARTNERSHIPS

York Hotel TV Donations

Our SG Cares Volunteer Centre distributed 52 TVs donated by York Hotel to social service agencies (SSAS) in Pasir Ris and beyond to empower the SSAs & their beneficiaries.



Ducati x NTUC Health Nursing Home

VC linked Ducati with NTUC Health Nursing Home in Pasir Ris for a Chinese New Year celebration on February 5, 2023. It was a day of entertaining bingo games, karaoke, socializing, and a display of motorbikes.



24asia x Edgefield Secondary School

Our SG Cares Volunteer Centre partnered with 24asia and Edgefield Secondary School to bridge our youths with the migrant community through undertaking a beach cleanup alongside migrant workers.



MTI x White Sands Sports Day

On 13 March 2023, the Ministry of Trade and Industry (MTI) invited students from White Sands Primary School to participate in an exciting Sports Day to give back to the community.

PARTNERSHIPS

Visit to CARE Office



The NCSS Leadership visited CARE and experienced how the team at CARE exemplify our mission through 3 key components:

- To serve the needs of a WIDER community,
- To impact the lives of youths over a LONGER period of time,
- And go DEEPER to provide support where it is most needed.

Candid discussions were had on the challenges faced as we forged ahead in this journey, and the dialogue ended off with the President of CARE, Mr Jeffrey Neo presenting our CARE Star pin to NCSS President, Ms Anita Fam.

Terrarium Workshops by Group Aid

VC partnered with Group AID to engage with families served by Yayasan MENDAKI and Social Service Office @ Pasir Ris by conducting free terrarium-making workshops.



Mentoring Summit

The mentoring team at CARE participated in the 2022 National Mentoring Summit, organized by Mentoring SG. The summit aimed to promote a strong mentoring culture and encourage collaboration and knowledge-sharing among mentoring practitioners and partners, with the goal of mentoring future generations of Singaporeans.



STAFF TRAINING & DEVELOPMENT



Fitch X NVPC Pitch for Success Workshop

CARE was invited to participate in a workshop organized by NVPC's Level-Up Series for NPOs, which aims to strengthen the sales competencies of non-profit fundraisers.



Committee on Wellbeing (CoW)

CoW was launched with the goal of fostering stronger relationships among staff members and providing a space where everyone can unwind and socialize outside of work.

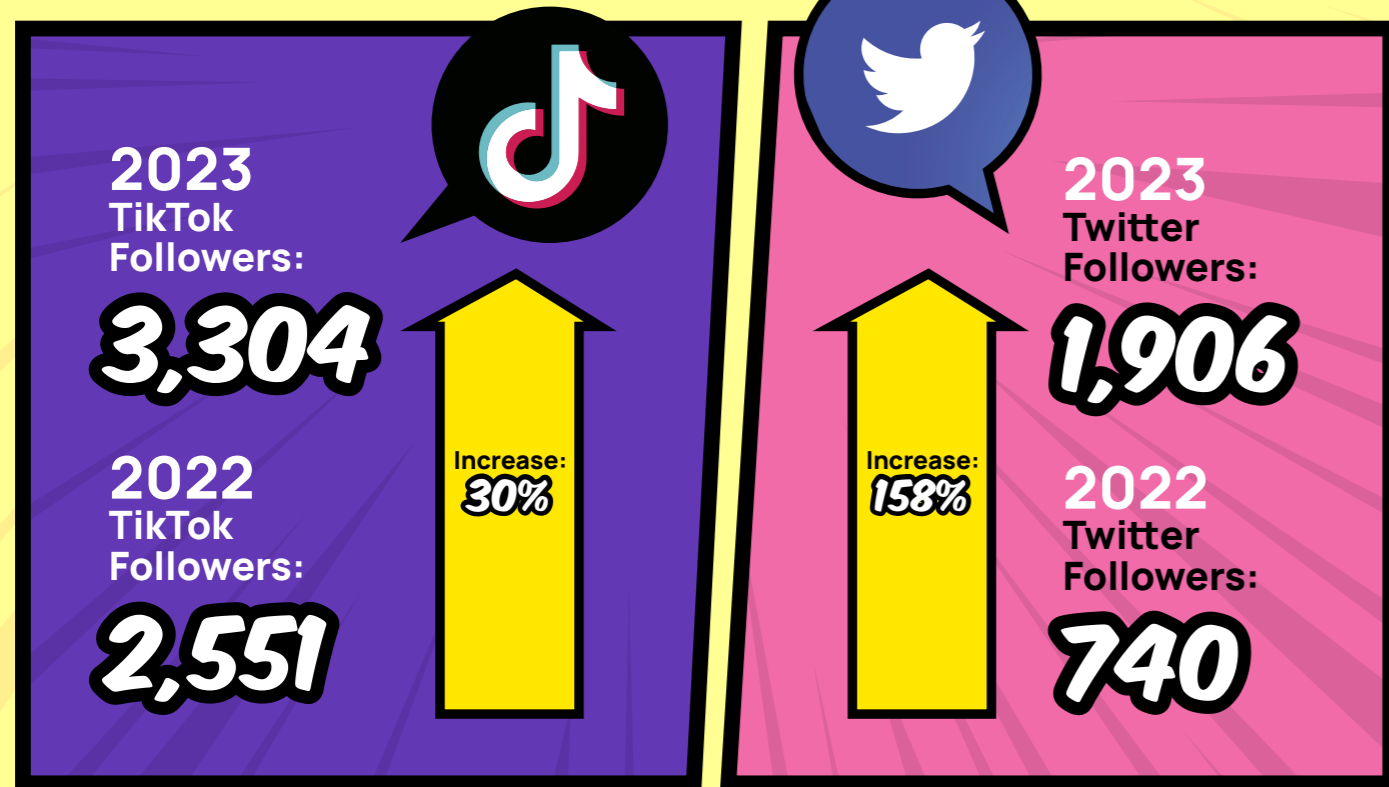
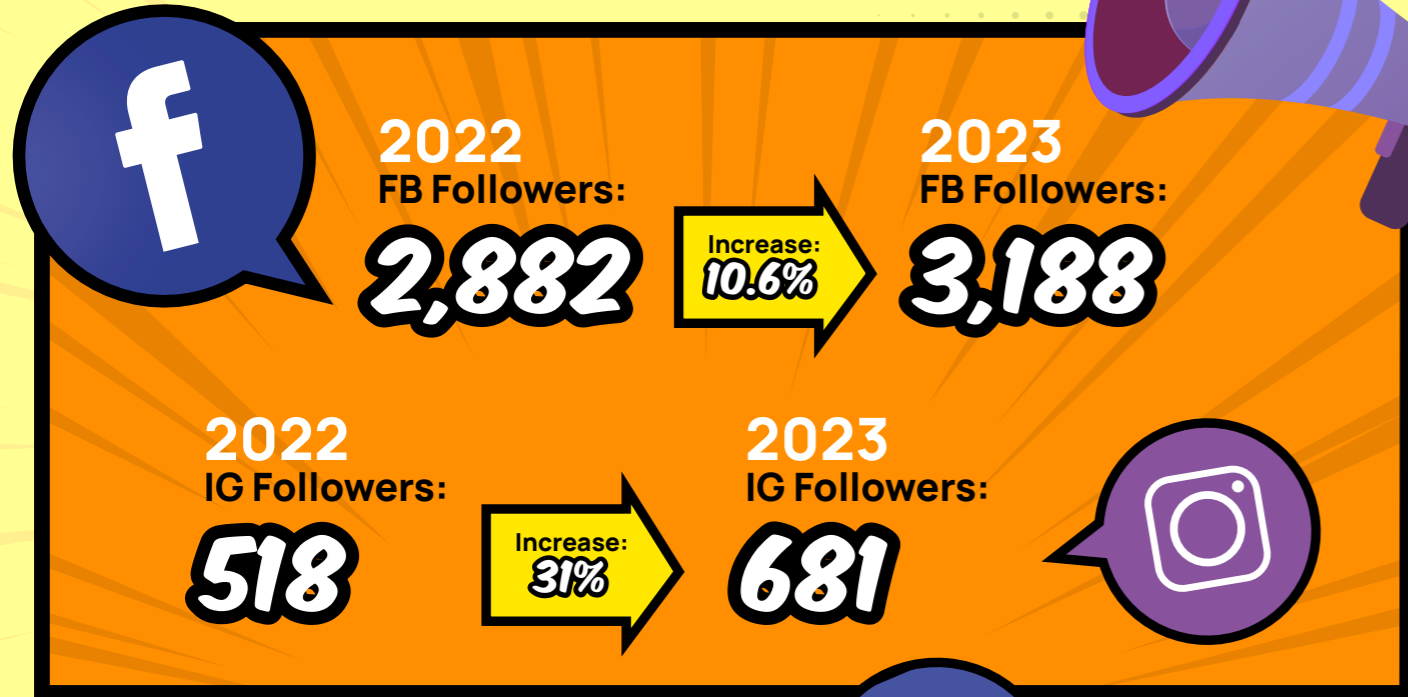
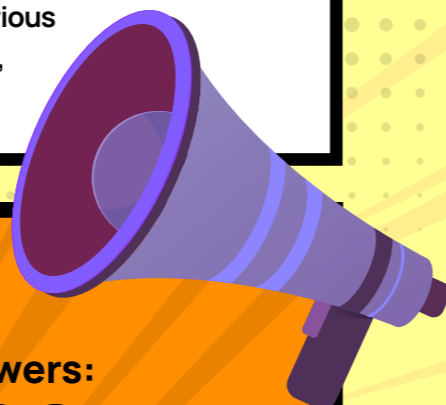


VMCD Consultancy

With the aim of enhancing our volunteer management capabilities in three key areas: Volunteer Recruitment & Selection, Volunteer Experience & Engagement, and Volunteer Development, CARE participated in the NCSS Volunteer Management Capability Development (VMCD) Consultancy Project, a 5-month program guided by consultants from Ernst & Young (EY).

SOCIAL ENGAGEMENT

Harnessing technology to hear out the concerns of youths in the digital space, we adopted 'Awario', a social listening tool. By gaining deeper insights into conversations on various social media platforms, we were able to tailor our social engagement efforts, enabling us to reach more audiences with wellness content.



GOVERNANCE REPORTING

 <p>Jeffrey Neo President Joined 2000</p>	 <p>Rudy Pierre Low Vice-President Joined 2006</p>	 <p>Mei Siregar Treasurer Joined 2004</p>	 <p>Ester Gerber Secretary Joined 2003</p>
 <p>Darren Lai Member Joined 2013</p>	 <p>Neo Kah Yean Member Joined 2008</p>	 <p>Kenneth Pan Member Joined 2008</p>	

The Board has collective responsibility for:

- Setting long term strategic directions
- Establishing a corporate governance framework
- Review and approval of annual business plans and budgets

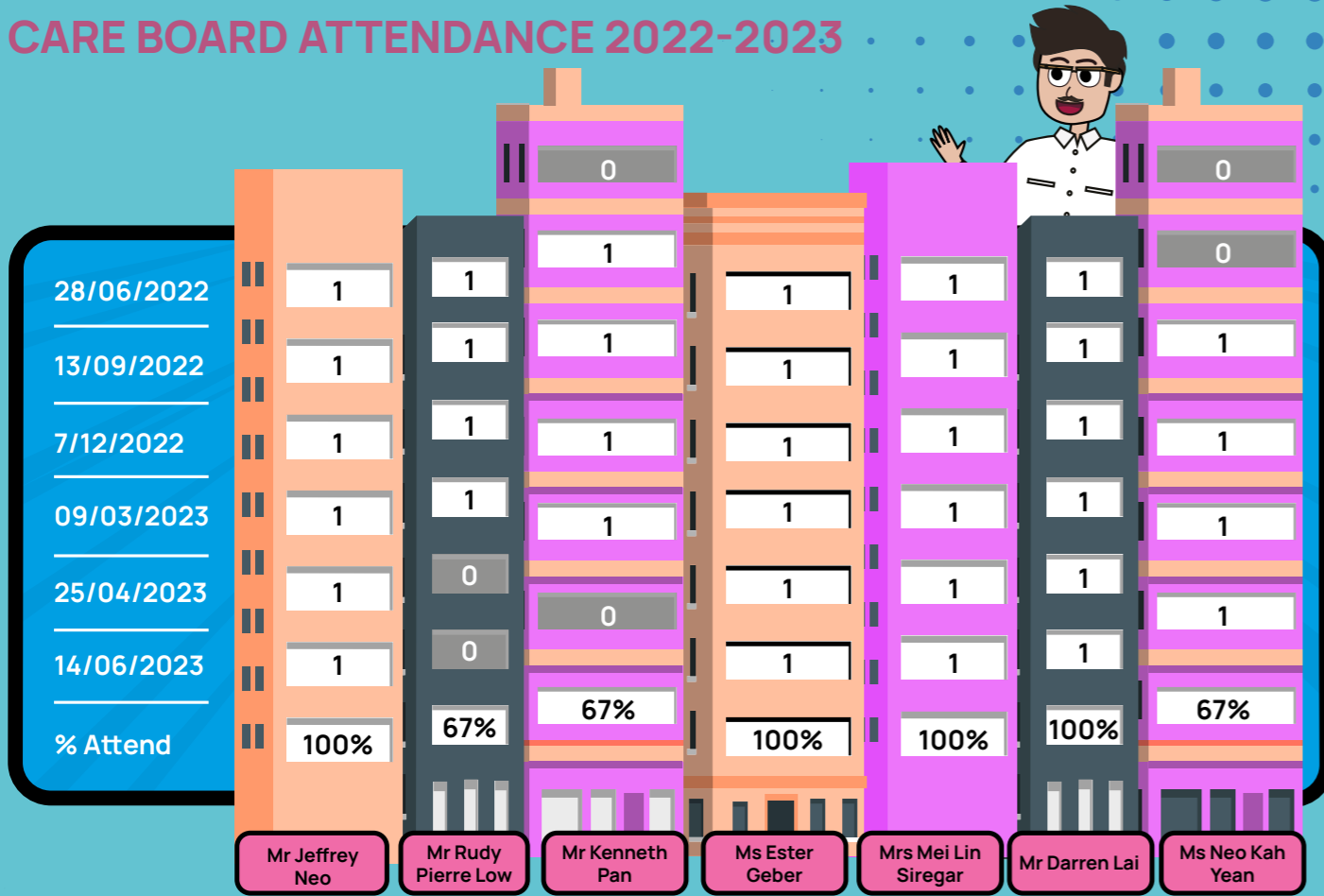
The appointment as Board members is for two years, with election of office holders occurring during the AGM. The board members provide stability to the society through their experience, consistency of service and bring varied competencies and perspectives covering areas of strategic planning and business management, human resource management etc.

We actively search and recruit new members in our plan for Board renewal.

*Mr Rudy Pierre Low resigned from the board on 31 May 2023

BOARD MEETINGS ATTENDANCE

CARE BOARD ATTENDANCE 2022-2023



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 2022 to 30 April 2023.

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.



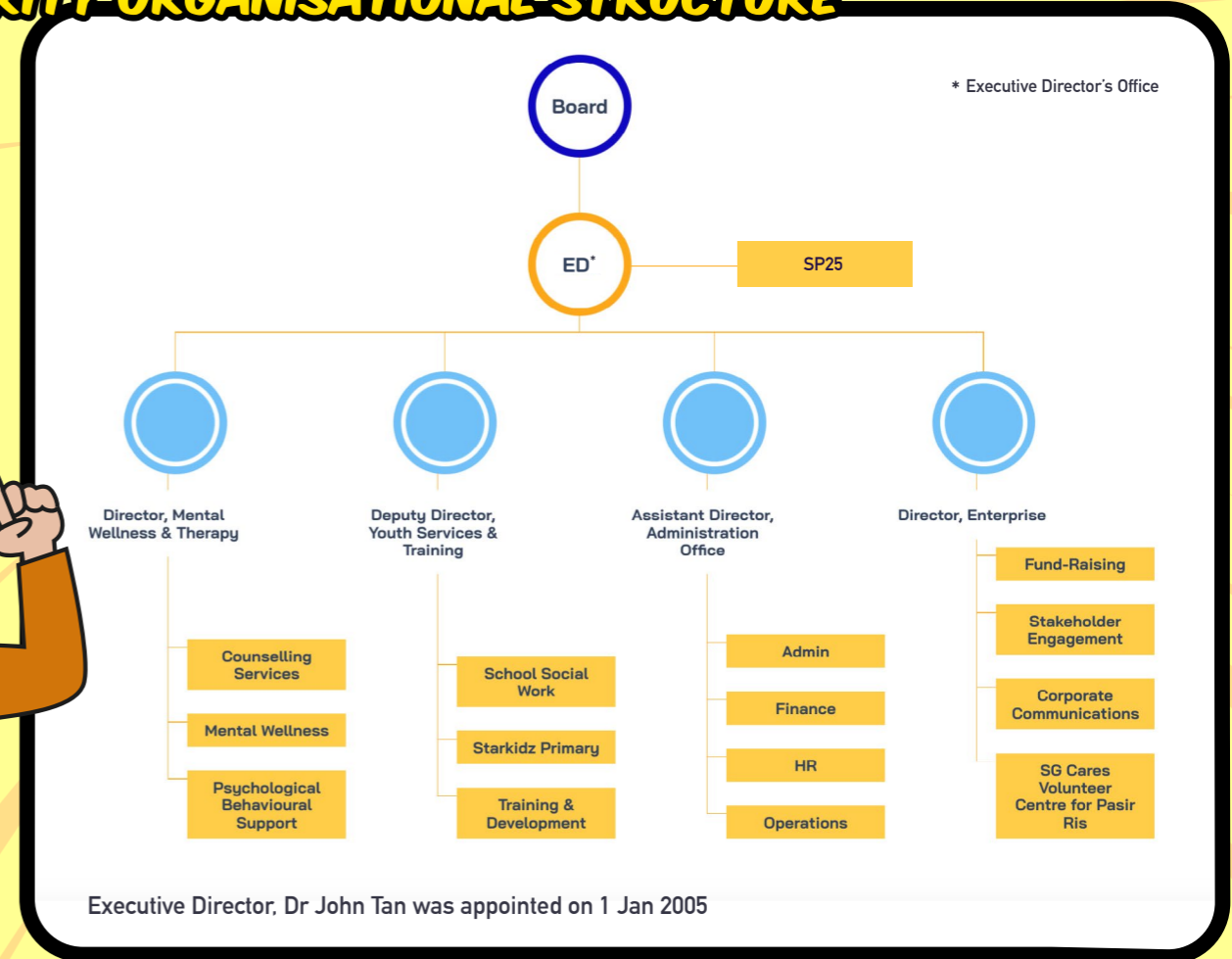
OVERVIEW OF CARE

CARE Singapore is a youth focused charity dedicated to transforming the lives of vulnerable children and youths.

Founded in 1997 with a heart of service, we embarked on our journey to provide unwavering support to those in need, extending a helping hand to children, youths and their families when they are grappling with adversity. With our fundamental commitment to prevention and empowerment, we set out with a focus to aid those at risk of socio-emotional challenges, academic setbacks, or delinquency.

Today, our comprehensive services span School Social Work, Counselling, Youth Mentoring, Mental Wellness, Parent and Teacher Training, Sports Partnerships, and operate a Hear4U Helpline in addition to the SG Cares Volunteer Centre @ Pasir Ris. This holistic approach enables us to tailor support to a diverse range of individuals in need, addressing their unique circumstances effectively.

CHARITY ORGANISATIONAL STRUCTURE



Our bankers: OCBC and UOB

LOOKING INTO THE FUTURE

\$10,424
raised from 104 donors

64% of \$16,200 196 more days

Help Girls be Great women
by Children-At-Risk Empowerment Association (CARE...)


Starts on 02/03/2023
Ends on 29/02/2024

\$50,021
raised from 405 donors

90% of \$55,555 13 more days

Help Stop bullying - Help us...
by Children-At-Risk Empowerment Association (CARE...)

Starts on 22/09/2022
Ends on 30/08/2023



Children-At-Risk Empowerment Association (CARE Singapore)

Connect & get access to exclusive activities or private campaigns. [Learn More](#)

\$1,190 RAISED!



ARMOR ALL X SGSS CHARITY CAR WASH

In FY2022/2023, we received donations totalling S\$3,165,438.11 from thousands of well-wishers and continued to keep our overheads low, leveraging off Giving.sg and similar digital platforms while strategizing the restart of physical fundraising events.

Over the next 3-5 years, we shall focus on multiplying the number of lives we touch. While we continue offering various children and youth services, in the form of School Based Social work, CARE will also be expanding more of our work into the community. An example would be the upcoming Project X-CITE, an innovative client centric approach that focuses on improving the subjective mental wellbeing of young adults.

We would also be enhancing the Hear4U© programme and piloting a series of initiatives in-line with our Strategic Plan 2025.

Beyond the outward facing services, CARE has plans to redouble our efforts internally to support our staff through a mix of coaching so as to lead them towards exploration



As life normalises around the world, the team at CARE is grateful to our many partners, donors and volunteers for their support in the work that we do for the people we care for.

An example of this would be Mr Clemente and Mrs Juliana Benelli, who came forward and raised funds for CARE Singapore through Nations Cup, a fun-filled golf event founded by them. Through this event, they raised over S\$113,000 to support our work with students and their families.

of technologically driven solutioning, designed to make our work more effective and fulfilling.

Finally, in the next few months, we will be working towards securing a multi-year arrangement as the appointed SG Cares Volunteer Centre for Pasir Ris so that we can do more good in a better and more volunteer driven manner.

Together, we will continue to remain relevant by providing the necessary resources to meet the needs of the community and will deploy a multi-channel approach to fundraising, restarting our physical fundraisers to complement a growing digital giving strategy.

Nation's Cup Charity Golf & Gala Dinner

\$113,000 RAISED!



SMU SAMBA MASALA BUSKING FUNDRAISER
27 & 28 MAY, 2023



\$9,203.75 RAISED!

GOVERNANCE EVALUATION CHECKLIST (ENHANCED TIER)

S/N	Code guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if “No”)		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.	1.1.7	Complied
	If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.”		
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied

S/N	Code guideline	Code ID	Response
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
Human Resource and Volunteer² Management			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 15 if “No”)		Yes
15	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
16	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks.	6.1.4	Complied
20	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if “No”)		No
21	The charity has a documented investment policy approved by the Board.	6.4.3	

S/N	Code guideline	Code ID	Response
Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)		Yes
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 23 if “No”)		Yes
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings." Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if “No”)	8.2	Complied
25	No governing board member is involved in setting his own remuneration.	2.2	No
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated."	8.3	No
	Does the charity employ paid staff? (skip items 27, 28 and 29 if “No”)		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied

S/N	Code guideline	Code ID	Response
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration."	8.4	Complied
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year."	8.5	Complied
Public Image			
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

- ¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- ² Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- ³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.
A close member of the family may include the following:
(a) the child or spouse of the Executive Head or governing board member;
(b) the stepchild of the Executive Head or governing board member;
(c) the dependant of the Executive Head or governing board member.
(d) the dependant of the Executive Head's or governing board member's spouse.
- ⁴ Executive Head: The most senior staff member in charge of the charity's staff.

HELP EVERY YOUTH SUCCEED!

Children-At-Risk Empowerment (CARE Singapore)

428 Pasir Ris Drive 6, #01-21, Singapore 510428

hello@care.sg

T00SS0043E

IPC000150

Charity Registration No.: 1509



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